

# Strategic Plan Note



Thank you for your interest in our Parish's Strategic Plan. As mentioned in the plan's announcement remarks, this living document best reflects our Catholic Community by including as many of our diverse desires as possible. We hope for and encourage your suggestions and comments.

Please use the email  
[strategic.plan@falmouthcatholic.org](mailto:strategic.plan@falmouthcatholic.org)

for your comments and feedback, and someone will respond to you. We look forward to hearing from our parishioners and working together on this Plan.

Thank you, and God Bless!



**ST. JOSEPH**  
GUARDIAN OF THE HOLY FAMILY  
— PARISH —

# Strategic Plan



## Table of Contents

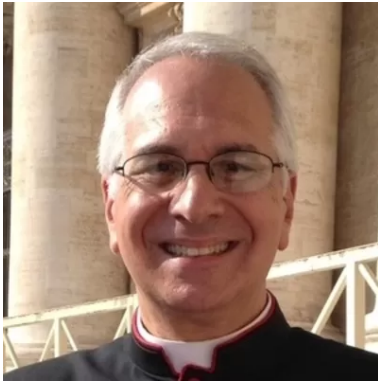
Statement of Purpose for our Parish.....	2
Message from our Pastor.....	2
Introduction.....	3
Defined Terms and Abbreviations.....	4
Volunteer Growth.....	5
Evangelization.....	10
Finance.....	16
Administration.....	18
Properties.....	25
Technology, Software & Data.....	30
Multilingual Community.....	36
Parish Independent Enterprises.....	39
Addenda A,B,C.....	41



## Statement of Purpose for our Parish

As members of St. Joseph, Guardian of the Holy Family Parish, we strive to grow as disciples of Jesus Christ by encountering His presence in Word and Sacrament, and as His Body, the Church, to actively spread our faith by sharing His mission to carry His life and love out into the world.

## Message from our Pastor



In 2021, after much reflection and study, the Pastoral Council of the Catholic Community of Falmouth Collaborative recommended to Msgr. Avila that a new parish entity be established. After the approval and blessing of Bishop DaCunha, on July 1, 2021, St. Joseph, Guardian of the Holy Family Parish was formed. In the past two years, our Parish has been greatly enriched by the collaborative efforts of our parishioners.

As we look with great hope toward the future, this strategic plan is a one-year effort by very dedicated members of the Parish Council who saw the need to focus us in the years ahead on how best to live out our mission and how to serve our Parish and local community. This will be an important tool for our Parish leadership today and in the future and I wish to express my gratitude for the hard work that went into the creation of this document.

May St. Joseph, guardian of the Holy Family, guide and protect our Parish family here in Falmouth.

In Christ,

(Rev. Msgr.) Stephen J. Avila, V.F.,

Pastor



# Introduction

We are called as Baptized Catholics to spread the gospel of Jesus Christ and we do that best when we are active participants in a parish community. A parish with a plan is more effective as a Strategic Plan can bring focus and discipline to our calling.

The formation of St. Joseph, Guardian of the Holy Family Parish (hereinafter SJGHF) in 2021 is a journey that started in 1882 with St. Joseph Parish in Woods Hole. As the Falmouth area grew, three more Parishes (St. Patrick in Falmouth Village, St. Elizabeth Seton in North Falmouth, and St. Anthony in East Falmouth) and two chapels (St. Joseph in Woods Hole transitioned from a Parish to a Chapel in 2013, and St. Thomas in Falmouth Heights) were established in Falmouth. In 2018 a three-year administrative process, called a Collaborative, brought the entire Falmouth Catholic Community together as one until the suppression of the three Parishes and the establishment of SJGHF in 2021.

The Collaborative process prepared a Strategic Plan for The Catholic Community of Falmouth (Diocese of Fall River: Rebuilding in Faith and Hope, The Catholic Community of Falmouth Strategic Plan, November 27, 2018). Building on that foundation, this is the first Strategic Plan for SJGHF. Since 2021, the SJGHF community has continually transitioned from different segments to emerge as a truly integrated Parish. This Strategic Plan is the culmination of that process as it sets out a future course for our young Parish. It is a living document created in the spirit of helping each member and *new member* of our community to live their best Christian lives and carry the love of Christ out into the world.



## Defined Terms and Abbreviations

Throughout this Strategic Plan, the following terms are defined as follows:

1. “SJGHF” and “Parish” - St. Joseph, Guardian of the Holy Family Parish in Falmouth, MA
2. “Diocese” or “Diocesan” - The Diocese of Fall River
3. “Collaborative” - The collective organizational body which was created in 2018 to join the three Parishes in Falmouth (St. Patrick in Falmouth Village, St. Elizabeth Seton in North Falmouth, and St. Anthony in East Falmouth) and two chapels (St. Joseph in Woods Hole and St. Thomas in Falmouth Heights) and which administered the Falmouth Catholic community until the suppression of those Parishes and the creation of Saint Joseph, Guardian of the Holy Family in 2021.
4. “Church”, “Chapel”, “Campus” - Our Parish was formed in 2021 after the Collaborative. The three Parish Church buildings and the two Chapels listed above are identified as Churches or Chapels, respectively, throughout the Plan. The term “Campus” is used to describe all of the grounds surrounding a Church or Chapel.
5. “SVdP” - St. Vincent dePaul Society (SVdP) is an independent, international, Catholic Charity operating with the support of the SJGHF Parish. SVdP is organized by Conferences, and the SJGHF Conference of SVdP formed as a result of the merger of the St. Elizabeth Seton and St. Anthony Conferences. (St. Patrick Parish did not have a SVdP Conference). The merger successfully combined these two active Conferences, and it now functions as a critical part of the social support network for the community of Falmouth. It works closely with Falmouth interfaith groups and civic support organizations.
6. “Sisters in Spirit”, “SWOT” - There are references throughout the Plan to current ministries in our Parish. Those ministries can be found on our Parish website: <https://falmouthcatholic.org/>



## Volunteer Growth



### Current Status

SJGHF is blessed with many Parishioners who freely give their time, talent, and resources. Many of these people are involved in multiple ministries and organizations that add to the Parish community's life. As we move into the future, our Parish needs to renew the number of our volunteers to maintain and grow the life of the Parish. Christ asked his disciples to follow Him – like Him, we must ask!

### Goals

(1) Create a welcoming atmosphere for our Parish community; (2) Invite Parishioners to participate in community-building events; (3) Develop easy-to-participate volunteer activities (easy: minimal and convenient time commitment); (4) Create successful volunteer opportunities; (5) Improve communications within our Parish community; (6) Host an event to thank volunteers, which can also be an opportunity for volunteers to meet and exchange ideas and information.

These goals can be achieved through outreach in four areas: Hospitality Ministry, Community-Building Events, Volunteer Activities, and Volunteer Recognition.



### 1. Hospitality Ministry

- Strengthen the Hospitality Ministry with training to be even more inviting, to be able to recognize Parishioners by name and to recognize visitors with a special welcome.
- A couple of times a year, encourage Parishioners to feel free to introduce themselves to members of the Hospitality Ministry.
- Create a Welcome Center in all our churches with kiosks containing information about our Parish and its ministries. Trained volunteers will be needed to work at the welcome centers during Masses. Mass cards and other Parish needs could be handled at these centers

### Steps to Achieve Goals

- Include more informal after-Mass events for people to gather. For example, coffee, juice, and donuts tend to attract families with children after Mass. It is an excellent way to meet and invite younger families.
- Create more volunteer opportunities for Sacramental events – these should be something that a busy family can do but are still important to the mission of evangelization. Examples may be assisting in the classroom or nursery during Mass or participating in the set-up and clean-up after Sacramental event celebrations.
- Create social gatherings after Sacramental events to keep the families together after these important faith milestones. This is another opportunity for families to get to know one another and other Parish members. Parish leadership should encourage planning and participation as well as organizing these Parish-wide events.
- The Men's Club already hosts coffee and donut events after Masses at all churches. Hopefully, this can continue, but it may be more successful if we expand it to other groups to support it. For example, include the Couples' Club, Sisters in Spirit, Saint Vincent de Paul or other groups to help sponsor these social events.
- The Director of Faith Formation and Evangelization should create a program to continually develop volunteer Catechists as part of our call to be Christ to others. We must also communicate more effectively by creating additional communication networks in our Parish. Specifically, we need to better use the modes and means of communication that younger Parishioners may use.
- Recommend the Pastoral Coordinator organize a coffee and Catholic education event for parents while their children are attending Faith Formation classes. The time that all Catechists meet for class would make





this an ideal opportunity. As part of Catholic education, discussions around volunteer needs and organizations could be presented.

- Approach new Parishioners with volunteer opportunities by sending out *Welcome to Our Parish* letters and hosting Welcome events for new Parishioners several times a year.
- Welcome visitors to our Parish Mass by special recognition – Example: Giving a memento from our Parish (i.e., car magnet and booklet about Parish, ministries, and organizations) at Mass.
- Include more of the culture of the diverse community in our welcoming information; multilingual information at the Welcome Centers, etc. (Brazilian, Portuguese, Spanish, to name a few.)
- Continue to hold the Ministry Fair as an annual event in September.

## 2. Community-building Events

- Grow participation in Community-building Events.
- Build upon the hospitality ministry – ask non-involved Parishioners for help. Create and support larger community-building events that naturally include more Parishioners and those who are potential Parishioners.

