



Parish Mission Statement: Our Lady of Victory is a community that lives and shares the preaching, teaching and healing of Christ.

Our Vision: To become the most vibrant and welcoming faith community in the Diocese.

January 2026

Introduction

Our Lady of Victory Catholic Parish is a vibrant, faith-filled community blessed with strong ministries, generous parishioners, and a thriving Catholic school. As our parish continues to grow and as the needs of families and parishioners evolve, it is essential that we look intentionally toward the future. This strategic plan provides a clear and mission-driven path for strengthening parish life, deepening discipleship, and supporting the Longer-Term vitality of both the parish and John F. Kennedy Catholic School.

Rooted in our mission—*to live and share the preaching, teaching, and healing of Christ*—and guided by our vision *to become the most vibrant and welcoming faith community in the Diocese*, this strategic plan is grounded in the Church's call to form disciples who participate fully in the life of faith and invite others into relationship with Christ. A parish that lives its mission is marked by joyful worship, active participation in the sacramental life of the Church, generous stewardship, meaningful service, and a culture that encourages discernment of God's call. That call takes many forms, including vocations to the priesthood, religious life, marriage, single life, and dedicated lay service. Vocations emerge where faith is lived visibly, taught intentionally, and witnessed joyfully across generations. This plan seeks to strengthen the conditions in which faith is nurtured and shared, so that Our Lady of Victory continues to grow as a welcoming community where disciples are formed, faith is lived, and God's call is heard and answered.

As we seek to live this mission faithfully, OLV is experiencing shifts in demographics, participation patterns, and family life rhythms, particularly around weekend Mass attendance, which—while still strong relative to many parishes—reflects broader national trends of inconsistent engagement. These realities present both challenges and opportunities: to welcome more intentionally, to accompany families more closely, and to ensure that our ministries and structures support the vibrant parish we are called to be.

Grounded in prayer, listening, and the lived experiences of parishioners, this plan charts a realistic yet hopeful vision for the next three to five years

Executive Summary

Our Lady of Victory is a strong and thriving parish blessed with dedicated parishioners, vibrant ministries, a welcoming spirit, and a deeply rooted sense of community. OLV's liturgies, faith formation programs, service outreach, and the mission of John F. Kennedy Catholic School all contribute to a parish that is active, generous, and deeply committed to living the Gospel. These strengths form the foundation on which this strategic plan builds.

This plan identifies nine Major Areas that arose through broad listening, analysis, and parish-wide discernment. They reflect where parishioners see the greatest opportunities for growth and the strongest alignment with OLV's mission. These Major Areas are interconnected and mutually reinforcing; progress in one area often supports growth in others. The plan calls for intentional communication, coordinated leadership, deepened discipleship, and strengthened support for families and ministries across the parish.

Nine Major Areas

1. Communication & Connection
2. Welcoming & Hospitality
3. Volunteerism, Leadership & Accountability
4. Youth & Family Engagement
5. Parish–School Relationship (OLV & JFK)
6. Faith Formation & Evangelization
7. Outreach & Service to the Community
8. Campus, Facilities & Safety
9. Pastoral, Staff & Operations Support

Together, these nine Major Areas focus on strengthening how people connect to parish life, grow in faith, serve others, and experience leadership that is clear, coordinated, and supportive. The plan places particular emphasis on welcoming and engaging families, supporting youth and faith formation, strengthening the parish–school relationship, and ensuring that ministries and facilities are well supported for the future. Across all areas, the plan emphasizes collaboration, simplicity, and sustainability rather than adding unnecessary complexity. The goal is not to do more, but to do what matters most with intention and care.

Our Lady of Victory has a strong foundation. This strategic plan builds on that strength with practical steps, realistic timelines, and coordinated leadership. With faith, collaboration, and commitment from the entire parish community, OLV can continue growing as a place where people encounter Christ, belong to a vibrant community, and live the mission of the Gospel.

Description of the Process Used

This strategic plan was developed through a robust, multi-month process designed to listen carefully to parishioners, assess current strengths, identify needs, and establish actionable and mission-aligned priorities.

1. An ad hoc strategic planning committee was formed by Parish Council to guide the process:

Jackie Staron, chair	Fr. Patrick Hilgendorf	Jessica Bangert
Scott Bengfort	Molly Crosby	Jenny Parvin
Chad Steimle	Rick Willows	
2. The committee met with Dr. Dan Ebener of the Diocese of Davenport and St. Ambrose University to create a strategic planning process that included Dr. Ebener's training of the committee and focus group leaders and note-takers.
3. Multiple representative groups were identified for interviewing, (such as clergy, worship and prayer, parish life, teen ministry, service and outreach, finance and property, faith formation, Catholic school education, staff, etc.), and individual members for groups were included. Focus group sessions were conducted in the late summer/fall of 2025.
4. Open group interview sessions were conducted after Masses for any parishioner who wanted to attend.
5. Online survey responses were solicited.
6. Focus group and survey results were tabulated and analyzed for common themes using artificial intelligence (AI). The committee then refined the results.
7. Strengths of OLV were published.
8. The committee identified Major Areas for growth and improvement at OLV, and, with the help of AI, began a detailed draft.
9. After reviewing and editing the first draft, the Major Areas for growth and improvement plan was shared with Parish Council for feedback.
10. Feedback was solicited via paper/pencil, email, and online.
11. The Major Areas for growth and improvement plan were edited based upon feedback, and the entire strategic plan was assembled with the aid of AI into the following format:
 - a. Major Areas reflecting the most important opportunities for growth and improvement at OLV
 - b. Why it matters
 - c. Goal
 - d. Strategies describing the approach the parish will take within each Major Area
 - e. Actions outlining practical steps to advance each strategy
 - f. Action type for each action. Action Types describe the nature and complexity of Actions, not their priority or sequence. Multiple Actions of various types can occur simultaneously.
 - i. Lower Complexity: Actions requiring little structural change, limited coordination, or may even be currently happening. If chosen, the action would likely take 0-6 months.
 - ii. Requires Planning: Actions needing planning, coordination, training, or role clarification. If chosen, the action would likely take 1-2 years.
 - iii. Longer-Range: Actions involving significant culture change, staffing, or significant facility/capital considerations or parish-wide coordination. If chosen, the action would likely take 3-5 years.
 - g. Metrics

- h. Responsible parties
 - i. Although the pastor is identified in each of the Major Areas as the head of the parish, he is not the implementation lead. The pastor's primary role is pastoral ministry
- 12. The committee reviewed and edited the plan several times before presenting it to Parish Council in January 2026.
- 13. Parish Council approved the plan in January 2026.

