

2015

Profiles and Possibilities



QUEEN OF APOSTLES
CATHOLIC CHURCH AND SCHOOL

Queen of Apostles Parish and School

Pewaukee, Wisconsin

8/28/2015

**Queen of Apostles Parish
Profile and Possibilities
Toward a Strategic Plan**

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INTRODUCTION

In the Gospel of Matthew 28:19, Jesus entrusts his followers with a mission: “Go, therefore, and make disciples of all nations.” This mission guides the pastoral activity of every parish. The mission is people-centered. The challenge for each parish is to determine how to effectively reach out and serve the people in its geographical area. Pastoral planning assists a parish by assessing its ministerial activity and then strategizing ways to enliven that activity and carry out the mission more effectively.

The early Christian communities used Greek words to describe the four areas of the mission of the Church: *leitourgia* (sanctify), *kerygma* (teach), *diakonia* (serve), and *koinonia* (build community). The Acts of the Apostles describes this mission in 2:42-45:

“They devoted themselves to the teaching of the apostles and to the communal life, to the breaking of the bread and to the prayers. Awe came upon everyone, and many wonders and signs were done through the apostles. All who believed were together and had all things in common; they would sell their property and possessions and divide them among all according to each one’s need.”

The strengths of Queen of Apostles Catholic Parish along with the needs for the future were identified through interviews, written responses, and meetings conducted in June and July of 2015. Parish leaders from a wide spectrum of the parish community had an opportunity to talk about their vision for the future, needs in the community, priorities, and possible future directions for the parish. All parish staff members had opportunities to provide observations. This report brings together key data and the input of many. From this document, possibilities will be prioritized and then formulated into a cohesive plan for the parish.

Demographic and census data about the territory surrounding the parishes was also collected. Fifteen years of annual parish reports to the Archdiocese were studied to identify trends and to provide some objective measurements for performance. These have been integrated into the “observations” in each area of ministry. The parish Strategic Planning Committee conducted a survey in the spring of 2015. Pertinent results are noted.

The report is divided into three sections. The first section views the vision and organization for mission. The second section is the largest and is devoted to the parish’s ministries. The final section focuses on the administrative areas of the parish.

Additional consultation with parish leaders and parishioners in two “envisioning our future” events will help guide the drafting of a strategic plan. This plan will shape the parishes’ future for the next decade.

I. PARISH VISION AND ORGANIZATION FOR MISSION

A. Toward a Vision Statement – *parishes often develop a brief statement or phrase which captures where they want to be in the future*

OBSERVATIONS

1. The parish is comprised of a population of parishioners from primarily European descent with less than 1% of other cultural groups (Parish Summary Report). The largest other cultural population is Southeast Asian with 14 members.
2. The median household income projection for the study area (boundaries: north – Highway Q; south – I-94; east – Brookfield Road; west – Highway SS) in 2015 is \$75,671. The median income is projected to increase in 2020 to \$81,789 (MissionInsite, 2015).
3. The population is projected to increase from 55,700 residents in 2015 to 59,307 in 2025 or 6.5% (MissionInsite, 2015). Currently, about 29.5% of people in Waukesha County are Catholic (Glenmary Research Center, 2014).
4. There are some projected changes in the age distribution of the study area population which can impact the parish by 2020 (MissionInsite, 2015).
 - 5-17 year age group projected to decline by -4%
 - 18-34 years projected to increase by +5%
 - 35-54 years projected to decrease by -9%
 - 55-64 years projected to increase by +3%
 - 65+ years projected to increase by +5%
5. In the past five years, the number of parish households has increased by a net 133 households or 10.7%. The parish population has increased by 583 members or 18.3% (Parish Summary Report).
6. The national average household size is 2.55. The parish's household average size is 2.72 which is slightly above average, meaning more children living at home (Parish Summary Report).
7. There were 1.6 baptisms (32) to every funeral (20) at Queen of Apostles. The recommended metric for “natural” growth within a parish is 2 baptisms for each funeral (Parish Summary Report).
8. People who have no religious affiliation are referred to as “unclaimed” by the Glenmary Research Center. 39.8% of the total population of Waukesha County is “unclaimed” (Glenmary Research Center, 2014). This reality suggests there is significant opportunity for evangelization efforts.
9. The parish leadership seeks to develop a pastoral plan and enters the process with many different thoughts for its proposed outcome.
10. The parish cannot continue to function on two sites for much longer. Other than the worship space, all other facilities limit the ability of the parish to provide necessary and quality ministry.
11. Queen of Apostles has been designated as a free-standing parish in the Archdiocesan 2020 plan.

