

# STRATEGIC PLANNING

FOR

## NORTHWEST MILWAUKEE CATHOLIC PARISHES

St. Bernadette  
Parish

Our Lady of  
Good Hope  
Parish

St. Catherine of  
Alexandria  
Parish

# PLANNING OUR FUTURE TOGETHER

St. Bernadette



Our Lady of  
Good Hope



St. Catherine  
of Alexandria





OUR FAITH COMMUNITY





OUR FAITH COMMUNITY





# OUR FAITH COMMUNITY



# Timothy Cardinal Dolan

## “A Letter on Pastoral Planning to the Catholics of Southeastern Wisconsin”

*“I want to be honest with you: at times, I am tempted to run from all of this, to avoid it, to deny that we need any planning, or that we need to ask realistic questions and come to a clear direction with consequent tough decisions about the future. I’m tempted to say, ‘forget about all this planning for the future. Let’s just keep things as they are and let nature take its course.’ That is tempting; that is comfortable. That’s also irresponsible, lazy, destructive, and dumb.”*





OUR  
**VISION**

**In communion with our neighbors,  
we seek the light of Christ  
to be a beacon of good news to all.**





**Develop a vibrant and welcoming faith community of collaborating parishes, committed to praising God through worship, faith formation and serving others in need.**



## STRATEGIC PLANNING IMPERATIVES

- Collaborate and work together for the benefit of all parishes
- Focus more on growing our missions than on maintenance of our current status
- Determine how to change behaviors, language and actions rather than simply modifying existing activities
- Realize that all positive change means some loss of the familiar and comfortable
- Take bold action by considering new and different possibilities
- Increase the number of parishioners who take ownership of our parish culture and structure
- Grow our parishes by adding active parish members
- Grow in our Catholic vibrancy and be filled with families, children, and young adults

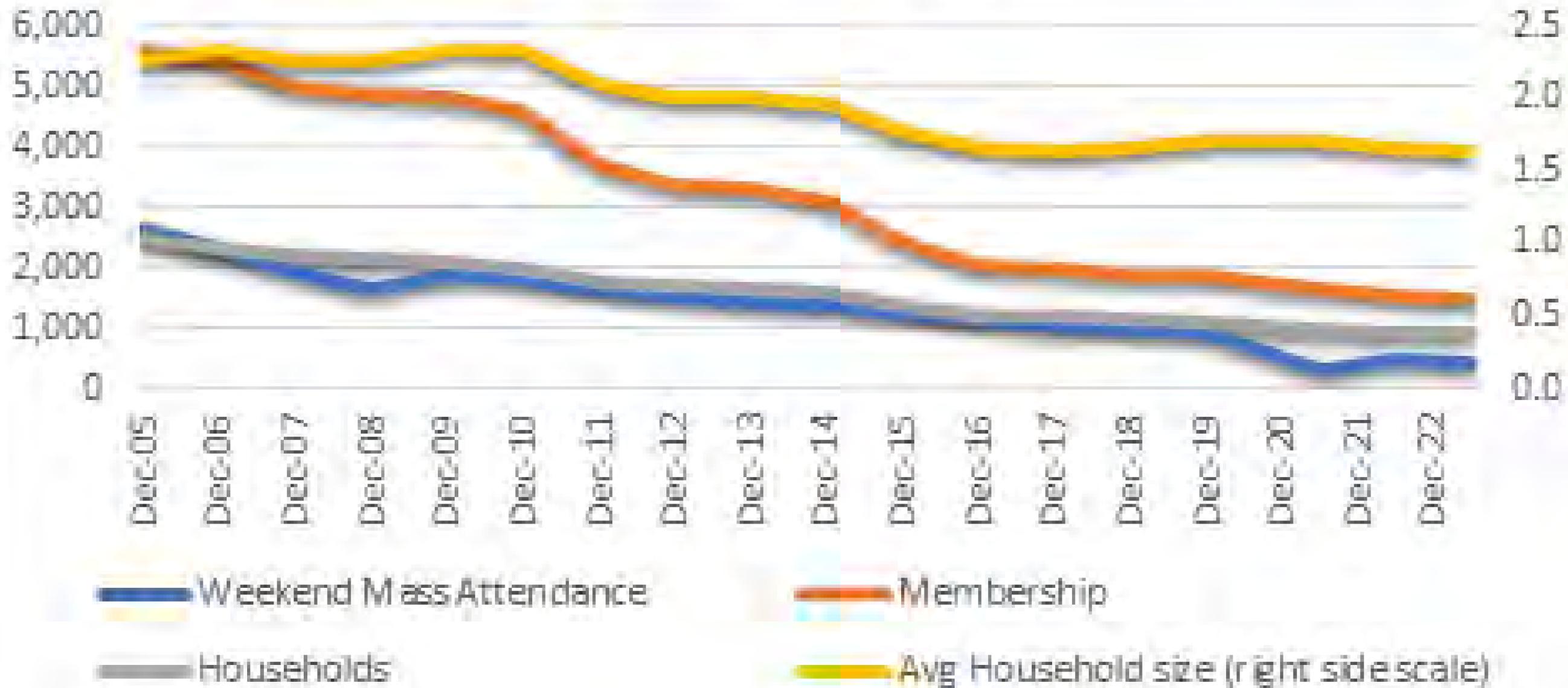


## STRATEGIC PLANNING IMPERATIVES (CONTINUED)

- Lead by personal example and provide adults with opportunities to learn from each other, discover biases, and grow in Christ.
- Increase our collective Catholic presence to be vibrant and growing, and reflect the demographics of the local community
- Become the “go-to place” to make the Gospel come alive in a diverse environment as part of the fabric of the neighborhood
- Become recognized for providing spiritual leadership in our community
- Demonstrate love for our neighbors by providing a place of peace and welcoming
- Become a more welcoming, inclusive community to all
- Provide premiere Catholic education on the Northwest side through growing enrollment in our school and religious programs