Next steps: Moving from Plan to Action

Approval of this strategic plan marks the transition from discernment to implementation. While not all Major Areas, Strategies, and Actions will advance at the same pace, parish leadership will begin prioritizing and advancing this work promptly following approval, recognizing the importance of responding to current pastoral needs while building for the future.

To ensure clarity, focus, and momentum, the following next steps are recommended to guide implementation.

1. Disseminate the Strategic Plan

The approved strategic plan will be shared with parish leadership, staff, and the broader parish community.

2. Prioritize Major Areas and Strategies

Parish Council, in collaboration with the pastor, will identify a limited number of Major Areas and the Strategies for focused leadership attention, while other Strategies continue to be sustained or prepared for future advancement. This prioritization recognizes that not all areas can advance simultaneously and helps direct energy and resources where they are most needed.

3. Assign Responsibility for Strategies

Prioritized Strategies will be assigned to Responsible Parties. Clear ownership supports accountability, coordination, and progress while allowing flexibility in how the work unfolds.

- a. Responsible Parties will choose the Actions to implement based on Action Type, anticipated impact, readiness, available capacity, and pastoral need. Actions are not required to occur in a fixed order and may be advanced concurrently or sequentially as appropriate.

4. Establish the Director of Parish Operations & Engagement

This role will provide dedicated coordination, support, and follow-through across ministries and committees, helping ensure that strategic initiatives move forward consistently and that progress is monitored and communicated effectively.

5. Integrate Strategic Plan Reporting into Existing Structures

Progress on prioritized Strategies and Actions will be incorporated into existing Parish Council, committee, and staff reports. This approach maintains focus, reinforces shared priorities, and ensures that the plan remains a living guide rather than a static document.

Strengths of Our Lady of Victory (OLV)

OLV is a parish that is welcoming, faith-filled, generous, and vibrant.

Welcoming, Caring Community

OLV's most frequently mentioned strength is its family-like atmosphere. OLV is our spiritual home, where we are known to one another and feel supported.

Vibrant Ministries & Adult Faith Formation

OLV's wide range of ministries and adult faith formation opportunities invite people into deeper discipleship. Music/choir enrich worship. CEW, That Man Is You (TMIY), SHE, Grief Share, Bible studies, etc. provide ongoing spiritual nourishment.

JFK Catholic School

JFK is a source of vitality, with strong leadership, dedicated staff, and engaged priests. Parents express pride in the school, noting that it keeps the parish young and draws families to OLV.

Generosity & Stewardship

OLV is a giving community with strong outreach and financial stability. Parishioners' generosity sustains ministries and ensures parish needs are met.

Beautiful Campus & Facilities

OLV has a beautiful, well-kept campus. The grounds, cleanliness, and physical environment are a source of pride.

Dedicated Priests & Sacramental Life

OLV has approachable, caring priests. Liturgies, daily Mass, the variety of weekend Masses, adoration, and reconciliation are cited as core strengths.

Major Areas for Growth and Improvement Plan for Our Lady of Victory (OLV)

1. Communication & Connection

Why It Matters: Parishioners want clearer, more consistent communication between OLV, JFK, and all parish ministries. People often learn news secondhand or too late, miss information, or don't know where to look for updates. Groups often do good work, but it's done independently rather than in coordination with other groups. Parishioners also want to better understand how decisions are made and where funds are directed. Effective marketing and communication are essential for engagement, volunteer recruitment, and promoting events across all parish ministries. Strengthening communication builds trust, reduces confusion, and helps everyone feel more connected to parish life.

Goal: Build clear, reliable, mission-aligned communication so everyone can feel informed, connected, and participate more fully — one parish, one mission, many ways to belong.

Recommendations:

1. Strengthen Communication Systems and Processes

- Continue to integrate the bulletin, weekly digital newsletter, pulpit announcements, website, and social media with consistent messaging and a unified communication rhythm that summarizes key parish and school events and includes links to sign-ups, volunteer needs, and other opportunities to get involved. (Lower Complexity)
- Update contact information during key touchpoints (e.g., ministry sign-ups, event registrations), without requiring it at every interaction. (Lower Complexity)
 - Include a timestamped “last updated” field for parishioner contact information so staff know how current it is.
- Develop a simple communication policy outlining who shares what information, how it is shared, and what channels are used. (Requires Planning)
- Train staff and volunteers to respond to inquiries in a timely, consistent manner and to communicate in ways that reflect the parish’s mission. (Requires Planning)
- Adopt a parish-wide digital communication platform (email + texting + alerts + simple reservations) to streamline messaging and reduce missed information. (Requires Planning)

2. Improve Clarity About Decision-Making

- Provide brief explanations of who is responsible for major decisions (e.g., pastor, finance council, parish council, committee chair) and how those decisions are communicated. (Lower Complexity): “This decision was made by...”
- When decisions impact multiple groups, include shared explanations to help prevent misunderstanding. (Lower Complexity)

3. Increase Transparency Through Regular Updates

- Post committee updates, meeting summaries, and financial reports on a regular frequency that’s determined by workflow. (Lower Complexity)

4. Incorporate a Marketing-Forward Structure

- Establish a Marketing & Communication Committee of volunteers to support the Director of Communications with marketing and communication strategy and management, content calendar, and maintaining up-to-date contact lists. (Requires Planning)

Metrics:

- Open and delivery rates on emails and text-messages.
- Engagement and growth in engagement on the parish/school website and social-media.
- Timeliness of updates and meeting summaries.
- Percentage of parishioner records with timestamped, updated contact information.
- Parishioner-perception survey on communication clarity and timeliness.