12. From the parish survey, the profile of the 247 participants (15 of these skipped the profile questions) revealed the following:

- By gender
 - 31.47% were male
 - 68.53% were female
- By age

18-34	(20 respondents)	8.62%
35-54	(80 respondents)	34.38%
55+	(132 respondents)	56.90%
- By years parish member

Less than 1	(5)	2.16%
1-5 years	(29)	12.50%
6-10 years	(40)	17.24%
11+ years	(158)	68.11%
- By Mass attendance

More than weekly	(40)	17.24%
Weekly	(149)	64.22%
1-3 times/Month	(34)	14.66%
Less than monthly	(9)	3.88%

13. Considering that over 96% of the respondents for the survey came from the 26% of the parish who regularly attend Sunday Mass, these survey results are significant:

- 53.04% were “very positive” about their “overall experience” at Queen of Apostles
- 30.77% “strongly agree” the “parish offers a good balance of activities”
- 31.17% “strongly agree” they “feel connected to the parish community”

AFFIRMATIONS

1. The parish has weathered a number of clergy changes and other transitions in its recent history.

NEEDS

1. Invite parishioners to become more involved and active disciples of Jesus Christ in order to increase the number of volunteers in the parish.
2. Become more adult-focused without losing emphasis on children and youth.
3. Place an emphasis on evangelization to enliven more members of the parish and to reach out to the alienated and unclaimed.
4. Most parishes strive to strike a balance between “traditional” and “progressive” practices in the parish in order to make all feel welcome. Determine where Queen of Apostles views itself.

B. Pastoral Staff – *hired by the pastor to direct specific areas of ministry in the parish*

OBSERVATIONS

1. Staff will benefit greatly from regular staff meetings and a performance review process.
2. There is a leadership style tension in the parish between those who want a “strong, decision-making” pastor and those who seek a pastor who is more “collaborative.”
3. There are differing expectations of the pastor in terms of presence/participation in parish activities and ministry which should be addressed and clarified.
4. The position of Director of Operations is a new title in the Archdiocese of Milwaukee and needs clarification in light of the addition of staff in the areas of finance and administrative services.
5. An increasing number of parishes in the Archdiocese are adding a staff member for the stewardship/community building area of mission.

AFFIRMATIONS

1. Staff have helped “fill in the gaps” during the clergy transitions of the past years.
2. Volunteers bring many gifts and talents to the parish and play a critical role in support of parish ministries.

NEEDS

1. Establish a staff meeting schedule and meet regularly.
2. Determine a performance review process and conduct regular individual meetings with each staff member as well as an annual review.
3. Study and make recommendations concerning the parish staff positions to make certain that all key areas of parish mission are being served and adjust job descriptions accordingly.
4. Explore ways to develop staff professionally and spiritually through continuing ministerial formation.
5. Develop an understanding of the pastor’s presence/participation in parish ministries and activities which balances the demands of ministry with the importance of personal time for the pastor.
6. Consider the potential for combining middle school ministry with youth ministry and expanding the DRE position to include adult and family ministry.

C. Lay Leadership, Councils and Committees – *the consultative bodies and committees which volunteer parishioners lead and serve*

OBSERVATIONS

1. The parish has adopted the new norms for finance and pastoral councils.
2. The commissions of lifelong faith formation and evangelization, human concerns, and stewardship need to be formed. Committees under these commissions may also need to be formed.
3. Lay leadership is essential to maintain the integrity of the parish vision, goals and objectives related to the pastoral plan.
4. Formation of lay leaders is important for Queen of Apostles Parish so that existing and new leadership have a common understanding of faith, Church, and ministry.
5. The past five Popes and Vatican Council II have emphasized the important role of the laity: “The laity accomplish the Church’s mission in the world principally by blending of conduct and faith which makes them the light of the world (*Lumen Gentium*).”

AFFIRMATIONS

1. The council helped provide some stability for the parish during leadership transitions.
2. There is wonderful talent and rich faith among the lay leadership.

NEEDS

1. Develop a strategy for identifying and training new leaders for various roles within the community.
2. Recruit and train parishioners to serve on commissions and committees.
3. Establish the following commissions: Lifelong Faith Formation and Evangelization, Human Concerns, and Stewardship.
4. Consider holding a common commission/committee night so that all the groups can pray together, share formation, and conduct their individual meetings.
5. Consider an annual calendaring night so that all parish activities can be calendared and properly communicated to the parishioners.

