

Our Lady of Victory  
Pastoral Council Agenda

October 28, 2025 – 7:00 PM

I. Call to Order and **Opening Prayer** (Jenny) 7:00-7:05

II. Roll Call and Introductions

III. Approve Agenda and Committee Updates 7:05-7:10

A. Questions

IV. Review/approve last meeting's minutes: September 23, 2025

V. Reading of the Mission Statement and Vision Statements

**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.

VI. Old Business N/A

VII. New Business

A. Strategic Planning Committee review priorities and select low hanging fruit 7:10-7:50

X. Guest Comments 7:50 – 7:55

XI. Pastor's Comments (Fr. Patrick) 7:55:8:00

XIV. Next meeting Tuesday, January 27<sup>th</sup>, 2026, at 7:00 pm in the Gathering Space Meeting Room.

XV. Adjournment and Closing Prayer (Dave)

**Our Lady of Victory**  
**Pastoral Council Notes**  
**October 28, 2025 – 7:00 PM**

1. Barb opened the meeting at 7:00 with a prayer. Roll call was taken. Those in attendance are noted below.

Fr. Patrick Hilgendorf, Fr. Manu John, Rick Thomas, Jeremy Siebler, Cathy Anderson, Chris Boyd, Dave Hinchman, Barb Gaylord, Lorrie Graves, Erin Hagerman, Bernie Mack, Chad Steimle, Maureen Mosse, Marc Mosse, Jen Wemhoff, Lynn Franks, Jackie Staron, Lisa Willows, Judy Johnson, Stacy Banfield, Bonnie Biehl, Emily Route, Jessica Baker, Deanne Maney, Christina Albright, Thomas Day

2. September meeting minutes were seconded and approved by the Council.
3. Committee minutes were seconded and approved by the Council.
4. The mission and vision statements were read.

5. Old Business

There was no old business to discuss

6. New Business

**Emergency Procedure Training**

Rick Thomas asked for volunteers, as emergency training should be done again, the volunteers will assist in getting scheduled. Lorrie and Erin volunteered

**Strategic Planning**

**Purpose & Context**

- The committee felt it was important for all ministries to be represented in the strategic planning meeting.
- The planning document compiled by Chad is the second draft and still fully editable, and is attached.
- The top priorities listed came from parish focus groups, with the committee narrowing them down to a “Top 10 Priorities.”
- There is a lot of information to dissect, and the draft remains a work in progress.

**Draft Process & Timeline**

**Chad**

- This is the second draft, but the first one formally presented.
- Next steps:
  1. Collect written feedback.
  2. Release the draft to the entire parish.
  3. Gather additional written comments.

4. Create a third draft, targeting a final draft around January.

#### **Communication, Technology & Data**

- Lisa Tracks click rates for all parish emails.
- There are more up-to-date communications tools available; the parish should evaluate current systems versus future needs.
- Bernie reported that the Bishop mentioned using outreach.com to connect with new families moving into the area.
- Suggested creating a clear set of metrics, perhaps the top 5–10, to help track parish progress.

#### **Father Patrick's Input**

- Parish has 1,500 families, but focus group participation was smaller than hoped.
- Emphasized that every ministry and individual has a piece of the puzzle.
- The goal is to make sure all voices are heard during this planning process.

#### **Key Themes from Focus Groups**

- Jackie Highlighted the recurring themes and consistent responses across multiple groups.

#### **Welcoming, Hospitality & Member Engagement**

- Hospitality must go beyond greeting at the door — the parish should move from a welcoming culture to a belonging culture.
- Many parishioners do not know one another, leading to a lack of ownership or involvement.  
Fr. Patrick's Praise
- Special recognition for Maureen and the Lady's Council for the recent welcoming event:
  - 82 families were contacted.
  - 20 families attended.
  - Maureen received a heartfelt thank-you card.
- A tracking system is required to monitor follow-ups and engagement data.
- Plan to circle back to the 82 families who did not attend.
- Rick Asked how the Parish Council can partner with Hospitality to support data collection and help other ministries with follow-through.

#### **Children, Youth, and Family Engagement (YFE)**

##### **Lorrie**

- Discussed Children's Liturgy:
  - Will bring the topic and outline to the Liturgy Committee.
  - Aim to restart at the 9:00 AM Mass.
  - Need more volunteers and parish-wide promotion.

#### **General YFE Priorities**

- Young families have busy lives; need strategies that meet them where they are.

- Ideas discussed:
  - Reintroduction of Children’s Liturgy
  - Family-friendly Mass options
  - Family-oriented service projects
  - Teaching Masses
  - Childcare at parish faith events
  - Highlight youth faith milestones (sacraments, service projects)
  - Alignment of schedules between the school and the parish
- Rick added that we need to focus on college students returning to parish life as young adults.

### **Parish–School Relationship**

- Desire to eliminate the divide between the church and school (“the parking lot divide”).
- Strengthen collaboration between school families and parish ministries.
- 1 in 4 students are non-Catholic — need to make them feel welcome and connected to the parish community.