Responsible Parties:

- Pastor:
 - Provides overall pastoral guidance for parish communication; ensures clarity, unity, and mission alignment; supports transparency efforts; and encourages collaboration across parish and school leadership.
- Implementation Lead:
 - Director of Communications:
 - Leads the parish-wide communication system; manages bulletin, digital newsletter, website, social media, and email/text platforms; coordinates messaging across parish and school; maintains communication standards and schedules; ensures timely and accurate updates; and collaborates with ministries and committees to keep information consistent and mission-driven.
- Key Collaborative Partners:
 - Marketing & Communication Committee:
 - Supports the Director of Communications by assisting with strategy, content calendars, branding consistency, contact-list accuracy, and coordination of messaging across ministries; helps monitor engagement metrics and suggest improvements.
 - Principal:
 - Ensures school communications are coordinated with parish messaging; provides timely updates on JFK events and opportunities; collaborates on unified parish–school announcements; and supports consistency in language, timing, and priorities across both communities.
 - Ministry & Committee Chairs:
 - Submit accurate information for the weekly digest and other parish communications; provide details about events, volunteer needs, and ministry updates; work with Communications to ensure timely and clear messaging; and help reduce redundancy and confusion.
 - Director of Parish Operations & Engagement:
 - Supports communication through coordination of ministry activities, event logistics, and follow-through on timelines; assists with cross-ministry alignment; ensures contact information processes are working effectively; and helps enforce communication procedures.

- Strategic Leadership and Accountability:
 - Parish Council:
 - Monitors overall communication effectiveness; reviews communication-related metrics (e.g., engagement rates, clarity feedback); ensures transparency practices are upheld; recommends improvements to communication systems; and helps maintain alignment between communication efforts and parishwide strategic priorities.

2. Welcoming & Hospitality

Why It Matters: While OLV is known for being friendly, newcomers sometimes find it difficult to move from feeling welcomed to truly belonging. Parishioners expressed a desire to “to move from hello to belonging.” Genuine hospitality goes beyond greeting at the door — it’s about remembering names, extending personal invitations, and meaningfully following up so people feel part of the community. It helps sustain engagement, attendance, and spiritual growth.

Goal: Ensure every person — whether new, returning, or visiting — feels seen, known, and invited into parish life through genuine hospitality and ongoing relationships that reflect the warmth of the community.

Recommendations:

1. Strengthen New Member Welcome & Onboarding

- Launch the *“Hello to Belonging”* mentor program to pair new members with parish mentors for six months to welcome them, answer their questions, and help them make early connections. (Requires Planning)
 - First contact with parish mentors and follow up from parish office staff should be within 14 days of registration. (Lower Complexity)
- Display new parishioner photos and brief bios on screens in the gathering space monthly and in digital communications (with permission) to help the community recognize and welcome them. (Lower Complexity)
- Encourage ministry leaders to make personal invitations to new parishioners to attend events or explore ministries — focusing on relationship-building rather than asking them to volunteer. (Lower Complexity)
- Host quarterly newcomer gatherings where new parishioners meet parish leaders, learn about ministries, and build early friendships. (Requires Planning)

2. Revitalize and Coordinate the Hospitality Ministry

- Revitalize the Hospitality Ministry Committee with regular meetings and a ministry lead to help coordinate consistent work at all Masses. (Requires Planning)
- Provide hospitality formation training annually for ushers, greeters, and front-office staff, centered on warmth, awareness, and sensitivity to diverse parishioner needs. This training will also include safety and security training with the goal of balancing these needs with a welcoming environment and atmosphere. (Requires Planning)

3. Build a Culture of Warm, Intentional Connection at Mass

- Add Name-Tag Sundays quarterly or seasonally to encourage parishioners to learn names and meet others in a comfortable way. (Lower Complexity)
- Celebrate/acknowledge baptisms, confirmations, first sacraments, weddings at Masses. (Lower Complexity)
- Include a brief, simple “greet those around you” moment at selected Masses (perhaps quarterly), respecting differing comfort levels among parishioners. (Lower Complexity)

Metrics:

- Number of new households entering the Hello to Belonging process.
- Percent of new members contacted within 14 days.
- Attendance at newcomer events.
- Feedback from new members.

Responsible Parties:

- Pastor:
 - Provides pastoral guidance for all hospitality and welcoming practices, ensures that efforts reflect the parish’s mission, and supports the spiritual tone of hospitality initiatives.
- Implementation Lead:
 - Director of Communications:
 - Oversees communication and coordination for welcoming efforts; manages messaging to new parishioners; supports Hospitality Ministry activities; ensures timely, accurate, and mission-aligned communication; updates displays and digital content; and collaborates with the office and ministries to ensure smooth onboarding.
- Key Collaborative Partners:
 - Hospitality Ministry Committee:
 - Leads on-the-ground welcoming at Masses, supports name-tag Sundays and newcomer introductions, provides greeters and ushers, helps identify new parishioners, and partners with the Mentor Program Volunteers to ensure new members feel seen and supported.
 - Parish Office Staff:
 - Provides timely registration follow-up, assists with communication to new parishioners, coordinates logistical details for newcomer events, updates parish records, and supports hospitality processes during office interactions.
 - Mentor Program Volunteers:
 - Serve as the primary relational bridge for new parishioners by welcoming them personally, introducing them to ministries, inviting them to parish events, and providing support during their first months at OLV.
 - Ministry & Committee Chairs:
 - Provide accurate, timely information about upcoming events and volunteer needs; communicate ministry updates for the weekly digest; assist with welcoming new members into their areas; and collaborate with the Director of Communications for clear messaging.