# Northwest Milwaukee Catholic Parishes Statistics 2005-2023



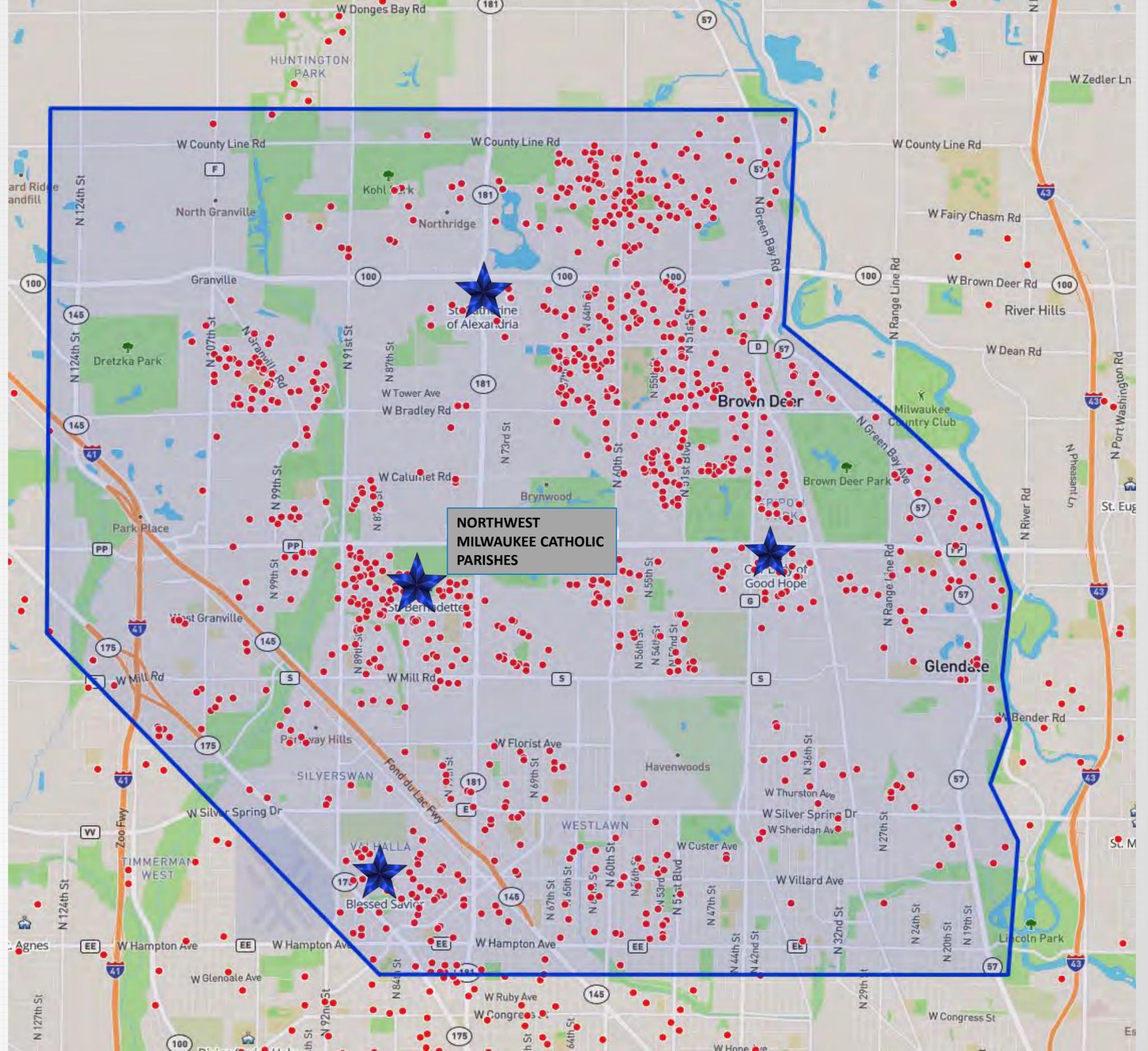
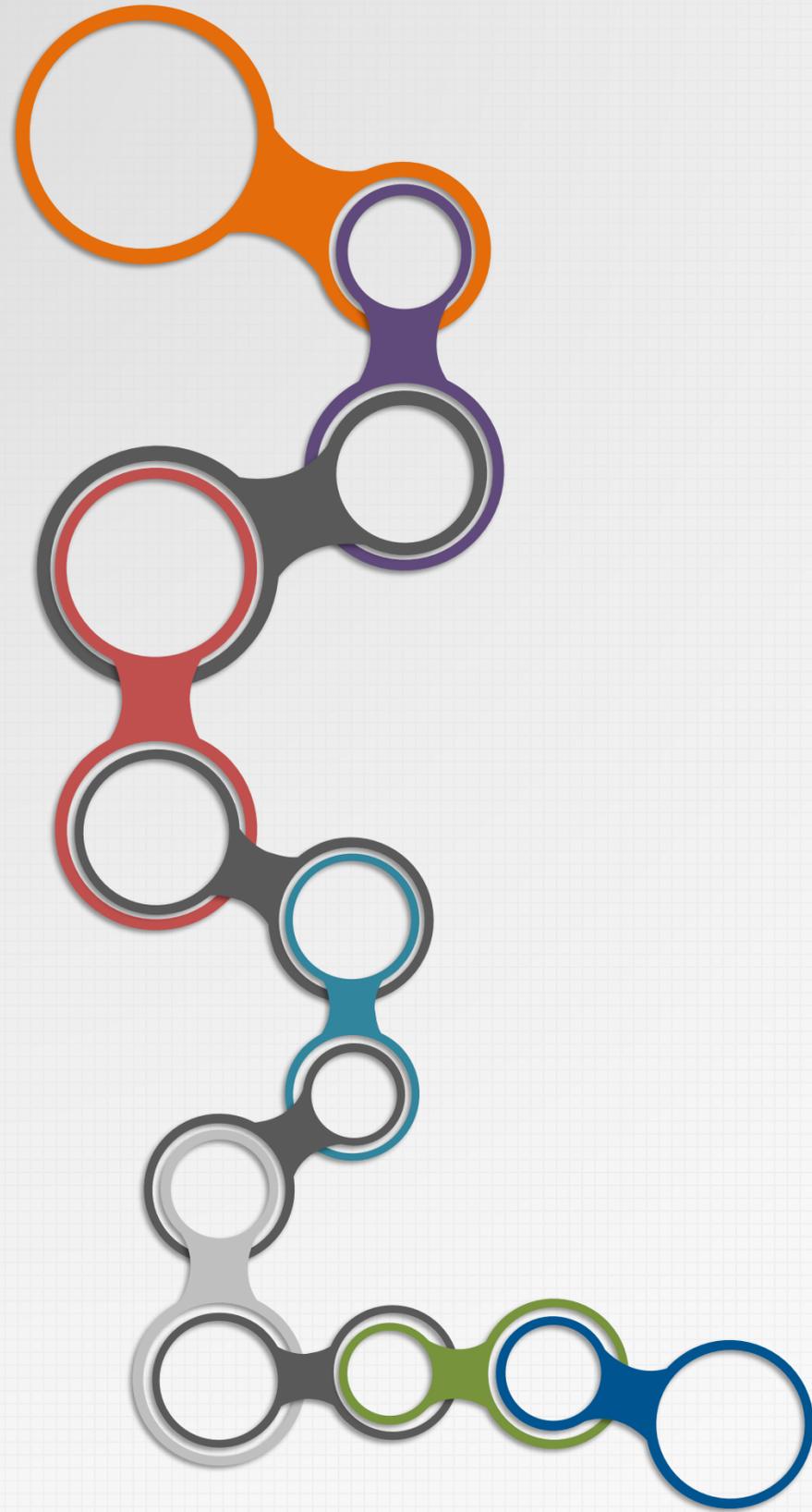
With the reduction of average household size (yellow) from 2.4 in 2005 to 1.6 today accelerating the decrease in total members (orange) from 5600 to 1500. Mass attendance is just over 400 now, versus 1000 pre-COVID and 2,600 in 2005.