### **Volunteers & Leadership Development**

#### **Jackie**

- Noted a loss of volunteers and difficulty replacing long-standing leaders.
- Suggested:
  - Creating a volunteer code of conduct
  - Setting term limits consistent with Parish Council norms
- Proposed workshops for committee members to improve effectiveness.
- Need to assign named individuals to roles/responsibilities in the planning document.

### **Ministry Resources, Past Activities & Opportunities**

- Rick encouraged reflecting on things the parish used to do but no longer does, and assessing whether those resources or programs could be revived.

### **Marriage Encounter**

- Cheryl Wagner mention that encounter is scheduled for April 2026, with hopes of making it an annual event.

### **Testimonies**

- Erin noted she may have been the last person to give a testimony after RCIA in 2011 — a tradition worth restarting.

### **Ministry Coordination**

- Need accurate contacts for:
  - Social Action
  - Stewardship

- Evaluate whether any responsibilities could be combined or streamlined.
- Bonnie mentioned that Health & Wellness Ministry could support parish safety improvements.

7. Guest Comments:

Cheryl Wagner requests volunteers to help address neglected items around the church.

8. Pastor's Comments:

None

9. Our next meeting will be Tuesday, November 25, 2025 at 7:00pm in the Gathering Space Meeting Room.

10. Meeting adjourned with closing prayer by Lorrie.

Respectfully submitted,  
Jeremy Siebler  
Secretary

# 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 ministries. People often learn news secondhand or too late, and some groups work in silos without coordination. Parishioners also want to better understand how decisions are made and where funds are directed. At the same time, effective marketing and communication are essential for engagement, volunteer recruitment, and promoting events across all parish ministries.

Goal: Build open, reliable communication so everyone feels informed and connected — one parish, one message, many ways to belong.

Recommendations:

- Develop a *unified communication and marketing plan* integrating bulletin, digital newsletter, pulpit, and social media updates under one calendar and one message strategy.
- Establish a *Marketing & Communication Committee* to support staff with strategy, content planning, project management, and maintaining up-to-date contact and volunteer lists.
- Develop a simple *communication policy* defining who shares what information and how often.
- Publish a *weekly OLV/JFK digest* summarizing key parish and school events, with links to sign-ups, volunteer needs, and opportunities to get involved.
- Post *committee updates, meeting summaries, and financial reports* quarterly online and in print.
- Train staff and volunteers to improve *timely responses to inquiries and ensure consistent messaging* aligned with OLV's mission.
- Use event communication and contact points to *track data* for engagement metrics, outreach effectiveness, and updated contact information.

Metrics:

- Click rates on weekly emails/newsletters.
- Engagement on the parish/school website(s).
- Growth in social-media engagement.
- Timeliness of updates and meeting summaries.
- % accuracy and completeness of parish contact database
- Survey feedback on communication clarity.

Responsible Parties: Pastor, Pastor, Communications Coordinator, Marketing & Communication Committee, Parish Council, JFK Principal, Ministry Heads, Parish Operations & Engagement Coordinator

Timeline:

- Immediate (0-6 months): Form Marketing & Communication Committee; launch weekly digest; begin committee summary reports.
- Mid-Term (1-2 years): Approve communication policy; establish shared marketing calendar and strategy. Update contact lists.
- Long-Term (3-5 years): Conduct annual review of communication metrics; update tools and training

## 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 invitations, and personally following up so people feel part of the community.

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

Recommendations:

- *Revitalize the Hospitality Ministry* by expanding volunteer involvement and defining clear roles.
- Launch the “*Hello to Belonging*” mentor program to pair new members with parish mentors for six months. Have the Hospitality Ministry to shape the structure and training for this program.
- Host quarterly *newcomer socials and include personal invitations* to join ministries.
- *Celebrate new members publicly* in person and digitally (with permission).
- Offer *ongoing hospitality training* to ushers, greeters, front-office staff, and other visible parish representatives to ensure warmth and consistency in every interaction..

Metrics:

- Number of new households mentored.
- % of new members contacted within 14 days.
- Attendance at newcomer events.
- Changes in weekend Mass attendance over time.
- Feedback from new-member follow-up surveys.

Responsible Parties: Parish Council, Hospitality Ministry, Parish Office Staff, Communications Coordinator, Mentor Program Volunteers, Parish Operations & Engagement Coordinator.

Timeline:

- Immediate (0-6 months): Support Hospitality Ministry; design mentor program, Start “name tag” Sunday and initial newcomer tracking.
- Mid-Term (1-2 years): Launch full onboarding process; hold quarterly socials; celebrate new members.
- Long-Term (3-5 years): Maintain consistent mentoring and evaluation; expand Hospitality Ministry; refresh mentor training annually.

### 3. Volunteerism, Leadership & Accountability

Why It Matters: A parish thrives when many hands share the work of ministry. Too often, the same few the same few people carry multiple roles, leading to fatigue and missed opportunities for others to serve. Many parishioners want to help but don’t know how to begin or fear they won’t be welcomed. Parishioners want to serve, but they need clear pathways, personal invitations, and positive leadership examples. Healthy leadership -- with clear expectations, accountability, 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 regularly, and ministries operate with clarity, accountability, collaboration, and mutual respect rooted in the mission of OLV..