- Director of Parish Operations & Engagement:
 - Supports coordination between ministries, assists with space scheduling and event logistics, helps monitor follow-through on hospitality commitments, and provides operational support to ensure welcoming efforts are sustainable and well-organized.
- Strategic Leadership and Accountability:
 - Parish Council:
 - Monitors the overall effectiveness of welcoming and hospitality efforts, reviews metrics such as new member follow-up and newcomer participation, identifies areas for improvement, and ensures that welcoming practices align with parishwide priorities and the strategic plan.

3. Volunteerism, Leadership & Accountability

Why It Matters: A parish thrives when many hands share the work of ministry. Too often, the same few people carry multiple roles, leading to fatigue and limited opportunities for others to serve. When others don't step forward, these same people step up again, leading to almost a catch-22. Many parishioners want to help but don't know how to begin, and some hesitate as they are not sure they will feel welcomed or they don't know the expectations. Parishioners need clear pathways, personal invitations, and positive leadership examples. Healthy leadership -- with clear expectations, shared responsibility, and collaboration -- ensures our work remains joyful, sustainable, and mission-driven.

Goal: Create a culture where all parishioners feel empowered to share their gifts, leadership is renewed intentionally, and ministries operate with clarity, accountability, collaboration, and mutual respect rooted in the mission of OLV..

Recommendations:

1. Strengthen Pathways for Parishioners to Serve

- Reissue the parish talent survey annually using an updated, conversational approach (in-person, phone, or digital Google Form) to collect both contact information and ministry interests. Follow up within two weeks. (Lower Complexity)
- Encourage every ministry leader to personally invite annually at least five parishioners not yet involved to explore a ministry or micro-volunteer role. (Lower complexity)
- Create an easy online form for parishioners to sign up for service opportunities. (Lower Complexity)
- Provide clear expectations for each ministry or committee (e.g., approximate time commitment, number of meetings, peak seasons, key responsibilities, expectations of collaboration, means of conflict resolution, etc.) so volunteers know what they are saying yes to. (Requires Planning)

2. Improve Leadership Formation & Support

- Offer annual leadership formation workshops for ministry chairs and leaders on topics such as communication, meeting facilitation, goal-setting, collaboration, and conflict resolution rooted in Catholic principles. (Requires Planning)
- Implement succession planning for committee and ministry leadership roles whereby potential future leaders are intentionally identified and mentored before transitioning. (Requires Planning)
- Review each committee's purpose, membership, and charter for clarity, ensuring alignment with parish mission and accountability structures. (Requires Planning)

3. Increase Transparency and Collaboration Across Ministries

- Publish an annual Ministry Impact Report that highlights accomplishments and contains stories of how the ministry work is fulfilling the mission of OLV. (Requires Planning)
- Provide clearer guidance on how ministries interact with each other and the parish office, helping reduce silos while acknowledging that some specialization is natural. (Requires Planning)

4. Strengthen Parish Infrastructure for Volunteer Support

- Ensure the Director of Operations & Engagement position supports ministry leaders by helping them stay organized, scheduling meeting spaces, publishing needs, and following up on planning tasks. (Requires Planning)
- Hire or designate a Volunteer Coordinator to oversee recruitment, onboarding, training, Safe Environment compliance, and volunteer appreciation. (Requires Planning)
- Celebrate volunteer service regularly—thank-you notes, bulletin spotlights, and a yearly appreciation event. (Lower Complexity)

Metrics:

- Number of active volunteers across ministries.
- Number of new volunteers each year.
- Informal feedback from volunteers.
- Retention rate of new volunteers after one year.
- Percent of ministries reporting sufficient help.

Responsible Parties:

- Pastor
 - Provides pastoral guidance, ensures that leadership development and volunteer practices reflect the parish mission, and supports efforts to strengthen collaboration across ministries.
- Implementation Lead:
 - Volunteer Coordinator
 - Organizes volunteer recruitment, onboarding, and follow-up; maintains volunteer lists; assists ministries with scheduling and communication; supports succession planning; and helps ensure that ministries have the people they need to function well.
- Key Collaborative Partners:
 - Director of Communications
 - Helps ministries promote volunteer opportunities, supports communication around leadership formation workshops, publishes recognition and ministry outcomes, and ensures clarity and consistency in messaging.
 - Director of Parish Operations & Engagement
 - Supports ministry leaders by helping them understand expectations, schedule meeting spaces, organize documentation, follow through on leadership transitions, and improve coordination across ministries and committees.
 - Ministry and committee Heads
 - Coordinates day-to-day ministry operations, identifies and mentors future leaders, personally invites parishioners to serve, provides clear expectations for roles, collaborates with other ministries as needed, and works with the Volunteer Coordinator on recruitment and recognition.

- Strategic Leadership & Accountability:
 - Parish Council
 - Monitors progress in volunteer engagement, strengthens accountability across ministries, recommends adjustments as needed, and ensures that volunteerism supports parish-wide priorities.

4. Youth & Family Engagement

Why It Matters: Young families struggle to navigate full schedules – from school and work to sports and other activities – and often feel stretched thin. Many parents desire deeper faith opportunities for their children but need options that fit naturally into family life. At the same time, there are limited family-friendly or child-specific opportunities during Mass and parish events. Supporting families in passing on the Catholic faith requires intentional, joyful evangelization and accessible experiences that connect church life with the rhythms of everyday family life.

Goal: Offer engaging, age-appropriate, and family-centered ways to grow in faith — helping parents, teens, and children alike grow in faith together – making OLV a place where families feel they belong, are known, and are excited to participate.