# STRATEGIC

# PLANNING

**For Catholic Vibrancy  
In Northwest Milwaukee**



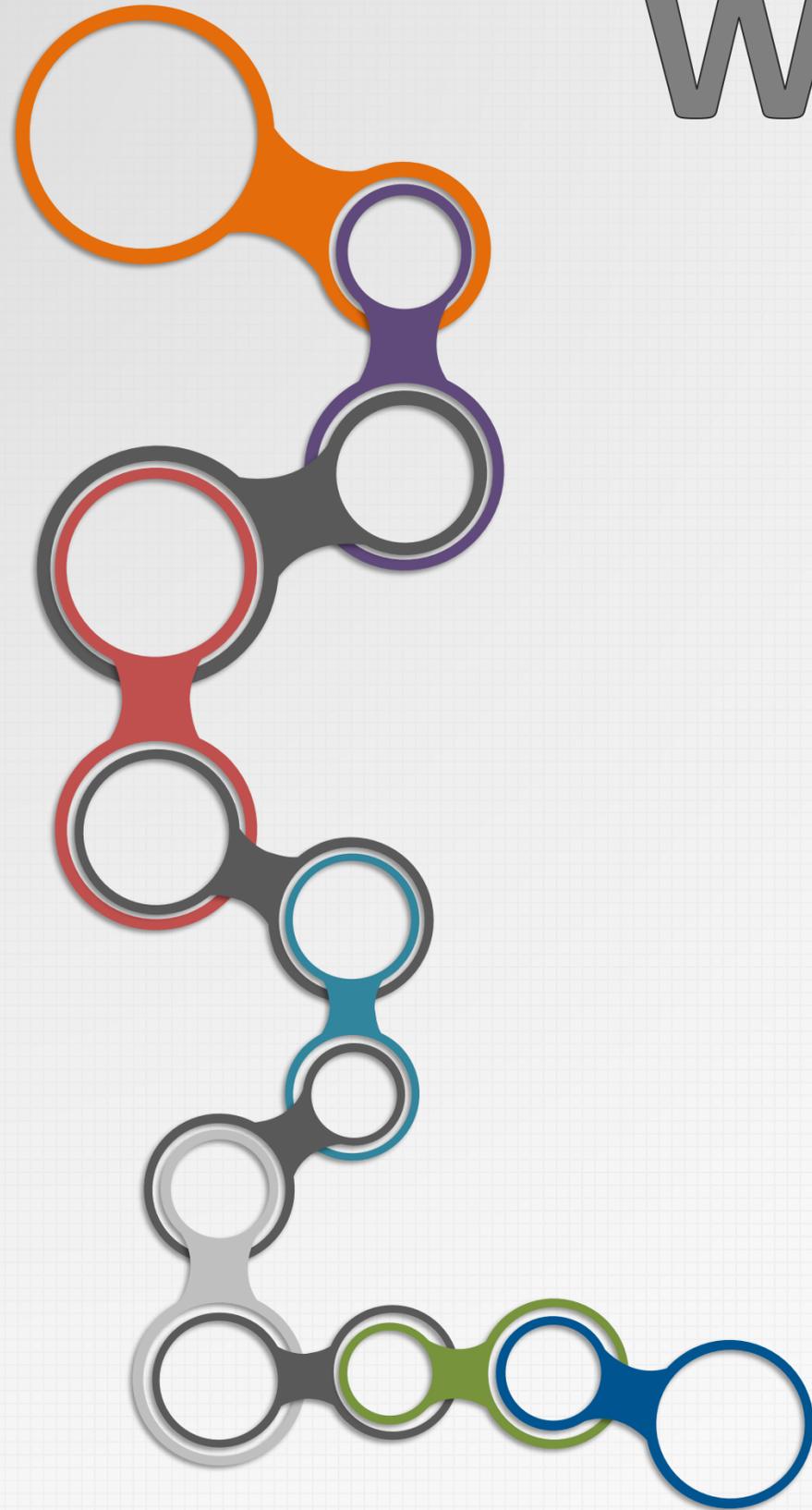


# TRI-PARISH COLLABORATION FOR CATHOLIC VIBRANCY IN MKE NW



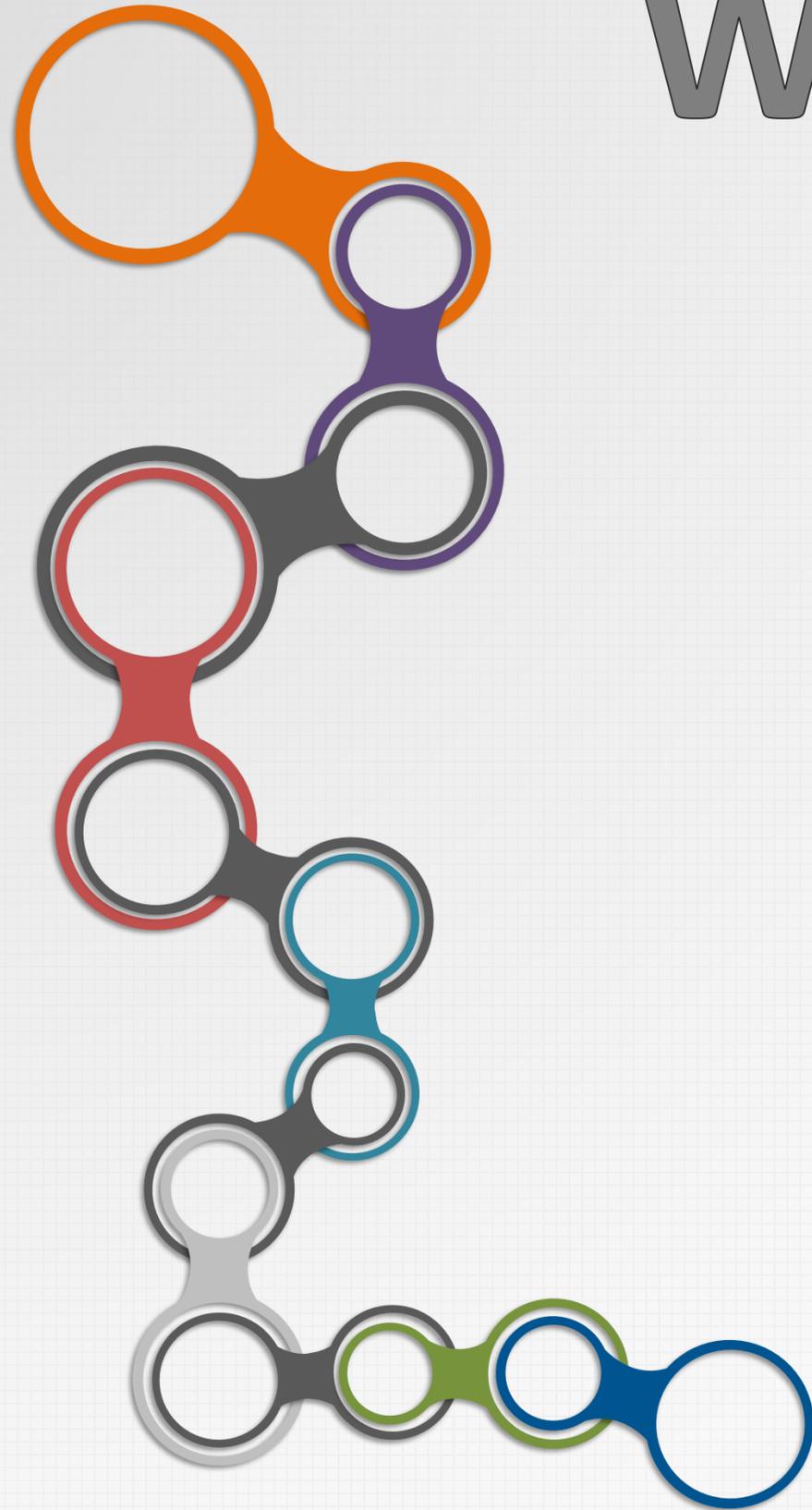
# WE WANT. . . . .

To be parishes that are united and working together.