### Steps to Achieve Goal

- Create more Parish-wide, family-friendly events and continually improve our events, including:
  - Christmas Pageant (ongoing)
  - Christmas Float and Falmouth Christmas Parade participation (Annual Event)
  - Parish Picnic (Annual Event in early June)
  - Car Show (Annual Event)
  - Feast of Corpus Christi (Annual Event)
  - Feast of All Saints (Annual Event with Faith Formation participation)
  - Thanksgiving Mass (Annual Event)
  - Patronal Feast of St. Joseph (Make this an annual celebration) {March 19th}
  - Possibly include other feasts in our Parish honoring our churches including St. Anthony, St. Patrick, St. Elizabeth Seton, and St. Thomas. Other Significant Feast Days (i.e. Our Lady of Fatima) can also be included.
  - Volunteer Appreciation Celebration (make this an annual celebration)
  - Malassada baking and sales (On-going event)
  - Lenten Chowder and Chat (need more cooks to volunteer)





- Ministry Fair (Annual Event)
  - Volunteer Appreciation Event (TBD)
- Pursue an active talent search- If we know that a Parishioner has a particular talent; ask them to share it at the next possible opportunity. Examples: Quilting, sewing, art, baking, cooking, repair work (SWOT), nursing (blood pressure clinic), exercise instructors, and perhaps helping Parishioners with professional services. We should build a comprehensive database of our Parishioner talents.
- Use the Parish bulletin and word of mouth to inform Parishioners of Parish needs.
- Have the Director of Faith Formation and Evangelization encourage Confirmation class students to form a Media Technology Ministry. This will help with coverage of Parish events and will take pressure off staff.
  - Purchase and install additional permanent AV equipment at our different worship locations, that will allow trained volunteers to connect, stream and record on demand with minimal setup required.
- Utilize Parishioner skills to train volunteers in different ministries, i.e., lectors, Eucharistic ministers, greeters, etc., to have continuity in all worship sites.
- Search for and train additional sacristans. Develop communication among the members of each ministry for all of the Churches. Goal is to identify a leader for each Church and have communication both among those who serve at each Church, and also among the three Churches so that all members can be available for coverage. Goal for this ministry is to manage its own schedule without oversight by the Pastor.

### 3. Volunteer Activities

- Develop easy-to-participate Volunteer Activities: Volunteer activities that require a minimal time commitment and still have a noticeable impact on Parish community life. For example, stuffing envelopes for one of the clubs or organizations after Mass for twenty minutes.

#### Steps to Achieve Goal

- Break more complex activities into smaller, easy-to-accomplish tasks. Example: Saint Vincent de Paul hot lunch program, “A Place at the Table” – most volunteers are involved for 2 hours once every 1 to 2 months. This



is a very rewarding opportunity for volunteers without a huge time commitment.

- Leverage successful models in the Parish today, collecting food for the Food Pantry, SVdP Thrift shop volunteers, SVdP Advocacy Volunteers, and Sisters in Spirit.
- Reaching non-technical Parishioners could be done through “phone bank” volunteers calling and speaking to fellow Parishioners the “old fashion way” – calling.
- Another task could be stuffing envelopes to reach Parishioners.
- Engage our youth in activities in the Parish, for example “A Place at the Table” could use placemats made by our children in Faith Formation or other activities.
- Encourage family Mass participation – organize a volunteer childcare system held during Mass. This would require a minimal commitment of an hour, maybe once a month.
- Continue to hold an annual Ministry Fair to inform Parishioners of the various Parish ministries and promote the Ministries.

#### **4. Volunteer Recognition**

- Recognize Volunteer Activities: Success is defined as extending the Parish mission of evangelization, seeing and measuring results, respecting and building up our community, celebrating our work together, and having fun!

#### **Steps to Achieve Goals**

- Hold an annual Volunteer Appreciation Event or recognize the Volunteer Community in some other way.



# Evangelization

## Current Status

The Director of Faith Formation is also responsible for Evangelization. A modified position description has been developed to encompass this additional responsibility.

The Director of Faith Formation and Evangelization has created, monitored, and updated the SJGHF Parish's Facebook and Instagram accounts.

All faith formation students (Grades 1- 7) meet simultaneously. This enables a group of parents to get a Catholic education through a Catholic coffee & conversation with the Pastoral Coordinator.

Eucharistic revival is well in hand in our Parish. This has included displays of Eucharistic miracle banners in our churches in the spring of 2023. Weekly Adoration and the celebration of Corpus Christi, with an outdoor Eucharistic Procession, have helped Parishioners to see the power and beauty of the Eucharist. Continuing to emphasize the importance of the Eucharist in our Catholic faith, we intend to place stories of Eucharistic miracles in the Parish Bulletin on a monthly basis.

We have made some initial steps in outreach and ecumenical work in the past couple of years, but we have a long way to go before we are recognized as ecumenical and interfaith leaders. Ecumenical and interfaith work by itself is not the goal, but rather the goal is to be a recognized faith leader within the larger Falmouth and Cape Cod community. This leadership emphasizes to the non-religious that the Catholic community matters and makes an important difference within the community.

## Goals

1. Continue evangelization and public outreach by our Parish.
2. Grow youth participation in the Parish.
3. Consider developing a day care and preschool in the Parish for our young families.
4. Personally invite participation of our Parishioners.
5. Emphasize truth in our Faith by Eucharistic Revival.
6. Continue to emphasize the Ministry of Hospitality.
7. Foster greater ecumenical and interfaith cooperation in the Falmouth community.



### Steps to Achieve Goals

- Continue evaluating Parish's public-facing processes and programs.
- Continue to ask questions to ensure outreach to all:
  - Is our Parish growing new members? Are we reclaiming “fallen away” Catholics and family members?
  - Are we an inviting Church? Or are we satisfied that the status quo is fine, or there is nothing we can or want to do about it?
  - Is our community about membership, or is it about spreading the Gospel beyond the threshold of our churches?
  - Do we look and act like a community that is inviting and would be enjoyable to be a part of?
  - Are we giving the opportunity for the minority membership of our Parish to fully participate in our Parish? For example, hold a Portuguese language Mass during one of the established Mass times, so that more Parishioners can see and experience the diversity of our Catholic Community.
  - As part of any Parish survey, are we asking about preferred language or cultural background to ensure that we are inclusive?

Continue to look critically at old models and change or discard them if they no longer work in the building of our community.

Increase our visibility and improve communications by utilizing our internal resources, social media, newspaper advertising, radio and television.

### Growth of Young Parishioner Representation

Continue a Parish focus on younger Parishioners to grow our Parish Community so that children of all ages begin to see Mass and the Church as an integral part of their identity as Catholic Christians.

#### Steps to Achieve Goals

- Continue Sunday Masses for young families to participate, learn, and love their faith more easily.
- Prepare younger Parishioners with the readings and gospels to learn about the Word at a level of engagement and understanding for their age.
- Gear the Mass music and homily toward younger Parishioners.
- Increase children's participation in the Mass through liturgical ministries such as, choir, lectors, servers, greeters, collectors, and post-Confirmation Parishioners as Eucharistic Ministers.
- Develop a Mass-based child-care program so that children too young to participate in the Mass would be cared for by a rotating group of parents and confirmation candidates (confirmation projects) who share the care



responsibilities. Create an area set aside permanently for Parish Nursery and classroom(s).

- Use this time and place to teach about Jesus, including elemental prayers in an engaging, age-appropriate way.
- Increase community communication through multiple media platforms, such as bulletins, information posters, banners, Facebook, Parish Website, and Instagram.

## 1. Daycare / Preschool for our Parish

- Mirrors St. Joseph's mission of being the Guardian of the Holy Family by concretely supporting our Parish families.
- Meets the desperate need for preschool care in the greater Falmouth area.
- Catholic values are advertised and integral to the curriculum and therefore are introduced at a formative age to the youngest members of the Body of Christ. Parents would also be introduced, if not already Catholic.
- Provide a price break (scholarship) to registered families active in the Parish.
- Opportunity to encourage families to actively participate in the Parish while their families are young.
- Refer to similar Catholic models: Catholic Charities of Boston has four locations in the greater Boston area and two Family Care Centers. There are no similar Catholic childcare services in the Diocese of Fall River – this would be a first for the Fall River Diocese and provide an opportunity to strengthen Catholic education for the Diocese

### Steps to Achieve Goals

- Once approved, actively recruit Parishioners to form a subcommittee of interested Parishioners to begin a business plan to research and determine requirements, costs, staffing, licensing, siting, etc., for the Catholic Daycare business plan.

## 2. Grow the Parish

- Grow the Parish through personal invitation.

### Steps to Achieve Goals

- Critically evaluate our Catholic Community of SJGHF:
  - Are we inviting the stranger, the refugee, the non-Catholic, the people of the “byroads,” the non-wealthy, and the struggling?
  - Are we active in the larger community outside our Church walls, addressing the critical issues of our day, such as immigration, refugees, homelessness, and hunger? How does anyone know? Or are we satisfied with just checking the box?



- Bring members who no longer attend Mass in person to the community celebration.
  - Possible new habit of worship via media platforms such as TV and computers.
  - Other reluctance – we do not know because we have not asked.
  - Prepare talking points to address past critical issues within the Church, such as sex abuse.
- Review registration cards/data from all Parishioners to ensure data is accurate.
- Call, mail, and visit each Parishioner and personally invite them back to Mass.
- Leverage available technology such as the Gabriel database. See Technology Section, below.
- Emphasize the need to participate in the Sacraments, especially the Eucharist.
- Develop, in addition to marriage and baptismal preparation, programs that help families establish bonds within the Parish and find a ministry through which they can share their gifts.