Recommendations:

1. Strengthen Ministries and Opportunities for Children

- Reintroduce Children's Liturgy of the Word with a team of 10–12 volunteers. (Requires Planning)
 - Provide clear training, support, and scheduling for new Children's Liturgy of the Word volunteers.
- Highlight youth milestones (Confirmation, NCYC participation, service projects) at weekend Masses and in parish communications. (Lower Complexity)
- Offer occasional “teaching Masses” to help all ages understand and love the liturgy. (Lower Complexity)
- Establish family-friendly Mass options (e.g., youth-led services or family/intergenerational roles) and encourage and support youth in roles across all weekend Masses. (Requires Planning)
- Offer family-friendly parish events — such as seasonal gatherings, faith nights, service projects, and simple social opportunities — to help families build relationships with one another and grow in their faith. (Requires Planning)

2. Support Faith Growth Through Service and Formation

- Pair youth and family service opportunities with explanations of *why* service is part of our Catholic mission, helping young people understand the meaning behind what they do. (Lower Complexity)
- Expand youth ministry for middle school and high school students, ensuring clear expectations, leadership, consistent opportunities, and strong communication across OLV, JFK, and Faith Formation. (Requires Planning)

3. Enhance Parish–Family–School Alignment

- Strengthen communication and collaboration between OLV, JFK, Faith Formation, and Youth Ministry to provide a unified calendar, consistent expectations, and shared messaging. This is especially important for sacramental preparation. (Requires Planning)
- Offer parent support opportunities during faith formation events, such as parallel sessions or child care, so the whole family benefits. (Requires Planning)
- Explore ways to integrate moments of faith into existing community-gathering points — including sports, extracurriculars, and school events — so that faith formation meets families where they already are. (Longer-Term)

Metrics:

- Participation rates in family-oriented Masses, youth events, and service projects.
- Volunteer involvement in Children's Liturgy of the Word and youth activities..
- Family engagement and satisfaction.

Responsible Parties:

- Pastor
 - Provides pastoral oversight, ensures alignment with the parish mission, and supports youth and family initiatives through vision, encouragement, and sacramental leadership.
- Implementation Leads:
 - Youth & Family Engagement Committee
 - Coordinates planning, scheduling, volunteer recruitment, and evaluation for youth and family programs; serves as the hub connecting parish, school, and formation efforts.
 - Director of Religious Education
 - Oversees sacramental preparation, catechesis, Children's Liturgy of the Word, and family formation programs; coordinates curriculum, training, and communication with parents, particularly those in Faith Formation.
 - Coordinator of Youth Ministry
 - Leads middle school and high school ministry, service opportunities, retreats, youth roles at Mass, collaborates with JFK and Faith Formation, and supports communication with middle school and high school ministry families.
- Key Collaborative Partners:
 - Faith Formation Committee
 - Advises on long-term planning, supports evaluation of programs, assists with volunteer recruitment, and ensures alignment with diocesan guidelines.
 - Hospitality Ministry Committee
 - Assists with welcoming families at parish events, supports youth involvement at Masses, and collaborates on newcomer-engagement activities.
 - Principal
 - Supports communication with school families, aligns sacramental preparation processes, encourages youth participation in parish life, and coordinates appropriate use of school facilities.

- Strategic Oversight & Accountability
 - Parish Council
 - Provides guidance, ensures alignment with the strategic plan, monitors progress indicators, and recommends adjustments as youth and family engagement evolves.
 - Ministry & Committee Chairs
 - Coordinate ministry-specific youth and family opportunities, share updates, and collaborate to avoid scheduling conflicts and strengthen participation.
 - Director of Parish Operations & Engagement
 - Supports coordination across ministries, helps manage communication flow, assists with event logistics, promotes volunteer engagement, and ensures follow-up on planning tasks.

5. Parish–School Relationship (OLV & JFK)

Why It Matters: JFK Catholic School is a key ministry of OLV. At the same time, many parish families have children in public schools and also participate fully and with equal commitment to parish life. Because families connect to OLV through different educational paths, strong communication and coordination between the parish and school are essential. When the two work in harmony, families experience OLV as one unified Catholic community with consistent expectations, clear messaging, and shared opportunities to grow in faith.

Goal: Strengthen the partnership between OLV and JFK through shared communication, faith events, and consistent collaboration that celebrates our shared mission.

Recommendations:

1. Strengthen Communication and Collaboration

- Maintain clear, aligned messaging between OLV, JFK, and Faith Formation through joint communication channels (e.g., shared digest, coordinated bulletin space). (Lower Complexity)
- Align sacramental preparation processes across school and Faith Formation, communicating expectations early and consistently. (Lower Complexity)
- Publish shared guidelines for parish and school facility use—including scheduling, supervision, and cleanup—to remove confusion and improve stewardship. (Requires Planning)

2. Offer Shared Faith, Service, and Community Experiences

- Host joint parish–school faith events, service projects, and ministry fairs that build relationships across the broader OLV community. (Requires Planning)
- Create follow-up connections for JFK and Faith Formation graduates to encourage continued involvement in parish ministries, youth programs, and service opportunities. (Requires Planning)

3. Support Families and Strengthen Long-Term Stewardship

- Develop mentorships for new JFK families, both Catholic and non-Catholic, introducing them to parish life and expectations. (Requires Planning)

- Provide simple tools and resources to help families integrate faith into daily routines, extracurriculars, and sports, recognizing the realities of busy family life. In other words, meet the people where they are at. (Requires Planning)

Metrics:

- Clarity and consistency of parish–school communications.
- Alignment of sacramental preparation timelines and communication.
- Mentorship participation rates and satisfaction with the mentorship program.
- Parishioner feedback on parish–school collaboration.
- Participation rates of JFK and non-JFK families in parish events.