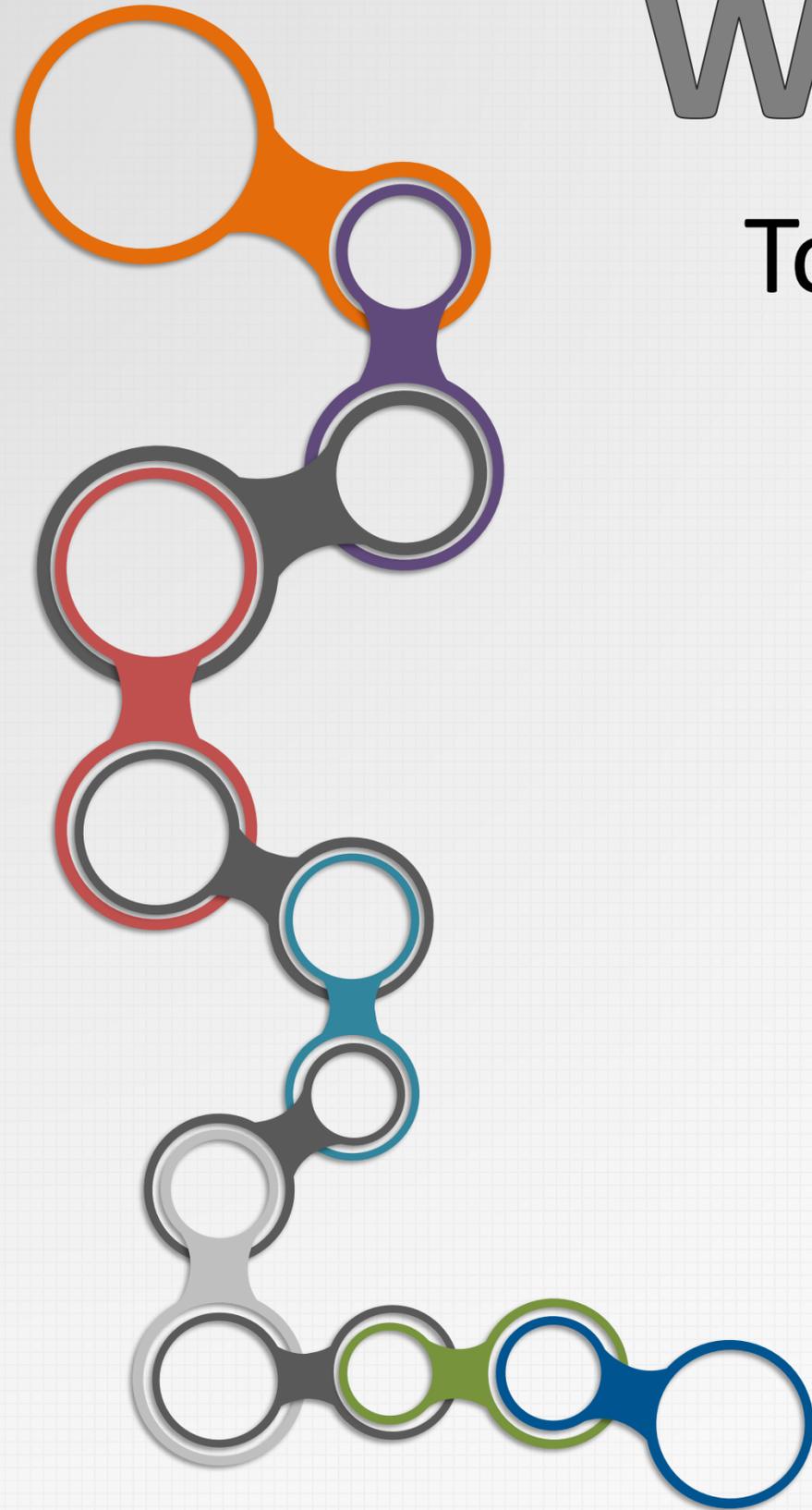
# WE WANT. . . . .

To be a Catholic center in the community



# WE WANT. . . . .

To be a welcoming, inclusive community



# HISTORY



- September 2021 -- St. Bernadette and Our Lady of Good Hope, along with the Archdiocese of Milwaukee, committed to work together to develop a plan for the betterment of our Catholic community in Northwest Milwaukee.
- Fall 2021 – The purpose and scope of the project is defined. The project plan and organization are developed.
- January 2022 – A project Team Kick-off event was held. Interviews of representatives from both parishes and community leaders are conducted. The three workgroups (Evangelization & Liturgy, Community Engagement & Education, Facilities & Finance) determine the current situation.
- June 2022 – St. Bernadette and Our Lady of Good Hope’s workgroups continue to develop recommendations for the future state of the collaborating parishes within each area of the strategic plan. St. Catherine of Alexandria Parish forms a separate steering committee and assembles workgroups following the model of St. Bernadette and Our Lady of Good Hope.
- August 2022 – The priests of the three parishes begin meeting with Michael Laird for the Missionary Planning and Leadership office at the Archdiocese of Milwaukee.

# HISTORY



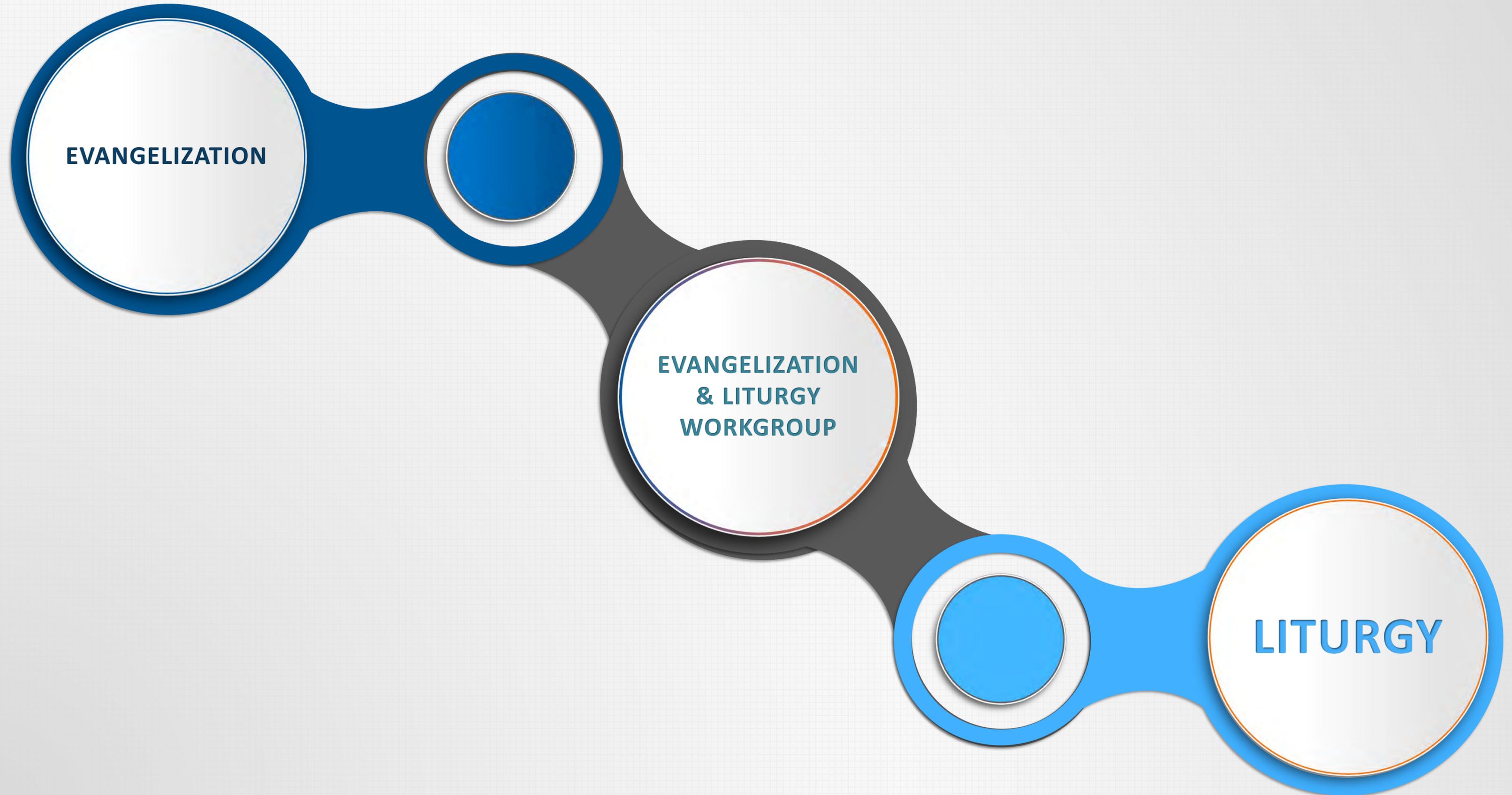
- October 2022 – The Combined Steering Committee with membership from all three parishes is formed.
- November 1, 2022 – Fr. Greg becomes the Temporary Administrator of St. Catherine of Alexandria Parish.
- Fall of 2022 – The Combined Workgroups (Evangelization & Liturgy, Community Engagement & Education, Facilities & Finance, and Special Assignments) are formed.
- January – April 2023 – Fr. Greg is on Sabbatical. The Combined workgroups continue meeting and develop recommendations.
- May – June 2023 – Final recommendation are received from workgroups.
- Summer 2023 – A summary of the workgroup recommendations is prepared by the Combined Steering Committee.
- September & October 2023: Town Hall Meetings
- Fall 2023 – Implementation phase of the Strategic Planning process begins.