Recommendations:

- *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.
- Encourage every ministry leader to make at least *five personal invitations* for volunteers annually and to intentionally reach out to those not yet involved.
- *Implement formal term limits* for committee and ministry chairs (aligned with Parish Council norms) and establish a *Volunteer Code of Conduct* outlining expectations for behavior, collaboration, and conflict resolution consistent with Catholic values.
- Offer *leadership formation workshops* each year on facilitation, goal-setting, communication, and Catholic leadership principles.
- Hire or appoint a *Volunteer Coordinator* to manage recruitment, training, and recognition and to ensure compliance with the diocese’s safe environment program..
- *Celebrate volunteer service regularly*—thank-you notes, bulletin spotlights, and a yearly appreciation event.
- Publish an *annual Ministry Impact Report* that highlights accomplishments and contains stories of how the ministry work is fulfilling the mission of OLV.
- Create an *easy online form* for parishioners to sign up for service opportunities.
- *Edit the Parish Council Constitution*, as needed, to align with structures of the parish office staff and committees.

Metrics:

- Number of active volunteers and ministry apprentices.
- Number of new volunteers each year.
- Volunteer satisfaction survey results.
- Retention rate of new volunteers after one year.
- % of ministries reporting sufficient help.

Responsible Parties: Pastor, Finance Council, Parish Council, Ministry Heads, Volunteer Coordinator, Communications Coordinator, Parish Operations & Engagement Coordinator.

Timeline:

- Immediate (0-6 months): Launch new interest survey and recruit Volunteer Coordinator; draft and approve Volunteer Code of Conduct; begin personal invitation process..
- Mid-Term (1-2 years): Implement an apprentice system; launch leadership formation workshops; host an annual appreciation event; implement term limits for committee chairs; disseminate first Ministry Impact Report.
- Long-Term (3-5 years): Hold annual leadership summit; review and refresh committee every three years; review volunteer participation trends; expand leadership pathways.

## 4. Youth & Family Engagement

Why It Matters: Young families struggle to balance busy lives with faith life. Sports and weekend commitments often take priority, and there are limited family-friendly or children-specific opportunities during Mass and parish events. Meanwhile, many parents want their children to grow in faith but need more visible and accessible opportunities to do so. Passing on the Catholic faith to the next generation requires intentional, joyful evangelization and family-friendly experiences that connect church life with everyday family rhythms.

Goal: Offer engaging, age-appropriate, and family-centered ways to grow in faith — helping parents and children alike feel that church is a joyful and natural part of their week.

Recommendations:

- *Reintroduce Children’s Liturgy* with a team of 10–12 volunteers.
- *Establish family-friendly Mass options* (e.g., youth-led services or family/intergenerational roles).
- *Coordinate family service projects* and faith-based volunteer opportunities, clearly communicating the “why” behind each activity so youth and families see how service connects to discipleship.
- *Host regular parish family events* such as picnics, service projects, or faith nights that combine fellowship with faith.

- *Align schedules* across OLV, JFK, and Faith Formation programs to avoid conflicts and strengthen parish-school collaboration, especially in sacramental preparation.
- *Highlight youth faith milestones*—confirmation, NCYC participation, service projects—at weekend Masses and parish communications.
- Offer “*teaching Masses*” to help all ages understand and love the liturgy.
- Provide *child care or parallel programming* for parents attending faith events.

Metrics:

- Participation rates in family Masses, youth events, and service projects.
- Volunteer involvement in Children’s Liturgy and youth activities..
- Family engagement and satisfaction surveys.

Responsible Parties: Faith Formation Committee, Youth Ministry, JFK Principal, Youth & Family Engagement Committee, Pastor, Faith Formation Director, Parish Operations & Engagement Coordinator.

Timeline:

- Immediate (0-6 months): Recruit leaders for Children’s Liturgy; plan first family night.
- Mid-Term (1-2 years): Integrate shared sacramental calendar; create an annual schedule of family friendly parish activities.
- Long-Term (3-5 years): Build consistent family and youth engagement cycle; expand inter-parish collaborations.

## 5. Parish–School Relationship (OLV & JFK)

Why It Matters: Although both thrive, communication and coordination between the parish and school aren’t always smooth. Families sometimes feel the two operate separately rather than as one community of faith.

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

Recommendations:

- *Continue joint OLV/JFK communication platforms* (newsletter, bulletin space).
- Host *combined parish–school faith events, service projects, and ministry fairs*.
- Develop *mentorship for new JFK families* introducing parish life and expectations.
- *Include school highlights* in parish bulletins and from the pulpit.
- *Create follow-up connections for JFK and Faith Formation graduates* to stay engaged.

Metrics:

- Number of joint events and communications.
- Mentorship participation rates.
- Satisfaction survey from families engaged in mentorship.
- Graduate engagement in parish ministries.

Responsible Parties: Pastor, Youth & Family Engagement, Volunteer Coordinator, JFK Principal, Youth Ministry Leader, School Board, Parish Council, Parish Operations & Engagement Coordinator.