### 3. Eucharistic Revival

Eucharistic Revival to grow our community by emphasizing the truth of our faith in the Eucharist.

#### Steps to Achieve Goals

- Use <https://www.eucharisticrevival.org> as a basis for Eucharistic Revival within our Parish.
- Continue with the public celebration of Corpus Christi, weekly Adoration, and other venerations of the Eucharist.
  - Constantly invite Parishioners to participate in these beautiful celebrations.
- Publish monthly Eucharist miracles in the bulletin, Instagram, Parish Website, and Facebook media. Publishing the miracles attributed to the Eucharist regularly in the Parish Bulletin helps to keep the truth of our faith before us – information that too often is hidden under a basket!
- Ensure that this is part of our continual teaching at all levels of our Parish life.

### 4. The Ministry of Hospitality

This is perhaps one of the most important and overlooked ministries. This ministry should be a priority for renewal as it is crucial to making people feel welcome to the Parish community.





### Steps to Achieve Goals

- Improve the Ministry of Hospitality through standardization and training.
  - Provide permanent name tags for greeters at all churches.
  - Standardize how the ministry is performed.
  - Train to those standards.
- Solicit and recruit new volunteers for the Hospitality Ministry.
- Provide more after-church socialization, i.e., coffee/donut socials for Sunday Masses (various organizations to host and one a month frequency) – the opportunity to recruit other volunteers.
- Create an online Parishioner directory (voluntary) so that Parishioners can connect with other Parishioners (we see one another at church, but after years, we still don't know one another's name).
- Create a "New Parishioner Packet"
  - Welcome the new family or member.
  - Provide a list of volunteer opportunities and how to join easily. Provide an explanation of the various ministries and contact information.
  - Create a welcome luncheon or other event (minimum every six months) – combine Men's Club / Sisters in Spirit and other Parish community groups to help.

## 5. Foster Greater Ecumenical and Greater Interfaith Cooperation

### Steps to Achieve Goals

- Designate a trusted lay member of the Parish or Parish staff member to focus on ecumenical and interfaith opportunities appropriate for Catholic participation. This may be the member designated for public relations/outreach.
- Partner more frequently with other churches/synagogues in Falmouth for social justice, social needs, and community concerns.
  - A recent example of Saint Vincent de Paul (SVdP) working with St. Barnabas Episcopal Church to expand a hot food program.
- Leverage SVdP activities in the larger community.
  - Thrift Store – raises money for the poor and provides unbelievable value to the customers.
  - SVdP Food Pantry at St. Patrick's Church.
  - The close working relationship with the Falmouth Service Center to care for the working poor and those needing assistance.
  - SVdP Advocacy on behalf of the poor and homeless in Falmouth.
- Create stronger media relations to get our story out into the community.
  - The Christmas parade float event is a great start.
  - The Car Show is another greater community event.





## Strategic Plan

- Coordinate with the leaders of the other faith organizations within the Falmouth community to identify and address the community's needs in spiritual, material, and social justice areas.
- Use the survey's synod results to address the community's needs.



# Finance

## Current Status

The Parish currently maintains stewardship of adequate finances to both fund the Parish financial needs, as well as to promote its Mission in the broader community.

## Goals

- As a result of the cooperative management during the Collaborative and then the formation of SJGHF in 2021, our Parish now requires more unified financial management that complies with current best financial practices, and the Diocesan Guidelines (Addendum B). The Parish can now link all assets from individual prior Parish accounts into our single Parish fund. This will enable the Parish to maintain, administer, and fully utilize our financial resources to further our Mission.
- Ensure transparency and trust with Parishioners by disclosing all Parish operations' financial results.
- Increase effective use of technology for Parish services. See the Technology Section below.
- Ensure compliance with Diocesan guidelines on financial administration, including the Parish Finance Council Guidelines under Canon 537 (Addendum B) and the Diocesan Statutes for Parish Pastoral Councils (Addendum C).

## Steps to Achieve Goals

### Accounting and Bookkeeping

- Classification of Parish accounts – create a Statement of Operations annually showing the operating income and expenses of the Parish.
  - To determine expenses attributable to each individual structure in the Parish properties, operating expenses are to be classified by property or site.
  - Income to be consolidated into a single Parish fund. All weekly collection money should be brought to the Main office for counting and depositing. Ensure compliance with the Diocesan standard of requiring rotation of counting staff members.

### Capital Needs Assessment

- Identify specific capital needs by worship site or campus (detail of each campus in the Property section, below) to better define the future needs of the Parish. A Statement of Capital Needs will be created annually, along with a Capital Budget to fund those needs.
- All Parish holdings and properties will be appraised at fair market valuation.
- Land surveys should be done to identify and protect property boundaries.



### Parish Budget Process

- An operating budget and the procedure for approving and adopting the budget will be implemented for the Parish within the next fiscal year. The budget will include all Parish activities as well as property management expenses. The recommended procedure for approving and adopting the budget is as follows: the Director of Operations will present the draft budget for the coming fiscal year to the Finance Council for its review and recommendations at the beginning of the third quarter of the current fiscal year. The Finance Council will meet, review the budget and make recommendations to the Pastor. As part of its review, the Finance Council may consult representation from the Parish Council. Formal approval of the budget will be completed prior to the end of the third quarter of the current fiscal year. See Addendum B, Parish Finance Council Guidelines and Addendum C, Diocesan Statutes for Parish Pastoral Councils.

### Data compilation

- To better identify the current and future needs of the Parish, comprehensive data is needed. This includes:
  - Attendance at periodic events, including daily and weekly Mass
    - See Automated People Counter in Technology
  - Facility capacity
  - Frequency of services offered
- Create a quotient that takes into account both the attendance as well as the percentage of capacity of each worship site. Use this measurement in determining the future use of each property.
- Create an Annual Statement of Financials for Parishioners that includes the Statement of Operations, Statement of Capital Needs, and the annual Operating and Capital Budgets. This should compare with the previous year's Annual Statement of Financials and include percentages where budgets, costs, and income have changed.
- See the Technology section for recommendations for financial software.
- Ensure compliance with the Canon law requirement that the Parish has a Finance Council to provide financial counsel to the Pastor. See Addendum B. Ensure compliance with the Diocesan Statutes for Parish Pastoral Council's recommendation that the Parish Council and the Finance Council meet annually.
- Ensure that the Parish has healthy oversight practices for an active Finance Council – including regular quarterly meetings, regular posting of budgets, finances to date, and forecasts. Ensure lay input is involved in determining budgets.
  - Implement current best financial practices, including an annual independent financial review.
  - Conduct an annual review of Diocesan guidance on best financial practices and implement compliance with those recommendations.



## Administration

This section addresses all aspects of the Parish administration and personnel. It is separated into Liturgical and Non-Liturgical Staff.

### Liturgical Staff

#### 1. Pastor/Parochial Vicar

##### Current Status

Responsible for all liturgical ministers

- Must serve or find coverage for 17 weekly Masses at 3 locations
  - (21 weekly Masses at 5 locations in the summer).
- Both priests are responsible for most funerals, with some retired priests agreeing to help.
- The Pastor recruits and trains altar servers.
- The Pastor oversees the scheduling of the priests, deacons, and other liturgical ministers.
- The Pastor oversees the Parish Calendar.

##### Goal

Develop systems to allow a single Pastor to focus on ministry and evangelization rather than administration to effectively further the Mission of our Parish.

##### Steps to Achieve Goal

The Pastor and Pastoral Coordinator (outlined below) should continue the production of a document tentatively called the “Yearly Parish Timeline and Calendar” that can serve as a roadmap for staff to follow, allowing adequate preparation time for various events. The Timeline and Calendar should:

- Record and track all recurring holidays, holy days, events, and special occasions.
- List all preparatory steps and the advanced timing needed for each, such as ordering of supplies, production of materials, and rehearsal gatherings.
- Determine which staff member or volunteer will be responsible for each step in future years.
- Will allow the Pastoral Coordinator or other staff member to take responsibility for the planning and operating events and remove that from Pastoral responsibility.



While under Canon Law the Pastor is the administrator of the Parish, the Pastor's role should be primarily ministerial and evangelical, with very few administrative obligations.

- The Pastor will communicate his vision for the Parish to the various staff members and ministry leaders.
- A Deacon or non-liturgical staff should handle all liturgical scheduling and altar server training at the Pastor's request.
- The Pastor will serve as a consultant to ministries and staff leaders when needed regarding the Parish mission statement and his vision for the Parish.
- The Pastor may choose to have a final review of all public-facing content or delegate that task to the Pastoral Coordinator.
- Develop reliable and sustainable coverage for the high volume of funerals and Communion of the homebound/hospitalized will be explored and acted upon. Consider having Deacons coordinate this effort, as well as training altar servers, and performing Baptisms and Marriages outside of Mass.

## 2. Pastoral Coordinator

### Current Status

- Performs liturgical planning, organization, training, and production on the event day.
- Responsible for adult faith formation planning and production.
- Responsible for forming and preparing adults seeking the sacraments of initiation.
- Performs weekly bulletin formatting and editing.
- Performs website updates and technology support.
- Prepares the Prayer of the Faithful each week.
- Schedules weddings and completes most administrative marriage tasks.
- Produces much of the graphic art for events such as event announcements, driveway posters, Mass programs, etc.
- Some of the current responsibilities of the Pastoral Coordinator were assigned out of need rather than appropriateness to the position.