Responsible Parties:

- Pastor:
 - Provides pastoral oversight, reinforces unity between parish and school, ensures unity of mission, supports alignment of sacramental preparation and communication, and promotes collaboration across ministries and school leadership.
- Implementation Leads:
 - Director of Parish Operations & Engagement:
 - Coordinates the operational and communication bridge between OLV and JFK; supports alignment of calendars, facility use, expectations, and events; assists with follow-through on shared initiatives; and ensures that day-to-day collaboration remains strong, consistent, and mission-driven.
- Key Collaborative Partners:
 - Principal:
 - Supports communication with school families; aligns school faith life with parish initiatives; collaborates on sacramental preparation; encourages JFK student participation in parish life; and works with Operations & Engagement on facility use needs.
 - Director of Religious Education
 - Oversees consistent sacrament preparation processes for JFK and Faith Formation families; ensures communication and timelines are unified; and collaborates on family formation opportunities.
 - Coordinator of Youth Ministry
 - Integrates JFK and public-school students into youth ministry; communicates opportunities clearly; coordinates youth roles at Mass; and supports joint parish–school service and social activities.
 - Youth & Family Engagement Committee
 - Plans shared family activities; helps bridge parish and school families; supports communication, hospitality, and volunteer recruitment for joint events.
 - Director of Communications
 - Ensures unified messaging across parish and school; manages shared digest items; publishes youth milestones; and supports visibility of joint parish–school activities.
 - Ministry & Committee Chairs
 - Provide timely updates for shared communication; support involvement of school families in ministries; participate in coordination for parish–school events; and help avoid scheduling conflicts.

- Hospitality Ministry Committee
 - Ensures that both school and non-school families feel welcomed at parish events and Masses; supports newcomer integration; and contributes to joint parish–school hospitality efforts.
- Strategic Oversight & Accountability:
 - Faith Formation Committee
 - Advises on long-term planning; evaluates alignment of formation and sacramental programs; assists with joint family events; and helps assess engagement across parish and school families.
 - Parish Council
 - Monitors progress of parish–school alignment; reviews engagement and participation metrics; identifies areas needing further coordination; and ensures the parish–school relationship remains a long-term strategic priority.

6. Faith Formation & Evangelization

Why It Matters: Parishioners desire a deeper understanding of their Catholic faith and support for living it in daily life. Adults seek meaningful formation opportunities; parents want help forming their children; and youth need engaging, accessible ways to participate. A parish that continually grows in faith naturally draws others to Christ through witness and invitation.

Goal: Provide meaningful, engaging ways for all ages to learn, live, and share their faith — inviting others to encounter Christ through us.

Recommendations:

1. Strengthen Adult Faith Formation

- Continue adult faith programs such as Bible studies, CEW, SHE, TMIY, and parish missions, through a variety of times and formats. (Lower Complexity)
- Encourage participants to share testimonies at Mass, in the bulletin, or on parish social media to inspire others. (Lower Complexity)

2. Assess Parish Needs to Guide Formation

- Conduct a parish-wide faith survey (in coordination with the Diocese when available) for both adults and youth to assess faith understanding, engagement, and needs, and then use this data to guide future formation offerings. (Requires Planning)
- Ensure ministries have adequate budget support to reduce reliance on fundraising for basic ministry needs. (Requires Planning)

3. Foster Collaboration and Broader Evangelization

- Align sacramental preparation processes across school and Faith Formation, communicating expectations early and consistently. (Lower Complexity)
- Partner with neighboring parishes for speaker series, retreats, or missions when beneficial. (Longer-Term)

4. Support Faith in Daily Family Life

- Create simple seasonal “faith touchpoints,” such as Advent/Lent prayer tools or family prayer cards. (Lower Complexity)

- Create opportunities for family-based formation nights where parents and children learn, serve, and pray together. (Requires Planning)
- Provide simple tools and resources to help families integrate faith into daily routines, extracurriculars, and sports, recognizing the realities of busy family life. In other words, meet the people where they are at. (Requires Planning)

Metrics:

- Attendance and participation rates in formation programs.
- Feedback on spiritual growth and faith formation opportunities.
- Completion and analysis of faith survey results; new programs developed in response

Responsible Parties:

- Pastor:
 - Provides pastoral direction for all faith formation and evangelization efforts; ensures unity of mission across adult, youth, and family initiatives; supports witness, sacramental coordination, and parish engagement.
- Implementation Leads:
 - Director of Adult Faith Formation:
 - Leads adult formation programs; develops and supports small-group leaders; coordinates adult catechetical resources and testimony-sharing; and collaborates with Communications to ensure adult formation opportunities are clearly promoted.
 - Director of Religious Education:
 - Oversees PS–8 catechesis for non-JFK students, sacramental preparation for families, and Vacation Bible School; coordinates curriculum, calendars, timelines, and communication with parents involved in non-JFK-based formation.
 - Coordinator of Youth Ministry:
 - Leads middle and high school youth ministry; coordinates service opportunities, retreats, youth roles at Mass, and evangelization opportunities; ensures accessibility for both JFK and public-school teens.
- Key Collaborative Partners:
 - Youth & Family Engagement Committee:
 - Plans family formation nights; supports family-friendly resources and hospitality; recruits volunteers; assists with youth and family programming.
 - Director of Communications:
 - Promotes programs, testimonies, and events; supports unified messaging; manages digital platforms and parish-wide communication for evangelization efforts.
 - Principal:
 - Collaborates on sacramental preparation, communicates with school families, supports youth ministry involvement, and ensures alignment between school faith life and parish initiatives.
 - Director of Parish Operations & Engagement:
 - Oversees parish operations that support formation and sacramental processes; coordinates logistics, scheduling, and communication across ministries; ensures procedures are followed; and tracks progress and collaboration between departments.