Timeline:

- Immediate (0-6 months): Begin joint digit; plan first combined event
- Mid-Term (1-2 years): Launch mentorship program
- Long-Term (3-5 years): Annual OLV-JFK celebration and ongoing collaboration

## 6. Faith Formation & Evangelization

Why It Matters: Parishioners desire a deeper understanding of their Catholic faith and want to pass it on to others. Many families and youth need help connecting what they learn to everyday life. 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:

- *Continue adult faith programs* such as Bible studies, CEW, SHE, TMIY, and parish missions, ensuring a variety of times and formats..
- Encourage participants to *share testimonies* at Mass, in the bulletin, or on parish social media to inspire others.
- Develop a *consistent process for sacrament preparation* collaboration between OLV, JFK, and Faith Formation.
- *Support evangelization* efforts through parish retreats, small-group gatherings, and community outreach.
- Create *opportunities for family-based formation nights* where parents and children learn, serve, and pray together.
- *Partner with neighboring parishes* for special speaker series or regional missions to build connection and momentum.
- *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 — using this data to guide future formation offerings.

Metrics:

- Attendance and participation rates in formation programs.
- Post-event feedback and spiritual growth surveys.
- Number of testimonies and parish mission attendees.
- Parishioner survey results on sense of spiritual growth and belonging
- Completion and analysis of faith survey results; new programs developed in response

Responsible Parties: Pastor, Faith Formation, Youth Ministry, Communications Staff, Youth and Family Engagement Committee, Parish Operations & Engagement Coordinator.

Timeline:

- Immediate (0-6 months): Evaluate current formation programs and schedule next parish mission; plan for parish faith survey.
- Mid-Term (1-2 years): Implement consistent collaboration process; launch family formation night; increase testimonial sharing; analyze survey results.

- Long-Term (3-5 years): Build sustained evangelization rhythm through annual retreats, speaker series, and ongoing adult faith pathways.

## 7. Outreach & Service to the Community

Why It Matters: Faith grows when it is shared. Extending compassion to neighbors in need reflects the Gospel and strengthens OLV's witness in the Quad Cities. Community outreach—both spiritual and practical—helps parishioners live their baptismal call to serve. Many want OLV to be more visible in serving the poor, the lonely, and our local neighbors. True outreach goes beyond donations—it's about relationships, presence, and walking with those we serve.

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

Recommendations:

- *Reconfigure the existing Stewardship Committee and Social Action/Christian Services Committee* 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.
- *Coordinate existing service ministries* (e.g., food pantry, meals, youth service projects, Giving Tree) under one shared outreach calendar and communication plan.
- *Reimagine the parish food pantry* and other assistance programs to be more relational and inclusive.
- Create a *parish-wide service day* connecting parishioners with local needs.
- Offer *"Serve Together" weekends*—family-friendly opportunities to volunteer with parish groups.
- *Highlight service stories* in bulletins and online to inspire others.
- *Integrate faith reflection or prayer before and after outreach events* to reinforce the spiritual purpose.

Metrics:

- Number of service events and participants.
- Community partnerships established.
- Volunteer hours logged annually.
- Parishioner feedback on service experiences

Responsible Parties: Stewardship Committee, Social Action/Christian Services Committee, Pastor, Parish Council, service ministry Leaders, Communications Coordinator, Parish Operations & Engagement Coordinator.

Timeline:

- Immediate (0-6 months): Meet with current Stewardship Committee and Social Action/Christian Services leadership to clarify roles; identify key community partners; update outreach calendar.
- Mid-Term (1-2 years): Launch “Serve Together” weekends; reimagine the food pantry experience; begin regular sharing of service stories..
- Long-Term (3-5 years): Evaluate partnerships; develop a signature OLV service initiative.

## 8. Campus, Facilities, and Safety

Why It Matters: Our facilities are beautiful but aging, and safety, accessibility, technology and priests’ privacy need regular attention. Short and long-term campus planning is needed.

Goal: Keep our campus safe, welcoming, and forward-looking through responsible maintenance, thoughtful upgrades, and care for all who use our space.

Recommendations:

- Develop a *multi-tiered facilities plan* addressing at least maintenance, technology, restroom accessibility, gathering space improvements, rental properties, rectory privacy, and safety priorities.
- *Plan for the replacement or redesign of the rectory space* for priest privacy and office separation. Move youth ministry out of the basement to a more suitable space on campus.
- *Coordinate with JFK/SCCS on space and facility use* and growth to avoid duplication and support growth and enrollment trends.
- *Integrate a Safety Committee within Buildings & Grounds* to create a coordinated approach for all safety measures, drills, door protocols, and emergency procedures.
- *Establish communication and coordination between the Safety and Hospitality Ministries* to ensure a visible, welcoming safety presence during parish events and liturgies.
- *Promote volunteer facility projects* and “campus care days” to build ownership and transparency while maintaining parish pride in shared spaces.
- *Communicate capital needs and progress* transparently to parishioners.