# Steering Committee Members



- 1. Pastor/Administrator Fr. Greg Greiten
- 2. OLGH George Quisno (Co-Chair)
- 3. St. Catherine John Buckley (Co-Chair)
- 4. St. Bernadette Tom Schwalbach
- 5. St. Bernadette Shawn Govern
- 6. St. Catherine Judy Dollhausen
- 7. OLGH Ron Mackiewicz
- 8. St. Catherine Fr. Joe Hornacek
- 9. OLGH Scott Epping
- 10. St. Bernadette Katie Coleman
- 11. Archdiocese Michael Laird

# EVANGELIZATION & LITURGY WORKGROUP



# Evangelization & Liturgy Members



St. Bernadette:

Kristen Moncher  
Linda Nugent

St. Catherine:

Bill Bergeron  
Judy Dollhausen  
Karl Mente  
Sue Niemi

Our Lady of Good Hope:

Erin Epping (Chair)  
Peter Gray  
Peg Harloff

Staff:

Mark Mrozek

# EVANGELIZATION



- Hire someone to lead evangelization efforts.
- Simon Pierre Biagui, Director of Evangelization & Discipleship

# EVANGELIZATION



- Create a program to teach parishioners to talk confidently about their faith.
- Organize community book read.
- Utilize GalileeU evangelization classes.
- Research, train, and implement programs to invite seekers to learn about the Catholic faith.

# EVANGELIZATION

**“EVANGELIZATION**  
is the mission of the Church,  
not just of a few, but my,  
your, our mission.”

— Pope Francis



- Create an Evangelization Committee that is a subcommittee to the Christian Formation Committee or Pastoral Council.
- Expand St. Catherine’s Communication / Marketing Committee to include all three parishes, reporting to the Pastoral Council. **(IN PROGRESS)**
- Expand the St. Catherine Parish Life Committee to include representation from all three parishes as a committee directly reporting to the Pastoral Council. **(IN PROGRESS)**
- Identify or hire a person or agency responsible for communication, marketing, and webmaster function.

# LITURGY



**Mark Mrozek,  
Director of  
Liturgy & Music**

# LITURGY



- Offer a weekly “teaching moment” as part of Mass.
- Create a single Prayer & Worship Committee to represent all three parishes. (DONE)
- Provide liturgical consistency in Masses at all three parishes, including music, monthly praise Masses, announcements, and other liturgical requirements. (DONE)

# LITURGY



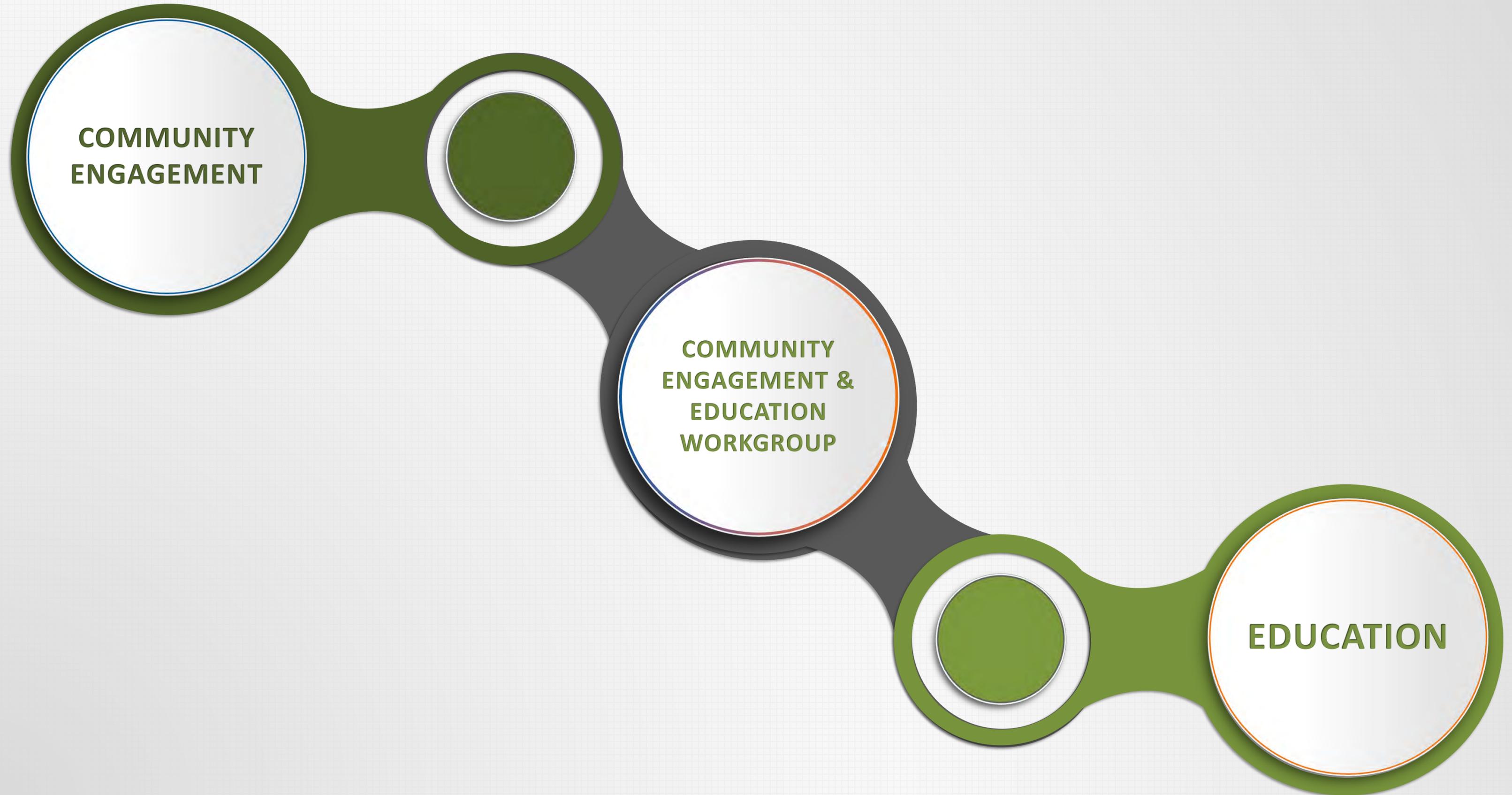
- Create a single choir with members from all three parishes that rotates among the parishes for Masses. **(IN PROGRESS)**
- Establish a defined budget dedicated to supporting formation and training of the lay volunteers every budget cycle and communicate it to the Prayer & Worship chairperson for tracking purposes.
- Offer additional liturgies as interest is expressed and supported by the Prayer & Worship Committee.