II. PARISH MINISTRIES – “FOSTERING PASTORAL ACTIVITY”

A. Prayer and Worship – *the group which prepares liturgies for sacramental celebrations and other prayer experiences*

OBSERVATIONS

1. Average Sunday Mass attendance in 2014 was 962 people or 26% of the 3,759 parishioners. The average Mass attendance in the Archdiocese of Milwaukee for 2014 was 30%. On a national level, about 30% of registered parishioners attend Mass on a weekly basis (CARA, 2010). Close to one-third of that number are “occasionals,” parishioners who attend Mass at least monthly.
2. In general, Mass attendance has been in decline at the parish since an average high of 1,846 parishioners (45.3% of 4,069 members) in 2004. The number of people attending Mass at Queen of Apostles has declined by nearly 50% in ten years.
3. The reported maximum church seating capacity at Queen of Apostles is 1200 persons. Based on the 2014 Mass attendance, Queen of Apostles uses only 27% of its capacity. Average attendance at all Masses is less than 50%. Archdiocesan guidelines suggest that good stewardship of resources requires the church to have a minimum of 50% attendance to justify the Mass time.
4. There is sentiment that music ministry should be livelier to attract youth and young adults.
5. The Sunday evening Mass has been dropped.

AFFIRMATIONS

1. There are good singers and instrumentalists in the parish.

NEEDS

1. Study the Mass schedule to maximize attendance and use the parish’s resources wisely and make recommendations.
2. Develop strategies for the Sunday Mass and evangelization as part of the first-year initiatives of the Synod.
3. Study the liturgy as a way of unifying the “traditional” and “progressive” elements in the parish and as a way of providing opportunities for liturgical formation of the congregation, then make recommendations to the pastoral council for action.
4. Consider the introduction of music more engaging for youth and young adults.

5.

B. School – *the ministry of the Catholic School within the parish*

OBSERVATIONS

1. The school has a decreasing enrollment of under 50 students (from preliminary registrations). School enrollment was as high as 140 students as recently as 2011. The largest recent enrollment was 180 students in 2005.
2. Other Catholic schools in the area are willing to discuss options with Queen of Apostles School for the future, if necessary.
3. A strong marketing strategy, effort, and result will be critical for the school to have any chance of continuing into the future. Nearly 25% of the school population (12 students) will graduate in 2016. The enrollment will likely have to be grown from the lower grades up.
4. There is high anxiety about the school's future among those committed to the school. They want to see the school continue not only this school year but into the future.
5. Fund-raising will be necessary to support music, art, and other electives. A total of \$15,000 has already been raised for this purpose. For this school year, \$101,000 was donated/pledged to the school toward the school operational budget.
6. According to the parish survey, 22.3% of the respondents "strongly agree" that "having a school influences my decision to be a member of this parish."

AFFIRMATIONS

1. There are many dedicated parents and staff.
2. The smaller enrollment at the school allows for more individual attention and creates a feeling of "family" between older and younger students, faculty and parents.
3. The deacon visits each classroom in the school every week.

NEEDS

1. Develop a strong marketing campaign which will evidence an enrollment increase by January of 2016.
2. Determine strategies for a school which is located at the Pewaukee Lake site to become more visible to the parishioners who attend Mass at the Capitol Drive site.
3. Make a decision about the future of the school by exploring all options and selecting the one which will best serve the school families and the parish.
4. To assist with marketing efforts, the school should maintain records about graduates who attend Catholic high schools as well as track high school student performance of all graduates.

5.

C. Religious Education – *programs for children pre-K through 8th grade*

OBSERVATIONS

1. Grades K3 through 8 enrolls 155 students (110 K3-5th and 45 6-8th grades). According to the parish census, there are approximately 673 students of K3 through middle-school age. With the addition of the school population of 45 students, 200 (29.7%) of the 673 possible students of elementary/middle school age are enrolled in faith formation sessions. The diocesan average is 75% of the potential school-age population. The religious education enrollment was as high as 283 students in 2012.
2. Religious education enrollment for grades K3 through grade 8 has declined by over 100 students in two years.
3. K3 – 5th grade meets on Sunday mornings from 9:10 to 10:25 AM. The middle school meets on Monday nights at the school site.
4. The parish hall with dividers does not provide a conducive environment for effective teaching and learning because of noise and lack of privacy.
5. There is conversation about capping the enrollment of the Sunday morning program which will further reduce enrollment.