Metrics:

- Completion of annual facility and safety audits.
- Completion of safety drills and training sessions.
- Completion of 5-year maintenance/facilities goals and progress toward them.
- Parishioner feedback on facilities and safety..
- Volunteer hours logged on facility projects.

Responsible Parties: Pastor, Parish Council, Finance Council, Buildings & Grounds Committee, Principal, Hospitality Ministry, Parish Operations & Engagement Coordinator.

Timeline:

- Immediate (0-6 months): Form or reconfigure Safety Committee; complete a safety and accessibility audit.
- Mid-Term (1-2 years): Approve five-year facilities plan; complete key safety and accessibility upgrades; strengthen coordination between Hospitality and Safety Ministries.
- Long-Term (3-5 years): Annual facility and safety review; sustain volunteer maintenance program; major capital-planning updates

## 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:

- *Establish a Parish Operations & Engagement Coordinator position (full- or part-time) to:*
  - Serve as the communication bridge between clergy, staff, councils, and ministries.
  - Track progress on parish goals and committee action items, ensuring follow-through.
  - Support volunteer recruitment and training in collaboration with ministry heads.
  - Oversee parish-wide scheduling, vendor coordination, and small project logistics.
  - Manage documentation for standard procedures, safety plans, and communication templates.
- *Refine organizational charts* to determine relationships among committees, councils, volunteers, and paid staff.

- Develop an *annual staff and ministry leader evaluation and goal-setting process* to encourage collaboration and clarity of roles.
- Create a *shared operations calendar and dashboard* for key projects, ensuring transparency and coordination.
- *Streamline meeting structures and reporting* to reduce redundancy while maintaining accountability.
- *Continue cross-training office staff* so coverage is seamless during absences.
- *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.
- *Continue publishing an annual report.*

#### Metrics:

- Parish satisfaction with internal communication and coordination (annual survey).
- % of parish goals or committee action steps completed on schedule.
- Reduction in redundant meetings or unresolved follow-ups.
- # of volunteers and ministry leaders supported or trained annually.
- Clergy and staff satisfaction regarding workload balance and communication flow.
- Annual report completion and distribution rate

Responsible Parties: Pastor, Parish Council, Finance Council, Parish Operations & Engagement Coordinator, Ministry Heads, Bookkeeper, Communications Coordinator..

#### Timeline:

- Immediate (0-6 months) Define and post new coordinator role; standardize committee reporting templates.
- Mid-Term (1-2 years): Implement process review and cross-training.
- Long-Term (3-5 years): Evaluate operational efficiency every three years; adjust staffing and structure as parish needs evolve.

# Strengths of Our Lady of Victory (OLV)

Focus groups and surveys revealed “Your Voice:” 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.

Our next communication will summarize how OLV can continue to grow and improve.

# 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 ministries. People often learn news secondhand or too late, and some groups work in silos without coordination. Parishioners also want to better understand how decisions are made and where funds are directed. At the same time, effective marketing and communication are essential for engagement, volunteer recruitment, and promoting events across all parish ministries.

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Recommendations:

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**Goal:** Ensure every person — whether new, returning, or visiting — feels seen, known, and invited into parish life through genuine hospitality and ongoing relationships..

#### Recommendations:

- *Revitalize the Hospitality Ministry* by expanding volunteer involvement and defining clear roles.
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**Why It Matters:** A parish thrives when many hands share the work of ministry. Too often, the same few the same few people carry multiple roles, leading to fatigue and missed opportunities for others to serve. Many parishioners want to help but don't know how to begin or fear they won't be welcomed. Parishioners want to serve, but they need clear pathways, personal invitations, and positive leadership examples. Healthy leadership -- with clear expectations, accountability, 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 regularly, and ministries operate with clarity, accountability, collaboration, and mutual respect rooted in the mission of OLV..

**Recommendations:**

- *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.
- Encourage every ministry leader to make at least *five personal invitations* for volunteers annually and to intentionally reach out to those not yet involved.
- *Implement formal term limits* for committee and ministry chairs (aligned with Parish Council norms) and establish a *Volunteer Code of Conduct* outlining expectations for behavior, collaboration, and conflict resolution consistent with Catholic values.
- Offer *leadership formation workshops* each year on facilitation, goal-setting, communication, and Catholic leadership principles.
- Hire or appoint a *Volunteer Coordinator* to manage recruitment, training, and recognition and to ensure compliance with the diocese's safe environment program..
- *Celebrate volunteer service regularly*—thank-you notes, bulletin spotlights, and a yearly appreciation event.
- Publish an *annual Ministry Impact Report* that highlights accomplishments and contains stories of how the ministry work is fulfilling the mission of OLV.
- Create an *easy online form* for parishioners to sign up for service opportunities.
- *Edit the Parish Council Constitution*, as needed, to align with structures of the parish office staff and committees.

**Metrics:**

- Number of active volunteers and ministry apprentices.
- Number of new volunteers each year.
- Volunteer satisfaction survey results.
- Retention rate of new volunteers after one year.
- % of ministries reporting sufficient help.

**Responsible Parties:** Pastor, Finance Council, Parish Council, Ministry Heads, Volunteer Coordinator, Communications Coordinator, Parish Operations & Engagement Coordinator.