### Goal

Tasks and duties of the Pastoral Coordinator will be appropriate for the level of training and expertise of the position. Adjust duties accordingly for tasks that can be handled by other staff.



### Steps to Achieve Goal

- Continue work on the “Yearly Parish Timeline and Calendar” with the Pastor's assistance for the goals outlined in the Pastor/Parochial Vicar section.
- Relinquish editing of bulletin content, website content, and all other public-facing content to the office staff member (Public-Facing Content Coordinator) assigned that responsibility as outlined in the Office-Secretaries section when a qualified staff member is available.
- A written job description for all staff positions within the Parish should be in place at the earliest possible time but not later than the end of the 3rd quarter of the current fiscal year.

## 3. Deacons

### Current Status

- Baptism organization and preparation is the responsibility of the Deacon performing the sacrament.
- There is no uniform Baptismal preparation, and the job of scheduling/coordinating Baptisms is being done redundantly by several people in different offices.
- The Pastoral Coordinator organizes Marriages, and the priests prepare the couples.

### Goal

- The process of receiving the sacraments of Baptism and Marriage should be simple to initiate, uniform, and comprehensive.

### Steps to Achieve Goal

- All calls for Baptism should go to the main office and be scheduled through that office.
- There should be a coordinator responsible for Baptismal preparation, no matter which Deacon is selected to perform the sacrament. The coordinator will form a team that will be responsible for Baptism preparation.
- See the Evangelization Section, above, for some of the Baptismal plan elements.



## Non-Liturgical Staff

### 1. General Administration

#### Current Status

- A written job description for all staff positions within the Parish should be in place at the earliest possible time but not later than the end of the 3rd quarter of the current fiscal year.
- All parish employees shall participate in annual job performance reviews.
- Confirm emails and phone numbers for all staff members and update the information listed in the bulletin as the proper way to contact any staff member

#### Goals

- All staff members will understand the expectations and requirements of their positions within the Parish administration, receive regular feedback on their performance, and be compensated fairly for that performance.
- The methods by which parishioners and ministries can contact staff members shall be clear and easy to find, and staff should be responsive in a timely fashion.
- The Administration Policies of the Parish and especially Human Resources shall reflect the guidance and Policies of the Diocese of Fall River. These policies shall be reviewed yearly to ensure they meet the direction and spirit of the Diocese.

#### Steps to Achieve Goals

- An annual performance review should take place for all staff members in accordance with SJGHF Employee Manual. See Addendum A.
- Job descriptions should be updated in writing annually at the time of the annual performance review or more frequently as the need arises.
- All contact information for staff members should be tested and updated for use.
- The number of administrative phone numbers should be reduced to as few as possible. See Technology Section, below.

### 2. Director of Operations

#### Current Status

- The Director of Operations oversees all financial, lay personnel, and asset management aspects of the Parish.
- The Director of Operations is the contact person for scheduling the use of facilities by various groups and ministries.



### Goals

- The Director of Operations should be able to assign “hands-on” tasks to other members on staff which will allow the Director to maintain efficient management of the Parish.
- There will be a trained back up staff member who can perform the duties of the Director in the event of illness or leave of absence.

### Steps to Achieve Goals

- Listed under Assistant Director of Operations Steps to Achieve. See below.

## 3. Assistant Director of Operations

### Current Status

- New position in 2023.
- Supervises all custodial personnel.
- Responsible for maintaining all the Parish's buildings, grounds, and cemeteries.
- Supervises and schedules all outside contractors.
- Maintains maintenance logs and service contracts.
- Responsible for compliance with safety and regulatory issues and permits and licenses.

### Goals

- Support the Director of Operations by directly managing facility-related matters and personnel.
- Serve as a backup Director when the Director of Operations is unavailable due to illness, emergency, or vacation.

### Steps to Achieve Goals

- Consider adding responsibilities to the Assistant Director of Operations Job description that include training and maintaining competency in the areas of administration that fall in the purview of the Director of Operations, such as financial oversight.
- Consider regularly scheduled time each month during which the Assistant Director can receive continuing training from the Director on any increased responsibilities that may be needed in an emergency or extended absence of the Director of Operations.
- Consider shifting the responsibility of event scheduling for all Parish activities from the Director of Business and Operations to the Assistant Director of Operations to allow for direct coordination with facilities staff on-site preparation, cleaning, and breakdown.





## 4. Facilities/Grounds/Infrastructure

### Current Status

- Responsible for cleaning of sanctuaries, sacristies, and bathrooms, including rug vacuuming, trash removal, and restocking restroom supplies.
- Most repairs of facilities and equipment are done in-house. Maintenance lists are generated from punch lists located at each facility.
- The team meets every Tuesday morning to review projects/assignments.
- Ordering and delivering liturgical and custodial supplies is done by one team member across all campuses.
- Fire and safety equipment is checked and maintained.
- Cemetery maintenance is the responsibility of one team member.
- Staffing growth needs to be evaluated and revised.

### Goal

All Parish facilities and grounds will be maintained in a way that adheres to written standards for cleanliness and functioning that allow the performance of the Parish mission.

### Steps to Achieve Goal

Continue recruitment and training of staff members to fill open positions within the facilities department, in conjunction with outsourcing jobs as deemed prudent.

## 5. Parish Secretaries

### Current Status

- The Parish operates offices at three locations, and each location has important sacramental records on site. Operating three locations and maintaining paper records at three locations is inefficient.
- There are no office hours for Parishioners who work traditional hours.
- The Bulletin Editor leads bulletin production.
  - The Pastoral Coordinator performs formatting changes and editing as a second pass.
  - Final approval goes through the Pastor.
- The entire staff handles funeral scheduling and cemetery coordination.
- Scheduling of lectors, greeters, and Eucharistic Ministers is performed by three different people depending on the worship site.
- There is no one person responsible or method identified to get data posted on the Parish website.



### Goals

- Consolidate Parish office to one main office.
- Review office hours to accommodate all parishioners.
- The person responsible for specific office services should be clearly identifiable to Parishioners through posting on the website and in the bulletin. Deadlines and time frame requirements for those services should be readily communicated.
- All Parish records and data should be searchable through an electronic database.

### Steps to Achieve Goals

- Complete Parish census data conversion and clean up in Gabriel database. See the Technology Section, below.
- Complete the call and walk-in volume assessment at the various Parish offices.
- A site plan for the Parish Main office should be developed to adjust the workspace to accommodate moving all office staff members to a single site and include room for any future staff expansion.
- Call answering technology should be implemented to divert call volume to the correct location without involving a secretary for every call. See Technology Section, below.
- Options for weekend office access should be explored.
- Consolidate the Parish administration office from St. Patrick and St. Elizabeth into a Main office at St. Anthony.
- The main office should be open five days a week, and further review should take place to consider limited weekend hours to serve parishioners who work traditional hours.
- All sacramental records from the former St. Patrick, St. Elizabeth, and St. Anthony Parishes will be consolidated in the SJGHF Parish office. Coordinate with the Fall River Diocese which is working to digitize all paper records for all Parishes.
- Office Staff role positions to be clarified per Employee Manual. See Addendum A.



## Properties



### Current Status

The Parish is fortunate to be stewards of multiple properties throughout the Town of Falmouth. The Parish properties consist of five worship sites and each of their surrounding campuses, two cemeteries, and one parcel of undeveloped land. Each of these properties has served the entire Catholic community of Falmouth in various capacities since 1882, both to serve our Parish community's needs and to advance our Parish's mission. In the years since the Parish was unified, first as a Collaborative and later as a single Parish in 2021, the Parish community has continually transitioned from different segments to emerge as a truly integrated Parish.

The Parish now has the obligation to focus on responsible preservation of these properties while building the future of our new Parish. It is probable that SJGHF will only have one priest assigned to the Parish by the Bishop, and that there will be fewer retired priests available to assist. In the event of a single priest assignment, the Parish will have to evaluate the feasibility of maintaining the current Mass schedule and the use of each worship site.

### Worship Site Properties

There are five worship sites in the Parish. The approximate acreage for each property is listed.

- **Saint Anthony/East Falmouth Campus (5 Acres Church & Admin., 35 Acres Cemetery)**
  - The East Falmouth Campus includes:
    - Saint Anthony Church (a functional seating capacity of 552 with a maximum capacity of 650)



- The former rectory of Saint Anthony Parish including the Parish Offices for SJGHF.
  - Fatima Hall (the current Faith Formation Facility)
  - Gazebo and event grounds
  - Acceptable parking for the site
  - The East Falmouth Campus is located on East Falmouth Highway between Acapesket Road and Green Pond, abutting the Saint Anthony Cemetery. Structures on the Campus are in adequate condition, with no major improvements required over the coming 1-3 years. This would assume routine maintenance and improvements.
- **Saint Elizabeth Seton/North Falmouth Campus (22 acres)**
    - The North Falmouth Campus includes:
      - Saint Elizabeth Seton Church (a functional seating capacity of 484 with a maximum capacity of 604)
      - SJGHF Parish Rectory - the former rectory of Saint Elizabeth Seton Parish (including the former Parish Offices and an attached garage)
      - Adequate parking for the site
      - The North Falmouth Campus is located on Quaker Road in North Falmouth, close to the Village of West Falmouth. Beyond the extensive parking for the Church, the property extends beyond the cleared space toward Route 28/North Falmouth Highway. The structures are in acceptable condition, with no major improvements needed within the next 1-3 years. This would assume routine maintenance and improvements
- **Saint Patrick/Falmouth Village Campus (4 acres)**
    - The Falmouth Village Campus includes:
      - Saint Patrick Church (functional seating capacity of 424 with a maximum capacity of 604)
      - Offices for SVdP are in the basement.
      - The former rectory of Saint Patrick Parish, as well as former Parish offices (all attached to the Church)
      - A service garage
      - Adequate parking for the site The Falmouth Village Campus, is located on Central Main Street on the eastern segment, outside of the historic district. In addition to fronting on Main Street, the Campus also has access to Queen Street by a paved driveway. The structures are in passable condition and will be usable over the next 1-3 years with consistent maintenance and attention.