# LITURGY



- Continue to remind and encourage all welcoming behaviors at each church building on an ongoing basis.
  - Provide necessary administrative support for the Director of Liturgy & Music, especially in the area of copy editing.
- (IN PROGRESS)**

# COMMUNITY ENGAGEMENT & EDUCATION WORKGROUP



**COMMUNITY  
ENGAGEMENT**

**COMMUNITY  
ENGAGEMENT &  
EDUCATION  
WORKGROUP**

**EDUCATION**

# Community Engagement & Education Members



Anne Lutz – St. Catherine

Rick Korpela – St. Catherine (Co-Chair)

Sandy Swanson – OLGH (Co-Chair)

Shawn Govern – St. Bernadette &  
Steering Committee Liaison

Linda Radder - Staff

Lorrie Maples – Staff

Frank Edgeworth – Seton Schools

Jim Schultz - Seton Schools

Jameka Freeman – Northwest Catholic

Lydia LoCoco – Archdiocese

Susan McNeil – Archdiocese

# COMMUNITY ENGAGEMENT – Education



- Conduct three NWMCP Human Concerns drives per year to benefit Northwest Catholic School. **(DONE)**
- The parish and school staff will develop a plan to increase communication.
- Fifteen parishioners will volunteer for breakfast or lunchroom duty, field trip chaperones, tutors during and after school, office help. Completing the Safeguarding course will be required.

# COMMUNITY ENGAGEMENT – Aging



- With the assistance of Aurora Health Care, the parish nurse will conduct a survey of parishioners over 55 to determine their interest in participating in educational, health, and social activities. **(IN PROGRESS)**
- The parish nurse will run a minimum of one program per month for people over 55 in 2023. Participants will be surveyed to see if the programs are meeting their needs. **(IN PROGRESS)**

# COMMUNITY ENGAGEMENT – Aging



- A senior activity committee (made up of parishioners) with support from the parish nurse and pastoral associate will plan at least two days of activities per month (4-6 hours) which will include classes, prayer service, and social activities like cards, trivia, and singing (whatever is of interest). Lunch or breakfast will be included.
- Open an activity center for Northwest Milwaukee seniors, open at least two days a week, providing classes, field trips, social activities, volunteer opportunities, and meals for minimal costs.

# COMMUNITY ENGAGEMENT – Aging



- Growth of visitation ministry to parishioners.
- Joe Pense,  
Pastoral Associate
- Linda Radder,  
Parish Nurse

# COMMUNITY ENGAGEMENT – Food Distribution

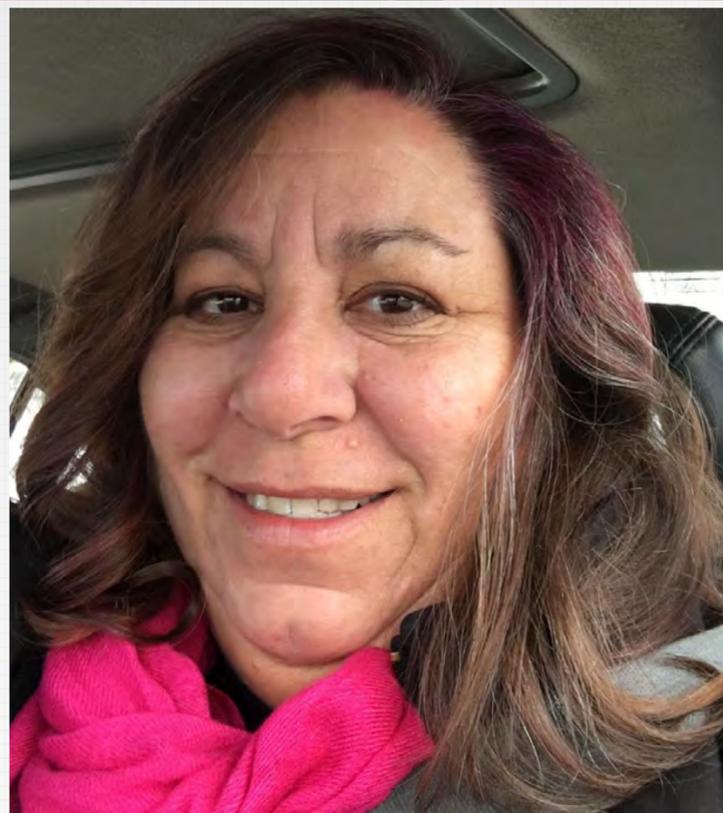


- Expand the number of families served by the St. Vincent de Paul pantry at St. Catherine from 70 families to 110 families, or a 57% increase per month, by opening the pantry on one Saturday per month. **(DONE)**
- Erect better signage.
- Expand parking lot, facilities, etc.

# COMMUNITY ENGAGEMENT – STAFF



- Theresa Moniot Olivares,  
Administrative Assistant –  
St. Bernadette Parish



- Margaret Thorn,  
Administrative Assistant –  
Our Lady of Good Hope  
Parish

# FACILITIES & FINANCE WORKGROUP



**FACILITIES**

**FACILITIES  
&  
FINANCE  
WORKGROUP**

**FINANCE**

# Facilities & Finance Members



Jim Hoida - St. Bernadette (Vice Chair)

Jim Brown – St. Bernadette

Tom Schwalbach – St. Bernadette &  
Steering Committee Liaison

Jeff Jaroczynski – St. Catherine (Chair)

Mike Jansen – OLGH

Mike Nuskiewicz - Staff

Diane Govern – Staff

Katie Esterle - Archdiocese

# FACILITIES & FINANCE



- **Jim Neuner,  
Director of  
Administrative  
Services**

# FACILITIES & FINANCE



- Diane Govern,  
Director of  
Finances

# FACILITIES & FINANCE



- Mike Nuskiewicz,  
Director of  
Maintenance

# FACILITIES & FINANCE



- Develop 2–5-year financial plan for the Northwest Milwaukee Catholic Parishes.
- Recommend methods for splitting shared expenses.  
**(IN PROGRESS)**