- Strategic Oversight & Accountability:
 - Faith Formation Committee:
 - Advises on long-term planning; evaluates program alignment; supports volunteer recruitment; coordinates large-scale events such as missions or retreats.
 - Parish Council:
 - Monitors progress toward faith formation and evangelization goals; reviews engagement metrics; identifies areas needing support or adjustment to sustain parish growth and vitality.

7. Outreach & Service to the Community

Why It Matters: Service is an essential expression of our Catholic faith, and faith grows when it is shared. Extending compassion to neighbors in need reflects the Gospel and strengthens OLV's witness in the Quad Cities. Parishioners want OLV to engage the wider community with compassion, purpose, and meaningful relationships—not just through donations, but through presence. Community outreach—both spiritual and practical—helps parishioners live their baptismal call to serve. Multiple ministries already serve the community in different ways, and better coordination can strengthen impact, reduce duplication, and help parishioners participate more easily.

Goal: Be a parish that reaches beyond our walls — meeting needs, offering friendship, and showing Christ's love through action.

Recommendations:

1. Coordinate Parish Outreach Efforts Thoughtfully

- Reconfigure the existing Stewardship Committee and Social Action/Christian Services Committee(s) to become one committee focused on time, talent, and treasure. Clearly define roles so financial giving and service outreach work hand-in-hand but remain distinct in focus. (Requires Planning)

2. Focus Outreach on Relational, Impactful Service

- Review the current outdoor food pantry program and consider alternatives or enhancements that promote dignity, reduce misuse, and strengthen relationships with those in need—recognizing that parishioners have differing perspectives about its future. (Requires Planning)
- Coordinate existing service ministries (e.g., food pantry, meals, youth service projects, Giving Tree) under one shared outreach calendar and communication plan. (Requires Planning)
- Increase parish participation in community organizations such as River Bend Food Bank, Café on Vine, Habitat for Humanity, or others—balancing direct service with partnerships that amplify impact. (Requires Planning)
- Identify 1–2 signature outreach initiatives that OLV can become known for over time rather than trying to meet every possible need. (Longer-Term)

3. Create Accessible Service Opportunities for All Ages

- Develop parish-wide and family-friendly service opportunities — including seasonal service days and “Serve Together Saturdays” — with clear, pre-identified project options for families and individuals. Provide simple reflection moments before or after activities to help participants understand *why* service matters. (Requires Planning)
- Highlight service stories in bulletins and online to inspire others. (Lower Complexity)

Metrics:

- Number of service events and participants.
- Community partnerships established or supported.
- Participation in signature outreach initiatives.
- Parishioner feedback on service experiences.

Responsible Parties:

- Pastor:
 - Provides pastoral guidance for parish outreach; ensures outreach efforts reflect Catholic social teaching and the mission of OLV; supports coordination between ministries and committees.
- Implementation Leads:
 - Director of Parish Operations & Engagement:
 - Coordinates outreach communication, schedules, volunteer processes, and collaboration among ministries; ensures consistency and follow-through on service initiatives; tracks participation and project outcomes.
- Key Collaborative Partners:
 - Stewardship Committee:
 - Coordinates service opportunities, identifies partnerships, and assists with communication of needs.
 - Service Ministry Leaders:
 - Continue leading their existing ministries while collaborating on parish-wide efforts to avoid duplication and promote unified service.
 - Director of Communications:
 - Promotes service opportunities through all communication channels; highlights success stories and impact.
 - Coordinator of Youth Ministry:
 - Integrate youth into service opportunities; help provide spiritual reflection and formation before/after service.
- Strategic Oversight & Accountability:
 - Parish Council:
 - Reviews outreach priorities, ensures alignment with strategic plan, monitors participation and engagement data, and addresses long-term needs.
 - Finance Council:
 - Provides guidance on stewardship implications, budgeting for outreach initiatives, and evaluating resource allocation for signature projects.

8. Campus, Facilities, and Safety

Why It Matters: Our facilities are beautiful, well-loved, and heavily used. They are also aging, safety, accessibility, and technology expectations have changed, and several ministries - including clergy - lack appropriate long-term space. A clear facilities vision helps the parish care for what we have today while preparing thoughtfully for the next 10–20 years.

Goal: Maintain a safe, welcoming, and forward-looking mission-aligned campus through responsible stewardship, maintenance and upgrades, and long-term planning.

Recommendations:

1. Develop a Master Facilities & Long-Range Campus Plan

- Prioritize appropriate workspaces for clergy, parish staff, youth ministry, and other ministries—recognizing that current rectory configuration does not meet long-term needs. (Requires Planning)
 - Identify opportunities to repurpose or consolidate existing spaces before investing in new construction. (Requires Planning)
- Create a multi-tiered facilities plan that includes maintenance priorities, safety needs, building life-cycle expectations, and long-range campus uses—including potential future parish center or rectory solutions. (Requires Planning)
 - Evaluate the information leading to the 2008-2011 capital campaign for parish and school facilities and determine whether to update, revise fully, or start fresh given the age of the prior analysis. (Requires Planning)

2. Enhance Campus Safety & Security

- Implement regular safety assessments covering access control, emergency procedures, lighting, signage, and safety drills recognizing the need to balance security and hospitality. (Requires Planning)
- Coordinate safety planning with JFK to ensure alignment across the campus. (Lower Complexity)

3. Improve Accessibility

- Expand ADA accessibility across restrooms, entrances, parking, and gathering areas, prioritizing areas with the highest parish and school use. (Longer-Term)

4. Coordinate Facility Planning with JFK & SCCS

- Collaborate with JFK and SCCS leadership to coordinate long-range planning, avoid duplication of efforts, support enrollment trends and school facility needs, and align timelines when school and parish spaces and needs intersect. (Longer-Term)

5. Increase Communication & Transparency Around Facilities & Capital Projects

- Publish facility updates, progress on capital planning, and safety improvements to keep parishioners informed and build trust. (Lower Complexity)
- Clarify how parish investment in campus improvements supports both parish life and the school community. (Lower Complexity)

6. Expand Volunteer Stewardship for Facilities Care

- Continue offering small, manageable volunteer projects while ensuring they meet real campus needs rather than creating tasks simply for participation. (Lower Complexity)

Metrics:

- Completion of annual facility and safety audits.
- Implementation of safety drills, training sessions, and updated safety protocols.
- Completion of 5-year maintenance/facilities goals and progress toward them.
- Parishioner feedback on facilities and safety.
- Clarity and consistency of communication about capital needs and improvements.