- **Saint Joseph Chapel/Woods Hole Campus (2 acres including Bell Tower)**
  - The Woods Hole Campus includes:
    - Saint Joseph Chapel (functional seating capacity of 136 with a maximum capacity of 160)
    - The former rectory of Saint Joseph Parish
    - A small, limited parking lot
    - Oldest existing worship site on Cape Cod
    - Bell Tower and prayer garden across Millfield Street, between Millfield Street and Eel Pond.
    - The structures are acceptable, requiring minimal work in the next 1-3 years. This would assume routine maintenance and improvements.
    - Unique Features:
      1. The Woods Hole Campus is located on a small but significant parcel in Woods Hole Village. Although not in the designated Historic District, the Campus is a highly visible landmark for the Catholic Community and the secular community.
      2. Although not an immediate concern, future flooding is a probability for the property over a fifty-year period. There is a local planning group for this issue called Resilient Woods Hole that is comprised of the Woods Hole Oceanographic Institution (WHOI), the Marine Biological Laboratory (MBL), and NOAA's Northeast Fisheries Science Center (NOAA) that is working to develop a long-range framework to prepare for sea-level rise and increasing extreme weather events. Planning resources from the Commonwealth of Massachusetts and from this organization (<https://resilientwoodshole.org/>) are available to address this concern. Any renovation should consult these resources.
- **Saint Thomas Chapel/Falmouth Heights (less than 1/2 acre)**
  - The Chapel property consists only of the worship site (functional seating capacity of 258 with a maximum capacity of 372)
  - Located on Falmouth Harbor
  - As a result of extensive renovation and repair over the past four years, the Chapel is in very good condition. Further, the structure is protected as it currently is not in a designated flood plain but this issue must be monitored. With its waterfront location, any future renovation should consult available resources to address future flooding or tidal impacts.
  - Parking is limited to approximately six spaces in front of the chapel and two spaces behind the structure. Parking is allowed along the adjacent Deacons Avenue, but this is a public road so it is not Parish-controlled property.



### Parish Cemeteries

The Parish operates two cemeteries in Falmouth. Both cemeteries have sufficient property to accommodate all Catholic families in Falmouth and have land available for future use.

- **Saint Joseph Cemetery – Falmouth Village (42 acres)**
  - The Cemetery property on Gifford Street is well positioned for future use. There are no structures on the property.
- **Saint Anthony Cemetery – East Falmouth (35 acres within the 40 acre East Falmouth Campus)**
  - The Cemetery is well laid out for future use. Most parts of the property have been marked for immediate use. Prepare a map outlining areas to be reserved of potential expansion of Church grounds
  - There is a multi-use garage within the designated cemetery area. The entire Parish and both cemeteries use the facility.

### Undeveloped Land

- **Bay Shores, North Falmouth (approximately 4 acres)**

Located in North Falmouth in the neighborhood directly across from Saint Elizabeth Seton Church, there are buildable lots within the Bay Shores community. These lots serve no current pastoral needs of SJGHF but will be held for future Parish use.

### Goals for Parish Properties

- Continue to be good stewards of the buildings and land of our Parish and use those assets to further the Mission of our Parish.
- Develop each property to honor our unique histories and to capitalize on the unique qualities of size, location, and history of each of its properties so that they are best utilized to serve our Parish and further our Mission.
- Install signage for automated external defibrillators (AED) in all Parish locations.
- Install or update restroom signage in all locations.

### Steps to Achieve Goals

- Identify long-term needs of the Parish.
- Collect usage data for all worship sites to determine the feasibility of further consolidation into a primary worship site at an existing or new location. In addition, collect data to identify:
  - The role of the two Chapels in the Parish
  - The need for communal gathering spaces outside of liturgical services.



## Strategic Plan

- Establish a Sustainability Committee to monitor environmental issues, with a particular focus on the waterfront properties in the Parish, and to assist and guide development or renovation of any Parish property.
- Identify the use of the Bay Shores property that meets the Parish needs.
- Reassess the use and adaptations of all Parish properties every three years.
- Remodel to create two suites at the Parish Office Complex located at the East Falmouth Campus to accommodate short-term stays (such as visiting priests or guests of the Pastor).
- Consider creating a facility to house visiting priests.
- Establish a Cemetery Commission to administer the funeral and burial Mission of the Parish and ensure compliance with any administrative recommendations of the Diocese. Conduct a survey of available lots within each Cemetery for future planning.
- As per recommendation in the Finance Section, above, obtain land survey of all Parish Properties to identify and protect boundaries.



## Technology, Software & Data

This section includes the technology, software and data management for the Parish. It is divided into three sections to address each of these Parish needs: software needed for Parish resource management, secure and efficient communications addressing information security, data network and infrastructure, telephony and collaboration, keyless building access and people counting, and aids to worship.

### 1. Software for Parish Resource Management

#### Current Status

- Parish software and internet platforms currently in use: Gabriel, Pontem, Venmo, FaceBook, Instagram, Quickbooks, Flocknotes, ECatholic, Bulletin software program.
- Software systems, such as Gabriel and Pontem, have been found to be sophisticated, and consequently are being underutilized.

#### Goals

- Use technology to build and support our Parish community, facilitating Parishioners to get to know one another by name, and easily connect names and faces. Also consider adding interests or skills.
- Use software systems, such as Gabriel and Pontem to full potential for both efficient administrative purposes and to provide a database to identify viable parishioners. Ensure software programs can provide the data collection and analysis needed by the Parish.
- Determine whether to hire staff for software operation and/or obtain training for current personnel.

#### Steps to Achieve Goals

- Do a complete audit of current software systems to evaluate use and determine how to more effectively implement them for our Parish needs.
- Develop lists of data needs that we have as a Parish, and also that Parishioners have in order to facilitate communication among Parishioners. Volunteers may then reach to invite parishioners back to Mass and Parish life by call, letter or visits.
- If needed, hire a person with the requisite technical skills to navigate the program and optimize all of its capabilities.
- Create an address list that can be used when Parish events are on the calendar —make it feel more like an “ask”.





- Continue to update Gabriel database to reflect the present state of the Parish.
- Define a process to certify and ensure confidentiality to allow for volunteers with supervision to train parishioners to input and update databases in Gabriel. This could be confirmation candidates or even rising middle school members.
- Create more effective links to the Parish website for events and ministries.
- Use the database in conjunction with volunteer calls to target groups that have similar interests.
  - For example, a call for more Spiritual Odd-Job Task Force (SWOT) volunteers could also send communications to Parish members who have an interest in repairing DIY.

## 2. Secure and Efficient Communications

Create a unified, efficient, technologically advanced communication and information system that connects all Parish Churches, Chapels, and administrative offices seamlessly. The system will integrate the Parish infrastructure for telephone, internet, data, and security to advance the Mission of our Parish more effectively.

### Information Security

#### Steps to Achieve Goals

- Change the secondary (Guest Network) vLAN password at St. Anthony's to prevent unauthorized access. Inform relevant personnel about the change and emphasize the importance of not sharing it.
- Organize training sessions for all staff and volunteers on cybersecurity best practices. Topics can include password management, recognizing phishing attempts, and safe internet browsing.
- Implement a standardized Wireless Network ID for all churches to provide a consistent experience for employees, Parishioners, and volunteers. Use a strong password and change it periodically.
- Set up a guest portal for internet access. This portal can have a registration system where users provide basic information to access the internet. It adds a layer of accountability and can deter misuse.



- Implement a robust web filtering solution to block inappropriate or harmful websites. This not only protects the Parish's reputation, but also ensures the safety of users.
- Consider adding advanced security features like intrusion detection systems, real-time network monitoring, and regular vulnerability assessments.
- Implement regular security audits.
- Conduct training sessions for all staff on the new systems, focusing on best practices and security awareness.

## Data Network and Infrastructure

### Steps to Achieve Goals

- Gather feedback from priests, administrators, and other staff about their technology needs and challenges.
- Evaluate the current network infrastructure, including hardware, software, and security protocols. Review current telephony and internet contracts, usage patterns, and costs.
- Expand the use of the virtual expanded network to segment different types of traffic. For instance, administrative tasks, guest access, and church operations can each have their own vLAN. This reduces the risk associated with a potential breach.
- Considering the robustness of the Unifi network equipment at St. Anthony's, consider expanding its use to the other churches. This will provide a consistent and high-quality network experience across all locations.
- Analyze the cost savings from the consolidated telephony and internet systems and allocate funds for future tech investments.
- Establish a single network across all locations and consolidate telephony and internet costs.
- Ensure consistent access to resources regardless of location.
- Establish a cloud-based or on-premises centralized storage system, ensuring that all data is backed up and accessible from any location.
- Expand digital offerings such as online donations, live streaming of services, and a Parish mobile app.