# FACILITIES & FINANCE



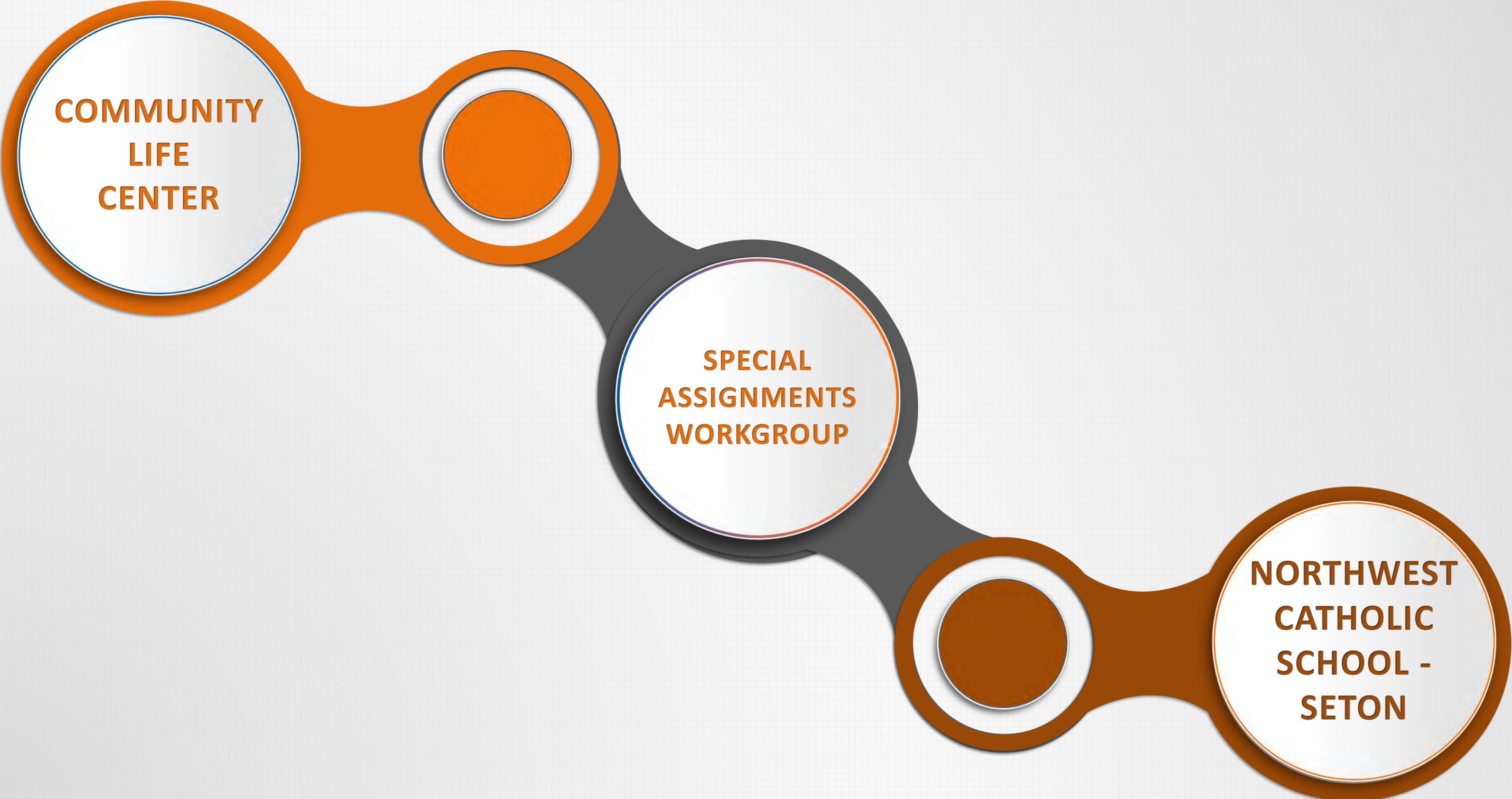
- Streamline the accounting system by using the same chart of accounts and QuickBooks Online for accounting at all three parishes. **(IN PROGRESS)**
- Prepare a common preferred vendor list for all three parishes for all maintenance. **(IN PROGRESS)**

# FACILITIES & FINANCE



- Investigate possible cost savings for all three parishes through volume discounts as services and supplies are purchased. **(IN PROGRESS)**
- The Director of Administrative Services together with parish leaders will develop a plan to ensure fiscal stability before existing building leases expire. (Example: HAPA extended their lease one more year through 2026). **(IN PROGRESS)**

# SPECIAL ASSIGNMENTS WORKGROUP



**COMMUNITY  
LIFE  
CENTER**

**SPECIAL  
ASSIGNMENTS  
WORKGROUP**

**NORTHWEST  
CATHOLIC  
SCHOOL -  
SETON**

# Special Assignment Members

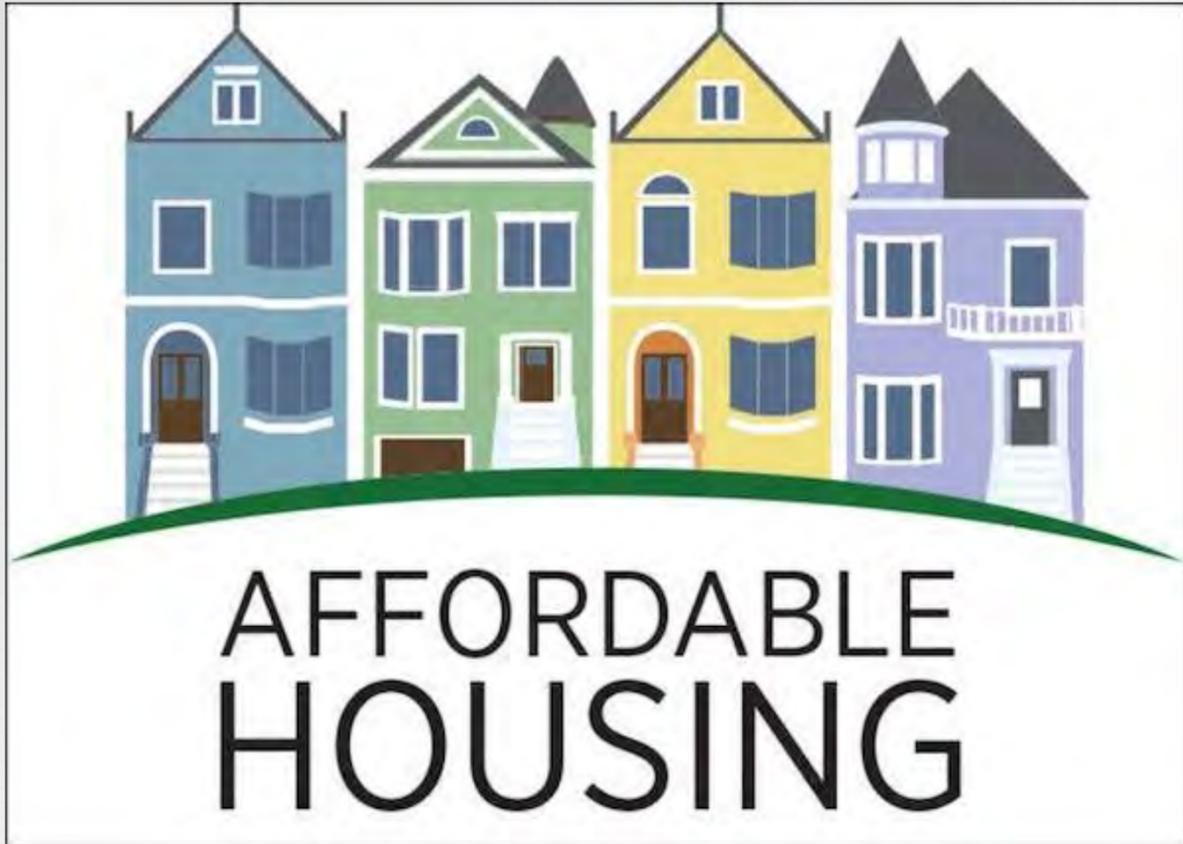


Our Lady of Good Hope:  
Ron Mackiewicz (Chair)  
Jim Neuner  
Mary Muza

St. Bernadette:  
Dawn Truitt

Archdiocese:  
Shanendra Johnson

# SPECIAL ASSIGNMENTS



SETON  
CATHOLIC SCHOOLS

Northwest Milwaukee Catholic Parishes should establish a community life center at Our Lady of Good Hope to do Christ's work and bring vibrancy to NW Milwaukee – leveraging partnerships and their synergies for sustainable growth and success.

- Affordable housing
- Health ministry
- Christ Child Society
- Northwest Catholic School/Seton
- Other community partners

Hire someone to lead the community life center effort.

Bring back Sunday evening Mass for outreach.

# SPECIAL ASSIGNMENTS



**CHRIST CHILD SOCIETY.**  
OF MILWAUKEE  
WHERE LOVE LEADS TO ACTION

## **OUR MISSION**

To foster a personal love of Christ  
expressing itself in service for needy  
children regardless of race, color or creed.