Responsible Parties:

- Pastor:
 - Provides pastoral oversight, sets long-range vision for campus needs, approves major facilities decisions, and ensures alignment with parish mission and stewardship principles.
- Implementation Leads:
 - Director of Parish Operations & Engagement:
 - Oversees the implementation of facilities and safety initiatives; coordinates audits, vendor communication, maintenance prioritization, and cross-department scheduling; manages capital project logistics; ensures alignment between parish, school, and SCCS operational needs.
- Key Collaborative Partners:
 - Buildings & Grounds Committee:
 - Provides expertise, reviews maintenance needs, supports vendor evaluation, and advises on facility priorities and long-range campus planning.
 - Principal:
 - Coordinates school-related facility needs, collaborates on safety and accessibility improvements, ensures alignment of plans that affect school operations, and supports communication on shared campus projects.
 - SCCS Leadership:
 - Collaborates on long-range planning and ensures consistency between school system initiatives and parish campus plans.
 - Director of Communications:
 - Shares facility updates, communicates progress on projects and safety initiatives, and supports transparency with parishioners.
 - Ministry & Committee Chairs:
 - Provide feedback on facility needs, help identify accessibility issues, and participate in volunteer projects when appropriate.
- Strategic Oversight & Accountability:
 - Finance Council:
 - Reviews and evaluates financial feasibility of proposed projects, prioritizes long-range investments, and monitors stewardship of resources.
 - Parish Council:
 - Monitors progress of facilities and safety initiatives, evaluates alignment with strategic priorities, and recommends adjustments to campus planning as needs evolve.

9. Pastoral, Staff & Operations Support

Why It Matters: Parishioners and staff alike recognize the tremendous workload carried by OLV's priests and office team. Many parish initiatives are strong individually, but coordination, accountability, and communication across ministries can be inconsistent. Parishioners often want to help but are unsure whom to contact or how to move ideas forward. While earlier feedback mentioned hiring a "Business Manager," the underlying need is broader — ensuring that parish operations, communication, and ministry engagement run smoothly so clergy and staff can focus on their primary calling: spiritual leadership.

Goal: Provide coordinated administrative and operational support that enhances communication, improves follow-through, and strengthens teamwork across all areas of parish life — without duplicating existing financial or clerical roles.

Recommendations:

1. Strengthen Operational Leadership, Coordination, and Accountability

- Establish a Director of Parish Operations & Engagement position. (Requires Planning)
 - Define and hire a role that oversees day-to-day operations, drives cross-ministry coordination, supports communication structures, and assists with project follow-through. This position operates like a "Chief of Staff" for the pastor.
- Refine organizational charts and update staff job descriptions to ensure alignment with parish needs, determine relationships among committees and people, and advance the parish strategic plan. (Requires Planning)
- Continue cross-training office staff so coverage is seamless during absences. (Lower Complexity)
- Create onboarding, orientation, and evaluation processes for staff and volunteers, as appropriate. (Requires Planning)

2. Enhance Communication and Accountability Across Ministries

- Publish clear processes for communication flow, meeting summaries, committee expectations, and decision-making pathways to ensure clarity and reduce confusion. (Requires Planning)
- Provide tools, templates, and support systems such as communication templates, event workflows, an operations calendar, volunteer processes, and reporting tools to support consistency and reduce administrative burden. (Requires Planning)

3. Support Existing Ministries and Improve Sustainability

- Continue regular financial oversight through the bookkeeper and Finance Council, with the Parish Operations & Engagement Coordinator focusing on process, communication, and engagement rather than accounting. (Lower Complexity)
- Ensure ministries have access to necessary resources so they do not rely excessively on fundraising for basic program needs. (Requires Planning)

Metrics:

- Implementation of the Director of Parish Operations & Engagement position.
- Updated organizational chart and job descriptions.
- Clergy and staff satisfaction regarding workload balance, coordination, and operational support.
- Budget adequacy across ministries.

Responsible Parties:

- Pastor:
 - Sets vision for staff structure, approves job descriptions and hires, ensures alignment with parish mission, and provides pastoral leadership for collaboration across ministries.
- Implementation Leads:
 - Director of Parish Operations & Engagement (once hired)
 - Oversees operational systems, communication flow, project management, cross-ministry coordination, adherence to processes, staff support, and follow-through across parish departments.
- Key Collaborative Partners:
 - Director of Communications:
 - Supports communication clarity, publishes updates, manages templates, and reinforces messaging standards.
 - Parish Office Staff:
 - Assist with scheduling, communication flow, data management, and implementing shared administrative processes.
 - Volunteer Coordinator
 - Supports recruitment, onboarding, documentation of volunteer expectations, and ministry alignment with parish systems.
 - Ministry & Committee Chairs
 - Provide updates, follow communication procedures, collaborate across ministries, and support accountability processes.
 - Principal:
 - Collaborates on operational processes that impact shared campus use and communication expectations.
- Strategic Oversight & Accountability:
 - Finance Council
 - Reviews staffing and resource implications; ensures stewardship of ministry funding and operational investments.
 - Parish Council
 - Monitors operational improvements, ensures alignment with the strategic plan, provides feedback on coordination and communication across ministries, and recommends course adjustments as needed.