### Telephony and Collaboration

#### Steps to Achieve Goals

- Conduct a comprehensive review of the existing phone systems in all Churches and rectories. Understand the current capacities, limitations, and costs associated with each system.
- Set up call forwarding from the old church numbers to the main office (currently at St. Anthony Campus) call prompter as a temporary measure. This ensures that no calls are missed during the transition.
- Single Phone system that covers all five campuses, offers scalability, call routing, voicemail, SMS notifications, and integration capabilities.
- Install emergency phones in each Church and Chapel sanctuary. These phones should have a direct line to emergency services and key Parish personnel.
- Assign extensions to all staff members, ensuring they can be reached regardless of their physical location within the Parish.
- Call answering technology should be implemented to divert call volume to the correct location without involving a secretary for every call.
- Since the Parish already uses Zoom, ensure that the chosen system integrates seamlessly with it. This will provide a unified platform for voice calls and video conferences.

#### Keyless Building Access

Integrating a keyless building access system will enhance security and provide the Parish administration with greater control and flexibility over building access. It will address the current challenges with the key system and ensure that access is granted only to authorized individuals at the right times.

#### Steps to Achieve Goals

- Research and select a keyless building access system that integrates well with the telephone system. Options include RFID card systems, biometric access (fingerprint, facial recognition), or smartphone-based access systems.
- Before a full rollout, choose one location (preferably the Parish administration office) to test the keyless system.
- Ensure the keyless access system integrates with the Parish's scheduling software. This will allow for automated access permissions based on scheduled events or meetings. For example, a group that has booked a chapel for a specific time will automatically have access granted for that time slot.



- Training sessions include using the keyless system, emphasizing the importance of not sharing access cards or codes and reporting lost items immediately.
- Remote Access Management so the Parish administration staff can remotely manage access permissions from any location. This is particularly useful for last-minute changes or emergencies.
- Implement a system where any unauthorized access attempt triggers an alert to the administration. This enhances security and allows for quick responses to potential breaches.
- Periodically assess the effectiveness of the keyless access system. Look into metrics like the number of unauthorized access attempts, lost access cards, or any breaches.

## Automated People Counter System

Incorporating an automated people counter system, will empower the Parish with data-driven insights, allowing for more informed decision-making regarding Mass scheduling and resource allocation.

### Steps to Achieve Goals

- Research and identify automated people counter systems suitable for the Parish's needs and evaluate costs and budgeting. Options include infrared sensors, video-based counters, or thermal imaging systems. The chosen system should be able to be integrated for centralized data collection.
- Implement the people counter system in one location to understand its accuracy, potential challenges, and integration capabilities. Then begin the phased rollout of the people counter system across all churches, chapels, and halls. Ensure that each entry and exit point has a counter to capture accurate data.
- Consider implementing a data analytics platform or dashboard that provides visual insights into attendance patterns.
  - This platform should be able to break down data by location, hour, and service type.
  - Use the data to engage with the Parish community and plan to use worship sites and other Parish facilities.
  - Assess the effectiveness and accuracy of the people-counter system. Utilize the data to make informed decisions about service scheduling, resource allocation, and community engagement. For instance, if a chapel consistently has high attendance, consider expanding its capacity or offering additional services.



### **Aids to Worship**

Parish leverages Livestream and Visual augmentation for enriching Mass. Livestream has a permanent camera installed at St. Anthony's Church. Additional Livestream can be delivered ad-hoc with an HD Video Camera with PC Video and Audio capture through a laptop, as long as there is internet access. The Parish leverages video song lyrics and other images for contemporary Masses, Christmas Mass, Easter Mass, Confirmation, First Eucharist, and other needs. St Anthony's Church has a commercial projection system, along with flat panel screens throughout the Church for viewing.

### **Steps to Achieve Goals**

- Reduce the risk of equipment damage at St Anthony Church by a permanent projector.
- Purchase and install additional projection equipment at the other Churches to allow for the flexibility of bringing Aids to Worship to those locations.
- Purchase and install additional permanently mounted HD Cameras at other Churches to allow for expanded Livestream filming, as needed.



# Multilingual Community



## Current Status

Our Parish is rich with various sources of cultural heritage, and we are blessed with the resources that they share with our Parish. Historically, St. Anthony Church in East Falmouth was first established as a National Parish prior to being dedicated as a Territorial Parish in the Diocese in 1977. There is a broad Portuguese speaking population in the Falmouth community with cultural heritage from areas including Brazil, Portugal, Cape Verde Islands, and the Azores. It appears that in particular the Brazilian and Hispanic population is growing in our area. Accordingly, the Parish must ensure it responds to the needs of all of our multilingual Parishioners and welcome their unique contributions to our Parish life. While the Parish currently serves the Portuguese speaking community with a weekend Mass celebrated in Portuguese, and a monthly weekday Mass with adoration, future Parish planning must ensure that it continues to serve the spiritual and sacramental needs of all multilingual Parishioners.

## Goals

- Identify and meet the spiritual and sacramental needs of the multilingual Parishioners.
- Determine ways to encourage these Parishioners to become a more integral part of Parish life.
- Reach out to the broader multilingual population in Falmouth and ensure that they are aware of our Catholic faith community and welcome them into the Parish family life.



### Steps to Achieve Goals

1. Develop relationships with organizations or other community leaders to determine whether multilingual Catholics are aware of our Catholic faith community.
2. Consider placing simple signage in Portuguese announcing Mass times and Parish events in order to raise awareness of our Brazilian, Portuguese-speaking Catholic community and welcome them to our Parish life. Consider signage in additional languages as need is identified.
3. Add a Brazilian Portuguese language tab on our Parish website for both our own Portuguese-speaking parishioners and for those in the broader Falmouth community searching for a Catholic faith community. Consider further listings in additional languages as need is identified.
4. Evaluate the recent informal survey of Brazilian Parishioners. While it is a relatively small sample size (15 of the 70 people present at the 7PM Portuguese Mass on Saturday, November 4, 2023: 21.5%), it provides a starting point to evaluate the current status of our Portuguese-speaking parishioners. The survey has been placed on the Parish website to encourage broader participation.
5. Survey results:
  - A. I feel that the Mass and the prayer services are well organized, positive, and inspirational: **98%**
  - B. I feel comfortable inviting others to the community: **100%**
  - C. I feel that the parish of Saint Joseph, Guardian of the Holy Family is servicing the Catholic Brazilian community in Falmouth well: **99%**
  - D. I have a desire that the Brazilian community be a larger part of St. Joseph, Guardian of the Holy Family parish: **77%**
  - E. I feel welcomed by the English speaking community of St. Joseph, Guardian of the Holy Family parish: **96%**
  - F. I feel that the Brazilian community has sufficient representation in St. Joseph parish leadership: **93%**
  - G. I feel as though I have easy access to the Sacraments of Baptism, Reconciliation, Matrimony, etc.: **98%**
6. There is an indication (see D) that the Brazilian community is comfortable with being a somewhat separate body from the rest of the Parish community. However, it seems that this lack of desire on their part to become a more integral member of the Parish community is not fueled by any feelings of alienation or unwelcome by the English speaking community (see E).
7. Obtain data on attendance of the Portuguese-language Mass, and compare it with comparable communities to ensure the Portuguese-speaking people in the Falmouth area are aware of and are welcomed to our Parish. For comparison, in the broader Cape Cod community, a recent census shows that the



## Strategic Plan

Portuguese-speaking Mass in Hyannis, MA is typically attended by over 200 people, whereas this Mass in Falmouth typically has between 70 and 80 people.

8. Continue outreach to the growing Portuguese-speaking community and other multilingual communities in Falmouth by incorporating the steps included in the Growth of Volunteers and Evangelization sections, above, to these communities.





## Parish Independent Enterprises

### Current Status

The Parish is the steward of properties, both buildings and land, that may be used for purposes that further the Mission of the Parish other than as worship sites. Since its creation as a World Institution, the Catholic Church has led the charge in solving the needs of its communities. When healthcare was lacking, hospitals were built. When education was needed, schools and universities were established. On a micro-level, the Parish can provide for the needs of the people and the Parish.

### Goal

To advance our Parish Mission further, the Parish will establish an independent entity that will first, identify the needs of the Parish and the broader Falmouth community, and second, explore and develop a network to fulfill these needs through independent related enterprises, specifically considering the following independent related enterprises:

#### **Day Care Facility and Preschool**

General Day Care Facility and Preschool. See discussion in Evangelization Goal #3, above.

#### **Workforce Housing Units**

A structure of 20-30 single room residences

#### **Age 55+ Community**

Studio rental units (single room, kitchenette, full bath) for those age 55+ Including a series of full-service resources for those residing, thus creating the best environment possible

#### **Retreat Center**

Small (10-20 attendees) retreat center when considering alternate uses for Parish buildings.

#### **Housing of Visiting Clergy**

Opportunities for hosting clergy, clergy in residence, and short and medium term stays.