AFFIRMATIONS

1. There are dedicated catechists.

NEEDS

1. Consider dividing the Sunday morning program into two sections in order to reduce congestion and grow enrollment.
2. Because parents are essential to faith development, determine ways to involve parents in the Sunday program and add some family-based formation activities so that families can grow in faith together as well as develop community among the religious education families.
3. Design an ongoing program for catechist recruitment, training, formation and certification to provide a pool of qualified and capable teachers.
4. Develop a strategy and procedure to contact parents with children who have the potential to enroll in the religious education program as a way of informing them about the programs and inviting them to enroll.
5. Study enrollment potential, program design, and facilities in order to develop a long-range plan for the growth and enhancement of religious education in the parish.

D. Youth Ministry – *programming and activity for high school students, grades 9 through 12*

OBSERVATIONS

1. There were 33 students who were confirmed last year during their junior year in high school. The parish has maintained an average of about 31 confirmands per year over the past 15 years.
2. 50 high school students participate in the high school program. The parish does not track the number of parish students who attend Catholic high schools.
3. There are 221 high school students in the parish census. The parish enrolls 22.6% of teens. The Archdiocesan average is 50%.
4. A new curriculum will be introduced in the fall replacing Life Teen.
5. There has been a low response to social activities for youth.
6. There are no summer programs for youth ministry.
7. There are no service opportunities, work camps or mission trips.
8. The Sunday evening Life Teen Mass has been dropped.

AFFIRMATIONS

1. There are 8 catechists/group leaders for the ministry who provide a leader for 6 youth.

NEEDS

1. Examine total youth ministry, catechetical programs and program models to identify options and components which may serve youth more effectively and involve a higher percentage of parish youth.
2. Look at the possibilities for using social media to communicate with youth and their parents.
3. Discuss and develop strategies for involving parents in junior high and high school ministry.
4. Explore the possibilities of including more young adults as volunteers within youth ministry in order to build a core team of young adults.
5. Establish summer youth ministry activities.

E. Adult Faith Formation – *opportunities for adults to deepen their understanding and practice of the Catholic faith*

OBSERVATIONS

1. In 2014, there was 1 adult baptism and 2 adult confirmations.
2. The young adult population of the parish (ages 18 to 40) is 887 members or 23.6% of the total population. The Archdiocesan average is 19%.
3. There are approximately 1,672 adult parishioners between the ages of 21 and 64 and an additional 656 over the age of 65, for a total of 2,328 adult parishioners over the age of 21.
4. Bible study and other adult faith formation opportunities are offered in conjunction with St. Anthony on the Lake Parish in Pewaukee.
5. There are 656 parishioners (17.4%) over the age of 65.

AFFIRMATIONS

1. The deacon is involved with RCIA, infant baptism preparation, and marriage preparation.

NEEDS

1. Study the need for spiritual support, formational activities, and service opportunities for senior citizens in the parish and develop a ministry.
2. Study and develop a ministry to the young adult (ages 18-40) population.
3. Identify, recruit and train a core team of adult leaders to strengthen and expand formation opportunities for adults in the parish.
4. Consider the impact of offering parish-based adult retreat experiences which are designed to form disciples, identify ministry leaders, and recruit new participants.
5. Consider offering small faith sharing group opportunities to parishioners, particularly those who have participated in a parish-based retreat.
6. Establish an evangelization committee to look at ways of reaching out to the inactive, alienated, searching, and unclaimed.

G. Human Concerns – *pastoral care for ill and homebound parishioners as well as outreach to people who need the basic human necessities of life*

OBSERVATIONS

1. The parish supports a number of outreach projects and activities, among them:
 - St. Vincent De Paul Society/meal program
 - Project Rachel/Pro-Life Committee
 - Prayer Shawl Ministry
 - Eucharistic ministers to the homebound
 - Bereavement ministry/funeral luncheons
 - St. Joseph's Tool Chest
 - Operation Rice Bowl
2. The volunteers for outreach projects tend to be older members of the parish rather than younger.
3. The ministry to the homebound should be expanded.

AFFIRMATIONS

1. There are very dedicated volunteers for these projects.

NEEDS

1. Study the possibilities for additional outreach projects, particularly projects in which the entire parish has an opportunity to participate, and the volunteer support to sustain them. As part of the study, consider how the human concerns commission can monitor and coordinate all human concerns and pastoral care activities.
2. Increase the outreach to the homebound and hospitalized.
3. Consider the establishment of a sister-parish relationship with a parish in another part of the world.
4. Recruit more young adult volunteers to participate in outreach programs.