- Response to vision of vibrancy in NW Milwaukee
- Care of souls inside and outside parish walls per Canon Law
- Consistent with parishioner interviews about outreach
- Northwest Catholic School/Seton and Christ Child Society outreach efforts
- Buildable land in a tax-advantaged neighborhood
- Accessible – positioned on major artery with bus line

# SPECIAL ASSIGNMENTS



## Community Life Center Vision

- Repurposed, ecumenical campus – true rallying point
- Community resource for survival and growth
- Focused on those not equipped to achieve independently
- Intergenerational
- Subtle and loving evangelization
- A busy, VIBRANT place

# SPECIAL ASSIGNMENTS



## RECOMMENDED STEPS

- Start by providing service to those in the community who know us through our partners and our own programs – to gain traction, momentum and much-needed trust as we begin.
- Keep affordable housing an active, viable and high priority assessment moving forward.
- Appoint a board of directors and hire a life center leader to implement start-up, engage the community and oversee operations.
- Implement the suggested plan as directed by life center leadership.





1. The financial portion of this strategy must be bold to deal with the current financial situation of the Northwest Milwaukee Catholic Parishes.
2. Communications with the parishes regarding strategic planning continues to be vitally important.

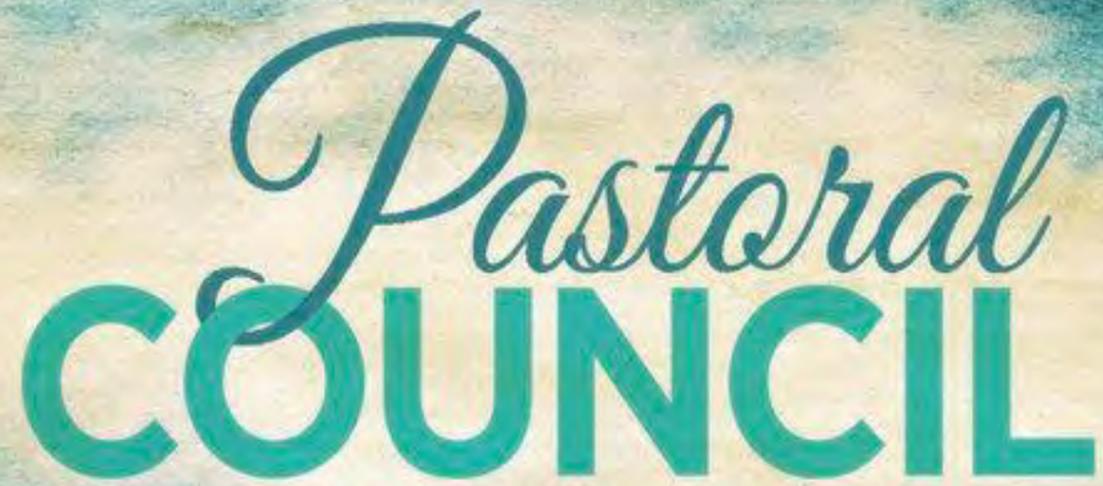


3. The life center plan is a necessary umbrella for vibrancy (with the reminder that it is as much about managing ALL outreach efforts for NWMCP as it is a physical location).

4. Evangelization efforts (especially as described by the work group) are necessary - remembering that families and youth are important to membership growth and retention.

5. Any new hires prior to strategy finalization should be consistent with the skill sets and passion we anticipate for a “different” kind of staff.



The logo for the Pastoral Council features the word "Pastoral" in a blue, cursive script font, and the word "COUNCIL" in a bold, teal, sans-serif font below it. The background is a textured, light green and blue wash.

# Pastoral COUNCIL

On-going development of the strategic mission and vision for the vibrancy within the Northwest Catholic parishes continues.

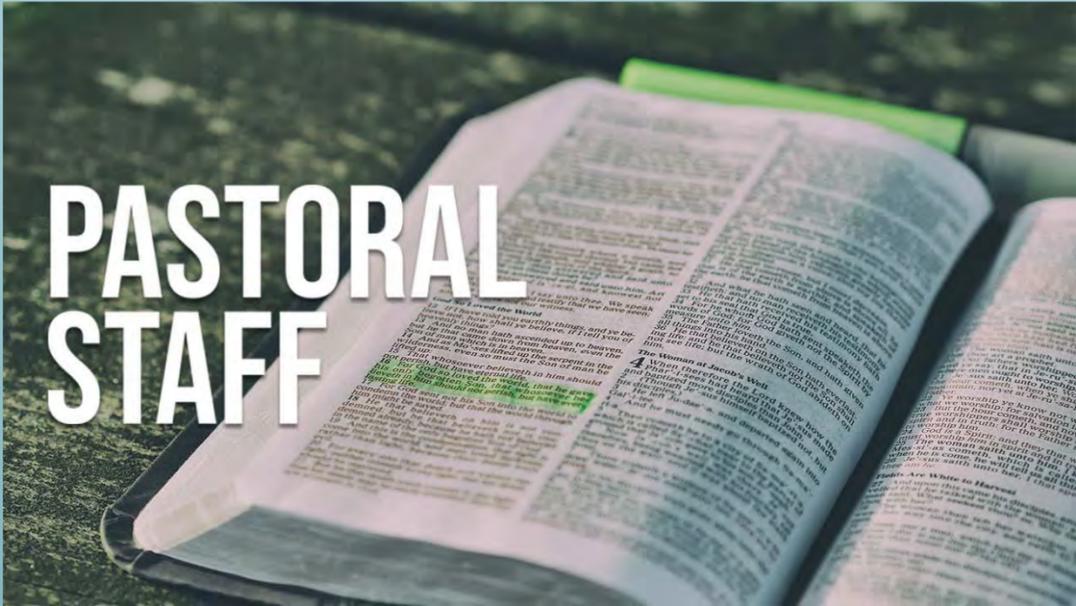
Next Steps in our ongoing collaboration include:

**CREATING ONE PASTORAL COUNCIL:**

Over the past several years, we have united the St. Bernadette and OLGH Pastoral Councils. This Fall, all three parishes will come together under the leadership of one pastoral council.

A graphic featuring a pair of hands clasped in prayer against a white background. The text "PRAYERFULLY" is in green, "LOOKING" is in purple, and "TO THE FUTURE" is in grey.

PRAYERFULLY  
LOOKING  
TO THE FUTURE



# DEVELOPMENT OF ONE PASTORAL STAFF to serve the 3 parishes:

When hiring staff replacements, we will seek individuals supportive of our collaborative efforts and who will live the mission and vision being developed through our strategic planning efforts.





# LOVE ONE ANOTHER

THE CATHOLIC CAMPAIGN

## LOVE ONE ANOTHER CAMPAIGN

We are embarking upon an exciting effort called the Love One Another Campaign. Each of the 188 parishes in the Archdiocese will participate in the campaign, and each family will be asked to make a pledge to support local parish needs and shared ministries. We will receive 60% of all funds we raise. Each of our churches in our collaboration face capital improvement expenses that need the help and support of our parishioners. This is going to be an enormous test for each community of faith – to rise up in this moment to support their particular faith community. Each parish has made clear that they would like to be here in the future – for that to happen we are going to need your support.

We will need your help to conduct this campaign successfully. Please pray for the success of the Love One Another Campaign which will help provide us with necessary resources to develop our ministries for the years to come.



# WHAT IF...

**We take bold action**

**by considering new and different possibilities**

**What will the  
future look like?**

**BEHOLD,**

**I AM WITH YOU**

**AND WILL KEEP YOU WHEREVER YOU GO**

GENESIS 28:15



**Consult not your fears  
but your hopes and your dreams.**

**Think not about your frustrations,  
but about your unfulfilled potential.**

**Concern yourself not with  
what you tried and failed in,  
but with what it is still possible for you to do.**

Pope  
Saint  
John XXIII



# Next Town Hall Meeting

OCTOBER 11<sup>th</sup> at 6 pm

Financial Picture at Each Parish