#### Timeline:

- Immediate (0-6 months): Launch new interest survey and recruit Volunteer Coordinator; draft and approve Volunteer Code of Conduct; begin personal invitation process..
- Mid-Term (1-2 years): Implement an apprentice system; launch leadership formation workshops; host an annual appreciation event; implement term limits for committee chairs; disseminate first Ministry Impact Report.
- Long-Term (3-5 years): Hold annual leadership summit; review and refresh committee every three years; review volunteer participation trends; expand leadership pathways.

## 4. Youth & Family Engagement

**Why It Matters:** Young families struggle to balance busy lives with faith life. Sports and weekend commitments often take priority, and there are limited family-friendly or children-specific opportunities during Mass and parish events. Meanwhile, many parents want their children to grow in faith but need more visible and accessible opportunities to do so. Passing on the Catholic faith to the next generation requires intentional, joyful evangelization and family-friendly experiences that connect church life with everyday family rhythms.

**Goal:** Offer engaging, age-appropriate, and family-centered ways to grow in faith — helping parents and children alike feel that church is a joyful and natural part of their week.

#### Recommendations:

- *Reintroduce Children’s Liturgy* with a team of 10–12 volunteers.
- *Establish family-friendly Mass options* (e.g., youth-led services or family/intergenerational roles).
- *Coordinate family service projects* and faith-based volunteer opportunities, clearly communicating the “why” behind each activity so youth and families see how service connects to discipleship.
- *Host regular parish family events* such as picnics, service projects, or faith nights that combine fellowship with faith.
- *Align schedules* across OLV, JFK, and Faith Formation programs to avoid conflicts and strengthen parish-school collaboration, especially in sacramental preparation.
- *Highlight youth faith milestones*—confirmation, NCYC participation, service projects—at weekend Masses and parish communications.
- Offer “*teaching Masses*” to help all ages understand and love the liturgy.
- Provide *child care or parallel programming* for parents attending faith events.

#### Metrics:

- Participation rates in family Masses, youth events, and service projects.
- Volunteer involvement in Children’s Liturgy and youth activities..
- Family engagement and satisfaction surveys.

**Responsible Parties:** Faith Formation Committee, Youth Ministry, JFK Principal, Youth & Family Engagement Committee, Pastor, Faith Formation Director, Parish Operations & Engagement Coordinator.

Timeline:

- Immediate (0-6 months): Recruit leaders for Children’s Liturgy; plan first family night.
- Mid-Term (1-2 years): Integrate shared sacramental calendar; create an annual schedule of family friendly parish activities.
- Long-Term (3-5 years): Build consistent family and youth engagement cycle; expand inter-parish collaborations.

## 5. Parish–School Relationship (OLV & JFK)

Why It Matters: Although both thrive, communication and coordination between the parish and school aren’t always smooth. Families sometimes feel the two operate separately rather than as one community of faith.

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

Recommendations:

- *Continue joint OLV/JFK communication platforms* (newsletter, bulletin space).
- *Host combined parish–school faith events, service projects, and ministry fairs.*
- *Develop mentorship for new JFK families* introducing parish life and expectations.
- *Include school highlights* in parish bulletins and from the pulpit.
- *Create follow-up connections for JFK and Faith Formation graduates* to stay engaged.

Metrics:

- Number of joint events and communications.
- Mentorship participation rates.
- Satisfaction survey from families engaged in mentorship.
- Graduate engagement in parish ministries.

Responsible Parties: Pastor, Youth & Family Engagement, Volunteer Coordinator, JFK Principal, Youth Ministry Leader, School Board, Parish Council, Parish Operations & Engagement Coordinator.

Timeline:

- Immediate (0-6 months): Begin joint digit; plan first combined event
- Mid-Term (1-2 years): Launch mentorship program
- Long-Term (3-5 years): Annual OLV-JFK celebration and ongoing collaboration

## 6. Faith Formation & Evangelization

Why It Matters: Parishioners desire a deeper understanding of their Catholic faith and want to pass it on to others. Many families and youth need help connecting what they learn to everyday life. 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:

- *Continue adult faith programs* such as Bible studies, CEW, SHE, TMIY, and parish missions, ensuring a variety of times and formats..
- Encourage participants to *share testimonies* at Mass, in the bulletin, or on parish social media to inspire others.
- Develop a *consistent process for sacrament preparation* collaboration between OLV, JFK, and Faith Formation.
- *Support evangelization* efforts through parish retreats, small-group gatherings, and community outreach.
- Create *opportunities for family-based formation nights* where parents and children learn, serve, and pray together.
- *Partner with neighboring parishes* for special speaker series or regional missions to build connection and momentum.
- *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 — using this data to guide future formation offerings.

Metrics:

- Attendance and participation rates in formation programs.
- Post-event feedback and spiritual growth surveys.
- Number of testimonies and parish mission attendees.
- Parishioner survey results on sense of spiritual growth and belonging
- Completion and analysis of faith survey results; new programs developed in response

Responsible Parties: Pastor, Faith Formation, Youth Ministry, Communications Staff, Youth and Family Engagement Committee, Parish Operations & Engagement Coordinator.