### Steps to Achieve Goal

Consider the following process for the development of the independent entity:

- Create an organizational structure for potential projects and management.
- Determination of needs assessment of the Parish and the greater Falmouth community for potential additional enterprises.
- Partner with the resources of the Diocese of Fall River for guidance and to verify the viability of the concept.
- Determine a thorough cost analysis of individual projects and operations.



## Parish Council of St. Joseph, Guardian of the Holy Family Parish

Rev. Msgr. Stephen J. Avila, Pastor  
Rev. Matthew F. Laird, Parochial Vicar  
Frank Geishecker, Chair  
Jim Quinn  
Mary Lou Palumbo  
Jane Hopewood  
Bill LaRuffa  
Susan Cronin  
Jim Roux  
Paula Tredeau  
Linda Hamilton  
Mat Baldasaro  
Matheus Araujo  
Louise Gagnon  
Deacon Peter Guresh (*ex officio*)  
Deacon Bill Hays (*ex officio*)  
Deacon Paul Harney (*ex officio*)  
Deacon Pat Mahoney (*ex officio*)  
Deacon Gus Adams (*ex officio*)  
Daniel Cunha, Director of Business and Operations (*ex officio*)  
Thomas Palanza, Pastoral Coordinator (*ex officio*)  
Maura Polles, Director of Faith Formation and Evangelization (*ex officio*)

### Strategic Planning Subcommittee

- Rev. Msgr. Stephen J. Avila
- Rev. Matthew F. Laird
- Paula Tredeau, Chair
- Jim Quinn
- Frank Geishecker
- Mary Lou Palumbo
- Bill LaRuffa
- Mat Baldasaro



## **Addenda A,B,C**

### **Addendum A**

## **Employee Manual**

### **Head of Office Staff**

- Implements the Pastor's vision for St. Joseph's Parish office.
- Hire and train any new office staff members.
- Conduct regular job performance reviews of office staff.
- Proofs and edits all public-facing materials (website, bulletin, posters, programs, weekly announcements, etc).
- Works with the Pastoral Coordinator to see that pre-event planning steps happen on the appropriate dates to ensure a quality liturgy or Parish event - an example of this is ordering palms in time for Palm Sunday.
- Assign new tasks to office staff members as appropriate based on office roles.

### **Funeral Coordinator**

- Schedules funerals and coordinates with the funeral homes, grounds crews, liturgical scheduler, funeral ministry members, and other necessary entities.
- Maintains the Pontem cemetery software.

### **Public Facing Content Coordinator**

- Contact person for all bulletin content, website content, or announcements.
- Produces weekly bulletin 1st draft.
- Produce weekly announcements and distribute them to churches after approval.
- Responsible for website formatting and content updates.
- Graphic design and production of posters, programs, fliers, and signage for various Parish functions and events.

### **Liturgical Scheduler**

- Schedules all liturgical volunteers and ministers
  - Eucharistic ministers (Masses, nursing homes\*, homebound\*) \*It is important for the Parish to have records of which volunteers are entering which facilities and homes for legal purposes/monitoring; Greeters;



Lectors; Altar Servers; Sacristans; and Celebrants (may consider this be tasked to the Parochial Vicar, a Deacon, or the Pastoral Coordinator)

- Implements use of a volunteer coordination software program.
- Coordinates and tracks all compliance training and records for staff and volunteers (for liability purposes, this should be a paid staff member rather than a volunteer). Records include: CORI; Safe Environment; Safe Driving; SWOT records; and other diocesan regulations.

## Performance Review

An annual performance review should take place for all staff members and be done by groups with the following minimum compositions based on job title:

- Director of Business & Operations - reviewed by the Pastor, one member of the Finance Council and one member Pastoral Council.
- Pastoral Coordinator & Director of Faith Formation and Evangelization - reviewed by the Pastor and one member of the Pastoral Council.
- Assistant Director of Operations - reviewed by the Pastor, Director of Business and Operations, and one member of the Parish Council
- General office staff members - reviewed by the Pastor and Director of Business and Operations.
- General facilities crew members - reviewed by the Pastor, Director of Business and Operations, and the Assistant Director of Operations.

Job descriptions should be updated in writing annually at the time of the annual performance review or more frequently as needed.

It may be possible for more than one role to be filled by a single staff member.



## Addendum B

### Parish Finance Council Guidelines

According to Canon 537:

*Each Parish is to have a finance council which is regulated by universal law as well as by norms issued by the diocesan bishops; in the council the Christian faithful, selected according to the same norms, aid the pastor in the administration of Parish goods with due regard for the prescription of Canon 532.*

The Parish finance council is therefore a **mandated** body, with an advisory and consultative role to the pastor.

### Finance Council Mission

The parish finance council forms a critical, albeit advisory function. Its decisions/recommendations are valid only when ratified by the pastor/administrator. Responsibilities of the parish finance council in the Diocese of Fall River include:

1. Reviewing and recommending approval of annual budgets (as practical, the council should assist staff with creating the annual budget);
2. Reviewing and making recommendations to the pastor/ administrator related to the annual parish report;
3. Reviewing quarterly financial reports during the fiscal year (the Diocese recommends that parish finance councils develop quarterly reports that show how actual results for the quarter compared to budget);
4. Assisting the pastor/administrator with parish grand annual campaigns or capital campaigns (upon approval of the Bishop);
5. Advising the pastor/ administrator on hiring of a business manager and/ or any staff involved in business services for the parish;
6. Advising the pastor/administrator on all acts of extraordinary administration, including:
  - a. Any commitment of parish resources that exceeds \$10,000; this includes any purchase of property, equipment, or long-term leases;
  - b. Any sale of property; this includes real and personal property;
  - c. Any construction or repair work expected to cost more than \$10,000.
7. Advising the pastor on ad hoc financial matters, including but not limited to:
  - a. Reviewing parish investments and bank accounts, including any trusts to which the parish is a beneficiary;
  - b. Assisting the pastor with developing plans for re-payment of parish debt;
  - c. Assisting the pastor with taking appropriate measures to safeguard the assets of the parish.



8. Assisting the pastor with submission of an annual report\* to the Bishop, including:
    - a. A copy of the annual report issued to parishioners (including the date the report was issued);
    - b. The names and professional titles of all finance council members;
    - c. The dates on which the finance council met during the fiscal year for which the report was created, along with any meetings held since the end of the fiscal year;
    - d. A statement signed by the pastor/ administrator and the finance council chair, attesting that the annual report was developed in consultation with the council.
- \*The requirement to submit an annual report to the Bishop is effective for the fiscal year beginning July 1, 2021. The report should be submitted to the Bishop no later than the end of September in the following fiscal year (for FY22 this will be September 30, 2022). All reports should be e-mailed to the Chancery Finance Office at [Chanfinoff@dioc-fr.org](mailto:Chanfinoff@dioc-fr.org).

## Membership

1. Finance council members are chosen by and serve at the discretion of the pastor. Guidelines for membership of parish finance councils in the Diocese of Fall River include: Each council should have at least 5 members;
2. Parishes which are part of a collaborative may have a smaller number from each parish and may have a joint meeting of representatives of all parishes in the Collaborative.
3. Members should be selected for their expertise in the area of finance.
4. The pastor/administrator should select a chairperson that will preside in a parliamentary manner (preparing the agenda, introducing agenda items, selecting someone to keep minutes and setting meeting dates). Each member must provide a contact point (e-mail, phone number) to the chairperson.
5. Council members should not be related to the pastor/ administrator or any member of the parish staff involved in business services for the parish (for example: the business manager).
6. Members should disclose (in writing) each year if they have a financial interest in the parish.
7. Parish staff:
  - a. Can not be members of the finance council;
  - b. Are encouraged to attend (at the discretion of the pastor/administrator), and to act as staff to the council (keeping minutes, providing information as necessary).
8. Members should be listed in the annual parish report.



9. Finance council membership is separate from parish council membership, but it is recommended that a member of the finance council be asked to be a part of the parish council to facilitate communication between the two councils.
10. Terms:
  - a. Members are appointed for fixed terms. The number of years for each term are to be set by the pastor/ administrator. The Diocese recommends terms of no more than 3 years.
  - b. It may be helpful to stagger terms so that not all member terms end at the same time.
  - c. Members may be appointed for additional terms at the discretion of the pastor/ administrator.
  - d. If a new pastor or administrator is assigned to a parish, he may choose to commute the terms of existing council members or may ask each member to continue through the end of his/her term.

## Meetings

1. Finance councils should meet at least quarterly. Ad hoc meetings may also be scheduled as needed. If possible, meeting times should be regular and predictable (for example, quarterly meetings on the 2nd Tuesday after each quarter end).
2. It is a requirement in the Diocese of Fall River that minutes be kept from parish finance council meetings (each meeting should start with a review and approval of the previous meeting's minutes). The minutes should be kept on file at the parish. Note that a review of parish finance council minutes will be a standard part of the rolling financial reviews to be conducted at parishes and schools within the Diocese of Fall River. Also, the minutes should be made available to the dean when he visits the parish to review parish records.
3. Agendas should be distributed by the chairperson prior to each meeting.

## Effective Date:

These statutes become effective for every parish in the Diocese of Fall River on January 1, 2022. On that date the statutes of already existing Finance Councils in the parishes of the Diocese of Fall River were abrogated. By June 30, 2022, every parish must have a Finance Council governed by these statutes.