H. Stewardship – *community building ministry and activities particularly those related to the sharing of time, talent and treasure*

OBSERVATIONS

1. The parish averages about 75 new households per year or 6 to 7 per month.
2. At least one-third of the parish households do not contribute financially to the parish.
3. There are identifiable transition or risk times among parishioners which can present the occasion to end active involvement or membership itself: school and religious ed families that do not attend Mass; 2nd graders after their first communion; school families whose last 8th grader has graduated; juniors in high school who have been confirmed; young adults as they move out on their own.
4. In the area served by the parish, there is an estimated median household income of \$75,671. Nationally, the average Catholic household contributes between 1% and 1.1% of household income. If every household at Queen of Apostles contributed at the national average of 1%, the parishioners would generate over \$1,000,000 in envelope and offertory revenue. Other religious groups have an average which is at least double the Catholic average.
5. Studies have indicated that parish bulletins reach two-thirds of the parish population. The Queen of Apostles bulletin has the capacity to provide more information and communication about events and activities to parishioners.

AFFIRMATIONS

1. Christian Women have developed a strong ministry in the parish.

NEEDS

1. Expand the welcoming process for new members which provides opportunities for new members to become familiar with the ministries and activities at the parish as well as meet other parishioners.
2. Develop an ongoing way for parishioners to discern their gifts and talents, to learn about ways they can use these gifts in the parish, and to invite them to become more involved in the mission of the Church by volunteering for a ministry.
3. Examine various approaches for a comprehensive, Gospel-based financial stewardship process and recommend one for ongoing use in the parish.
4. Look at ways of developing a stewardship of assets or planned giving which will have a long-term benefit for the ministries of the parish.
5. Develop a communications plan for the parish which involves the Sunday bulletin, website, and use of email communication with parishioners.
6. Study the various socials/fund raisers which are currently conducted in the parish, consider new possibilities for building relationships among parishioners, and propose a plan to the pastoral council.

III. PARISH ADMINISTRATION – “ADMINISTERING THE PARISH GOODS”

A. Finances – *the management of the financial resources of the parish*

OBSERVATIONS

1. In the past 15 years, there has been one deficit budget (2014). Parishes in general average two small deficits over a ten-year period.
2. The most common description of the current financial state of Queen of Apostles Parish is, “Land rich, cash poor.”
3. The parish continues to struggle with the implementation of financial controls recommended by the Archdiocese of Milwaukee.
4. The parish has a debt of \$650,000 from the purchase of land and a draw on a line of credit.
5. The parish relies on fund-raisers to balance the budget: bingo generates \$100,000; festival provides \$20,000; fish fry clears \$12,000.

AFFIRMATIONS

1. Parishioners have responded in the past to appeals for additional funds and to capital campaigns.

NEEDS

1. Prepare several financial scenarios involving the future of Queen of Apostles School which address a potential closing or various scenarios for its continuation, including the development of third-source funding for the school, all in preparation for a recommendation at the beginning of the new calendar year.
2. Develop a strategy for the elimination of the current debt.
3. Work with the stewardship committee to develop a parish approach regarding the significant transfer of wealth through planned giving which is already passing from generation to generation via the unprecedented number of baby-boomers.
4. Implement the required financial controls throughout the parish.
5. Establish a building committee comprised of representative members of the parish in order to conduct a feasibility study to locate Queen of Apostles Parish on a single site and to assess the capacity of the parish to finance such a project. A proxy request will be required to conduct the feasibility study.

B. Facilities/Technology – *the management of the buildings, grounds, and information/communication capabilities of the parish*

OBSERVATIONS

1. The ability of the parish to conduct adequate ministries is hindered by having facilities on two separate campuses.
2. There is insufficient meeting, storage, office and hall space at the Capitol Drive site.
3. The parish is responsible for two cemeteries.
4. The parish owns land to the east of the parking lot on Capitol Drive. They also own the former St. Mary site, where the school is located. In addition, there is cemetery property to the southeast of the parish as well as part of the St. Mary site.
5. Some maintenance has been deferred at the St. Mary site because of the long-held plan to locate on one site.
6. There is a sense among some long-term parishioners that a building project could generate at least over \$2,000,000 from parishioners. That amount, combined with the sale of property and a mortgage, could provide approximately \$6,000,000 for new facilities at the Capitol Drive site.

AFFIRMATIONS

1. The new church building is designed for present and future use.

NEEDS

1. Develop a master site plan for all parish properties to include current and future usage.
2. Since a building project will likely take a minimum of five-years for completion, consider interim “fixes” or repairs for some of the facilities so that ministries can be conducted as effectively as possible until more permanent solutions are in place.
3. Assess the technology use and needs at the parish and school then develop a strategy for the ongoing replacement of equipment and the development of technology usage.
4. Consider the purchase and placement of an electronic sign on Capitol Drive to better identify the parish location and to promote parish ministries and activities. Other signage should also be assessed throughout the campus.