Timeline:

- Immediate (0-6 months): Evaluate current formation programs and schedule next parish mission; plan for parish faith survey.
- Mid-Term (1-2 years): Implement consistent collaboration process; launch family formation night; increase testimonial sharing; analyze survey results.
- Long-Term (3-5 years): Build sustained evangelization rhythm through annual retreats, speaker series, and ongoing adult faith pathways.

## 7. Outreach & Service to the Community

Why It Matters: Faith grows when it is shared. Extending compassion to neighbors in need reflects the Gospel and strengthens OLV's witness in the Quad Cities. Community outreach—both spiritual and practical—helps parishioners live their baptismal call to serve. Many want OLV to be more visible in serving the poor, the lonely, and our local neighbors. True outreach goes beyond donations—it's about relationships, presence, and walking with those we serve.

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

Recommendations:

- *Reconfigure the existing Stewardship Committee and Social Action/Christian Services Committee* 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.
- *Coordinate existing service ministries* (e.g., food pantry, meals, youth service projects, Giving Tree) under one shared outreach calendar and communication plan.
- *Reimagine the parish food pantry* and other assistance programs to be more relational and inclusive.
- Create a *parish-wide service day* connecting parishioners with local needs.
- Offer "*Serve Together*" weekends—family-friendly opportunities to volunteer with parish groups.
- *Highlight service stories* in bulletins and online to inspire others.
- *Integrate faith reflection or prayer before and after outreach events* to reinforce the spiritual purpose.

Metrics:

- Number of service events and participants.
- Community partnerships established.
- Volunteer hours logged annually.
- Parishioner feedback on service experiences

Responsible Parties: Stewardship Committee, Social Action/Christian Services Committee, Pastor, Parish Council, service ministry Leaders, Communications Coordinator, Parish Operations & Engagement Coordinator.

Timeline:

- Immediate (0-6 months): Meet with current Stewardship Committee and Social Action/Christian Services leadership to clarify roles; identify key community partners; update outreach calendar.
- Mid-Term (1-2 years): Launch "Serve Together" weekends; reimagine the food pantry experience; begin regular sharing of service stories..
- Long-Term (3-5 years): Evaluate partnerships; develop a signature OLV service initiative.

## 8. Campus, Facilities, and Safety

Why It Matters: Our facilities are beautiful but aging, and safety, accessibility, technology and priests' privacy need regular attention. Short and long-term campus planning is needed.

Goal: Keep our campus safe, welcoming, and forward-looking through responsible maintenance, thoughtful upgrades, and care for all who use our space.

Recommendations:

- Develop a *multi-tiered facilities plan* addressing at least maintenance, technology, restroom accessibility, gathering space improvements, rental properties, rectory privacy, and safety priorities.
- *Plan for the replacement or redesign of the rectory space* for priest privacy and office separation. Move youth ministry out of the basement to a more suitable space on campus.
- *Coordinate with JFK/SCCS on space and facility use* and growth to avoid duplication and support growth and enrollment trends.
- *Integrate a Safety Committee within Buildings & Grounds* to create a coordinated approach for all safety measures, drills, door protocols, and emergency procedures.
- *Establish communication and coordination between the Safety and Hospitality Ministries* to ensure a visible, welcoming safety presence during parish events and liturgies.
- *Promote volunteer facility projects* and "campus care days" to build ownership and transparency while maintaining parish pride in shared spaces.
- *Communicate capital needs and progress* transparently to parishioners.

Metrics:

- Completion of annual facility and safety audits.
- Completion of safety drills and training sessions.
- Completion of 5-year maintenance/facilities goals and progress toward them.
- Parishioner feedback on facilities and safety..
- Volunteer hours logged on facility projects.

Responsible Parties: Pastor, Parish Council, Finance Council, Buildings & Grounds Committee, Principal, Hospitality Ministry, Parish Operations & Engagement Coordinator.

Timeline:

- Immediate (0-6 months): Form or reconfigure Safety Committee; complete a safety and accessibility audit.
- Mid-Term (1-2 years): Approve five-year facilities plan; complete key safety and accessibility upgrades; strengthen coordination between Hospitality and Safety Ministries.
- Long-Term (3-5 years): Annual facility and safety review; sustain volunteer maintenance program; major capital-planning updates

## 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:**

- *Establish a Parish Operations & Engagement Coordinator position* (full- or part-time) to:
  - Serve as the communication bridge between clergy, staff, councils, and ministries.
  - Track progress on parish goals and committee action items, ensuring follow-through.
  - Support volunteer recruitment and training in collaboration with ministry heads.
  - Oversee parish-wide scheduling, vendor coordination, and small project logistics.
  - Manage documentation for standard procedures, safety plans, and communication templates.
- *Refine organizational charts* to determine relationships among committees, councils, volunteers, and paid staff.
- Develop an *annual staff and ministry leader evaluation and goal-setting process* to encourage collaboration and clarity of roles.
- Create a *shared operations calendar and dashboard* for key projects, ensuring transparency and coordination.
- *Streamline meeting structures and reporting* to reduce redundancy while maintaining accountability.
- *Continue cross-training office staff* so coverage is seamless during absences.
- *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.
- *Continue publishing an annual report.*

**Metrics:**

- Parish satisfaction with internal communication and coordination (annual survey).
- % of parish goals or committee action steps completed on schedule.
- Reduction in redundant meetings or unresolved follow-ups.
- # of volunteers and ministry leaders supported or trained annually.
- Clergy and staff satisfaction regarding workload balance and communication flow.
- Annual report completion and distribution rate

Responsible Parties: Pastor, Parish Council, Finance Council, Parish Operations & Engagement Coordinator, Ministry Heads, Bookkeeper, Communications Coordinator..