Promulgated on this 13th day of December in the year 2021.  
Most Reverend Edgarda Cunha, S.D.V., D.D.  
Bishop of Fall River





## Addendum C

# Diocesan Statutes for Parish Pastoral Councils

### DIOCESE OF FALL RIVER DIOCESAN STATUTES FOR PARISH PASTORAL COUNCILS

#### Introduction

One of the goals of the Second Vatican Council was to promote new means of communication and mutual collaboration among the clergy and laity in their cooperative pastoral mission of evangelizing and sanctifying the world, and in their continued efforts to build up the Kingdom of God on earth. The Council called for the establishment of diocesan and parish structures to facilitate this mutual collaboration.

Among these structures is the Parish Pastoral Council which provides a setting in every parish for communication between the laity and the pastor/administrator concerning the pastoral needs, plans, and activity of the parish. The call of the Second Vatican Council for the establishment of the Parish Pastoral Council is one of the ways the Church seeks to involve the laity in its pastoral and salvific mission.

The Second Vatican Council, in its Constitution on the Church, *Lumen Gentium*, expresses the good which it expects to result from this type of collaboration between laity and clergy. *"A great many benefits are to be hoped for from this familiar dialogue between the laity and their pastors: in the laity, a strengthened sense of personal responsibility, a renewed enthusiasm, a more ready application of their talents to the projects of their pastors. The latter, for their part, aided by the experience of the laity, can more clearly and more suitably come to decisions regarding spiritual and temporal matters. In this way, the whole Church, strengthened by each one of its members, can more effectively fulfill its mission for the life of the world."* (LG, 37)

Further, the Code of Canon Law also calls for the establishment of a Parish Pastoral Council.

*Can. 536 §1. If the diocesan bishop judges it opportune after he has heard the presbyteral council, a pastoral council is to be established in each parish, over which the pastor presides and in which the Christian faithful, together with those who share in pastoral care by virtue of their office in the parish, assist in fostering pastoral activity.*

*§2. A pastoral council possesses a consultative vote only and is governed by the norms established by the diocesan bishop.*

The Parish Pastoral Council is intended to be a source of open and responsible dialogue between parishioners and pastors/administrators in their respective parishes concerning the discernment and assessment of the pastoral needs of the parish. In addition, the Parish Pastoral Council is intended to foster the mutual cooperation of both parishioners and their pastor/administrator in determining the proper pastoral planning necessary for them to fulfill together those pastoral needs.

The following are the statutes for the governance of Pastoral Councils in the parishes of the Diocese of Fall River.

#### PARISH PASTORAL COUNCIL STATUTES

##### Article 1: Establishment and Nature of the Parish Pastoral Council

- a. A Parish Pastoral Council, over which the pastor/administrator presides, is to be established in each parish. Through this council the Christian faithful, along with those who share in the pastoral care of the parish by virtue of their office, give their help in fostering pastoral activity.





- b. The Parish Pastoral Council is a consultative body that serves to advise the pastor/administrator about pastoral issues affecting the parish.
- c. The Parish Pastoral Council is governed by the statutes determined by the Diocesan Bishop.
- d. In a collaborative, linked, twinned, or paired parish, a single Pastoral Council should be established with representation from each participating parish.

### Article 2: Purpose and Activities

- a. Purposes:
  - 1. To assist the pastor/administrator in the pastoral ministry of the parish(es)
  - 2. To enable the parish to share in the general pastoral thrust of the Diocese of Fall River and to promote programs and activities recommended or presented by the Diocesan Bishop.
- b. Activities:
  - 1. Evaluate the apostolic needs of the parish and propose means whereby these needs can be met; specifically, the Parish Pastoral Council will do this by helping the pastor/administrator develop and implement a pastoral plan which will promote the common good of the parish.
  - 2. Suggested topics of concern for the Parish Pastoral Council: spirituality of the parish, evangelization, worship, faith formation, youth ministry, community service, stewardship, fellowship, and leadership. Pastors/Administrators may also contact the Diocesan Office of Pastoral Planning for assistance.
  - 3. Assist the pastor/administrator in his endeavors to fulfill those pastoral needs and plans.

### Article 3: Membership

- a. In addition to parochial vicars and representation of the deacons assigned to the parish, all full-time pastoral workers in the parish are ex-officio members of the Parish Pastoral Council (e.g. pastoral associates, directors of faith formation, school principals).
- b. In addition to the ex-officio members, membership in the Parish Pastoral Council is open to all persons who are registered in the parish, are in full communion with the Catholic Church, regularly participate in the Eucharistic celebration, actively participate in the life and work of the parish, and who have been duly elected or have been appointed by the pastor/administrator according to the norms of these statutes.
- c. The number of members depends on the size of the parish. Including ex-officio members, ordinarily councils usually have between 10-15 members.
- d. Some members of the Parish Pastoral Council may be appointed by the pastor/administrator. The total membership of the Parish Pastoral Council should consist approximately of one-third ex-officio members, one-third appointed, and one-third elected.
- e. Elected and appointed members serve a three-year term. These members may be re-elected, but may serve only two terms consecutively.
- f. In a newly formed council, the pastor/administrator will select one-half of the elected and appointed members to serve a two-year term, and one-half to serve a three-year term in order that only one-half of the membership will be up for appointment or election each year.
- g. Service on the Parish Pastoral Council is a public appointment and names should be shared publicly with the parish.
- h. Members of the Parish Pastoral Council may be dismissed for just cause by the pastor/administrator as well as when their term is completed.





### Article 4: Elections

- a. If the Parish Pastoral Council is a new entity, parishioners should nominate and elect members.
- b. Elections to the Parish Pastoral Council shall take place when membership terms expire.
- c. Parishioners will be invited by written vote to nominate new members to the Parish Pastoral Council.
- d. When established, the Parish Pastoral Council, in session, will elect the new members from among the names of those nominated by the parishioners and approved by the pastor/administrator.
- e. Care should be taken for council membership to reflect the diversity of the parish (age, gender, ethnicity, etc.).
- f. For all elections, a simple majority of votes cast suffices for election.
- g. Vacancies that occur during the year shall be filled at the next election.
- h. Failure to attend 50% of general meetings may merit dismissal of elected and appointed members.
- i. Members of the Parish Pastoral Council should be publicly commissioned at a weekend Mass of the parish. The *Book of Blessings* should be consulted for the appropriate prayers.

### Article 5: Officers

- a. The pastor/administrator is the president of the Parish Pastoral Council.
- b. The members of the Parish Pastoral Council elect a chairperson for each year. The chairperson is responsible for developing meeting agendas in partnership with the pastor.
- c. At the pastor's/administrator's discretion, the chairperson or another member of the Council may moderate the meeting of the Parish Pastoral Council.
- d. The members of the Parish Pastoral Council elect a secretary who is responsible for general correspondence and for internal communications within the Parish Pastoral Council.
- e. The pastor/administrator is responsible for the overall supervision and administration of the Parish Pastoral Council, and ensures that all policies and actions considered by the Parish Pastoral Council and approved by him are properly implemented according to the general norms of universal Church law and diocesan policy.

### Article 6: Meetings

- a. The Parish Pastoral Council shall exercise its duties as a consultative body in meetings.
- b. There shall be a minimum of three meetings of the Parish Pastoral Council each year. A typical Council should meet between four and six times each year.
- c. The pastor/administrator may call a meeting of the Parish Pastoral Council at any time by giving suitable notice to the members.
- d. A quorum for all meetings of the Parish Pastoral Council shall be a simple majority of its total membership.
- e. In the event of the pastor's/administrator's absence, the council may not undertake new business, or business which is not included on the agenda.
- f. Under the supervision of the pastor/administrator, the secretary issues notices and agendas, and captures, prepares, maintains and distributes minutes for meetings of the Parish Pastoral Council. The minutes and proceedings of every meeting of the Parish Pastoral Council will be kept on file at the parish office.





### **Article 7: Relationship to the Parish Finance Council**

The Parish Pastoral Council advises the pastor/administrator on pastoral matters, while the Finance Council has the duty of advising the pastor/administrator on financial matters. Each council will restrict itself to its area of competency in giving advice to the pastor/administrator. Both councils are to be coordinated by the pastor/administrator in their service rendered for the benefit of the parish. The pastor/administrator is responsible for making provision for good communication between the Finance Council and the Parish Pastoral Council.

It is recommended that a joint meeting of the Parish Pastoral and Parish Finance Councils occur annually, preferably to discuss issues such as the parish annual report.

### **Article 8: Amendments**

These statutes may be amended only by the Diocesan Bishop.

### **Article 9: Dissolution**

- a. The Parish Pastoral Council may be dissolved by decision of the Diocesan Bishop or by decision of the pastor/administrator. In the latter case, however, the pastor/administrator cannot dissolve the Parish Pastoral Council without consent of the Diocesan Bishop.
- b. The new pastor/administrator will meet with the existing council members within 90 days of his appointment to receive the state of the parish.
- c. The new pastor/administrator may replace appointed council members with members of his own choosing within six months of his appointment to the parish.

### **Article 10: Effective Date**

These statutes become effective for every parish in the Diocese of Fall River on January 1, 2022. On that date the statutes of already existing Pastoral Councils in the parishes of the Diocese of Fall River are abrogated. By June 30, 2022, every parish must have a Pastoral Council governed by these statutes.

Promulgated on this 13th day of December in the year 2021.

Most Reverend Edgar M. da Cunha, S.D.V.  
Bishop of Fall River