Timeline:

- Immediate (0-6 months) Define and post new coordinator role; standardize committee reporting templates.
- Mid-Term (1-2 years): Implement process review and cross-training.
- Long-Term (3-5 years): Evaluate operational efficiency every three years; adjust staffing and structure as parish needs evolve.

# Project Report

## 2025 Time & Talent Celebration

### Purpose:

- To raise awareness about the spirituality of stewardship as a life-long commitment to be Christ-centered individuals.
- To encourage OLV parishioners to share their gifts and serve others.
- To celebrate the gifts of time and talent that make our parish strong and vibrant.

**Timeline:** October 25-26, 2025

### Logistics:

- Did You Know? presentation by Committee members at all Masses following Communion.
- *Living Generously* reply cards to identify outside organizations and activities where OLV parishioners serve with time and effort (both formal and informal).
- Ministry banners on display in church proper.
- Stewardship display in the Gathering Space: 2025 Ministry Opportunities booklet, 2025 Annual Parish Report, Little Burgundy Books (Gospel of John), stewardship sticky notes, *Living Generously* cards, Gold Bucket, treats for kids.
- Supported with multi-media messaging, Prayers of the Faithful at Mass, and pulpit announcements.

<b>Cost:</b>	Ministry Handbooks (300)	405.55	
	Ministry Banners (6)	92.66	
	Printing (Annual Reports & Living Generously cards)	147.30	
	Little Burgundy Books	<u>0.00</u>	(supply on hand)
		645.51	

### Evaluation:

- 58 responses to Living Generously survey (7 were electronic) naming 100 organizations/activities where parishioners engage with time and talent.
- Display of ministry banners is impressive. Use them regularly.
- Copies of Ministry Handbook and Little Burgundy Books are available in Gathering Space kiosk.
- Interest in Little Burgundy Books has diminished over the years. Since Fall 2020 we've distributed all 4 versions (Gospels of Matthew, Mark, Luke & John). Time to look for other educational materials.

Minutes of Stewardship Committee Meeting  
Our Lady of Victory Church, Davenport, IA  
Meeting held on November 10, 2025 in the GSMR

**Members present:** Fr. Patrick Hilgendorf, Fr. Manu John, Peg Macek, Deanne Mainey, Larry Flathman, Monica Flathman, Judy Johnson. Opening prayer was led by Deanne.

### **1. Review Time/Talent Celebration.**

Draft Project Report was reviewed and refined at the meeting. It is attached to these minutes. Responses to *Living Generously* survey will be added as an insert to the November 16 bulletin and posted on FaceBook. Next time we may want to know more about the organizations named, as some were not immediately recognized.

### **2. Discuss proposed OLV strategic plan.**

Deanne gave report about the October Parish Council meeting where this proposal was released. Our conversation focused on the suggestion to merge Stewardship and Christian Service committees, indispensable need for the Operations & Engagement position, plus suggested elements that already are fulfilled by Stewardship Committee. The support of an Operations/Engagement staff position was seen as highly beneficial to Stewardship Committee ministry. Deanne will relay our feedback. Members with further thoughts are encouraged to share their opinion via the all-parish process described in November 9 bulletin. Stewardship is ready to be an active partner toward implementing this plan.

### **3. Keeping Stewardship Alive**

FYI Ash Wednesday is February 18, 2026. Treasure Renewal is typically held during Lent. Consensus agreement that an annual reminder to review financial support is helpful. A one letter mail campaign supported with pulpit promo and additional PR works well. The line asking members to list their prayer intentions has established a personal connection with the stakeholders and generated lots of goodwill. It should be used again. Further discussion is expected at the next meeting.

Major components of our work include:

- Time/Talent renewals/celebrations. (Includes management of ministry banners and update/distribute *Ministry Opportunities* handbook.)
- Annual Treasure Renewal (Includes promotion of e-giving)
- Year-round stewardship education. (Primarily weekly bulletin blurb and *Victory Voice* articles)
- Grounding stewardship in prayer—Prayer Warriors and use of the parish stewardship prayer.
- Newcome Folders—manage content and distribution.
- Parish Tithes—recommendations for income percentage shared, plus organizations to be funded.
- Children's offering envelopes

### **4. Meetings**

No December meeting. Next meeting will be January 12, 2026 at 7 PM in the GSMR. Agenda includes Strategic Plan and Keeping Stewardship Alive.

Submitted by Judy Johnson