



HOLY CROSS CATHOLIC CHURCH

2438 South Alston Avenue
Durham, North Carolina 27713

FY-2021-2025 PASTORAL STRATEGIC PLAN

Effective July 15, 2020

“We are a diverse group seeking to deepen the initial charism of the early ‘Crossers’, to temper it according to size and to heighten its effectiveness among all the races that express an interest in becoming part of Holy Cross Catholic Church.”

HOLY CROSS SELF-STUDY REPORT, 2004

Table of Contents

Mission Statement.....	2
Parish History.....	3
Parish Staff.....	5
Holy Cross Pastoral Council	6
Message from The Pastor	8
PARISH MINISTRY CLUSTERS.....	9
STEWARDSHIP OF PARISH RESOURCES CLUSTER.....	9
<i>Administrative Resources</i>	<i>9</i>
<i>Parish Physical Resources</i>	<i>10</i>
<i>Parish Financial Resources.....</i>	<i>11</i>
<i>Parishioner Time and Talent Resources</i>	<i>12</i>
<i>Parish Communications</i>	<i>12</i>
WORSHIP AND LITURGY CLUSTER.....	18
<i>Praise and Worship</i>	<i>18</i>
<i>Lay Ministry Development.....</i>	<i>18</i>
<i>Special Mass Guidelines and Protocols</i>	<i>19</i>
<i>Altar Society.....</i>	<i>20</i>
FAITH FORMATION AND EDUCATION CLUSTER.....	21
<i>Ongoing Faith Formation</i>	<i>21</i>
<i>Youth Ministry.....</i>	<i>21</i>
<i>Faith Based Education</i>	<i>22</i>
HOSPITALITY AND EVANGELIZATION CLUSTER.....	23
<i>Parish and Family Life.....</i>	<i>23</i>
<i>Men’s Society</i>	<i>24</i>
<i>Holy Cross 50+ Senior Crusaders</i>	<i>24</i>
<i>Holy Cross Health and Wellness Project.....</i>	<i>25</i>
<i>African Ancestry and Evangelization Network (AAMEN) Chapter at Holy Cross.....</i>	<i>25</i>
<i>African American Catholic Bishops</i>	<i>27</i>
OUTREACH AND SOCIAL JUSTICE CLUSTER	28
<i>Advocacy and Community Organizing</i>	<i>28</i>
<i>Direct Services and Outreach.....</i>	<i>29</i>
<i>Global Solidarity.....</i>	<i>30</i>
<i>Ministries Expansion</i>	<i>30</i>
Revisions.....	32



HOLY CROSS CATHOLIC CHURCH

Mission Statement

Holy Cross Church was founded by the Society of Jesus to serve the African-American Catholics of Durham. We are a people baptized in Christ. We gather to worship the Lord in Joy, to proclaim the Gospel, and to serve the Durham community, as well as, the needs of the whole people of God. Our special character as a diverse and inclusive African American parish continues to shape our worship, our ministries, and our contribution to the wider church.

Vision Statement

To be a welcoming Catholic faith community formed by our commitment to Jesus Christ and focused on worshipping the Lord in joy, proclaiming the Gospel, and serving the Durham community and the needs of the whole people.

Purpose Statement

We are a spiritual, prayerful, praising, and welcoming multicultural faith community that also has a primary commitment to maintain an atmosphere in which individuals of African Ancestry can maintain their identity, heighten their visibility, and enhance their lives as Catholics.

Organization of the Strategic Plan

The Holy Cross Fiscal Year is July 1 through June 30. This document covers Fiscal Years 2021 – 2025 and will take effect on July 1, 2020. The Holy Cross ministries are organized under five Ministry Clusters:

- 1. Stewardship of Parish Resources**
- 2. Worship and Liturgy**
- 3. Faith Formation and Education**
- 4. Hospitality and Evangelization**
- 5. Outreach and Social Justice**

Each Ministry Cluster begins with a short Statement of Purpose that sets the stage and follows with the Goals and Objectives prepared by the those who participated in the visioning work of that ministry group. The Holy Cross strategic plan will be reviewed and updated annually by the Pastoral Council, Cluster Coordinators and Cluster Ministry Leaders.

Parish History

For most of its history, and particularly during its earliest history, Holy Cross Church has been a small, energetic, cohesive group of Black Catholics, a minority in race and religion vigorously determined to hold together as a singular unit focused on worship, outreach, and education. It was in this melding of heart and mind, affect and intent, that the people of Holy Cross initially and enduringly defined their character with firm determination to base their spiritual lives together in Christ, so that nobody would be an outsider. It was the parish's hope that this commitment would transcend the secular moments of their lives. The parish's determination to make Holy Cross work was partly in response to the rampant racism of the times and an unwavering determination to survive and flourish, and partly due to a sense of the proprietorship we shared with the Maryland Province of the Society of Jesus, our partners in this endeavor.

In 1939, at the request of Bishop Eugene McGuinness, the second Bishop of the Diocese of Raleigh, the Maryland Province of the Society of Jesus agreed to staff a new mission for African American Catholics in Durham, NC. Fr. John A. Risacher, S.J. was appointed to begin the new church, and he celebrated the first Mass on December 5, 1939. Masses were first celebrated in the dental office of the late Dr. Norman Cordice and later in a classroom in the DeShazor Beauty Parlor Training School on old Fayetteville Street. In September 1940, the Society of Jesus purchased 16.9 acres at 1400 South Alston Avenue with plans to build a mission church.

Architectural renderings for the building were completed in 1941, and the Rectory was constructed in 1942, with one room serving as the chapel. In 1953, the sanctuary at 1400 South Alston Avenue was completed and dedicated by Bishop Vincent Waters. Holy Cross was elevated from *mission church* to *parish* status in 1966, the year Fr. Risacher retired. In 1969, the Society of Jesus sold 2.8 acres of the Holy Cross property to the State of North Carolina for the expansion of North Carolina Central University. An additional 10.09 acres were sold to the State in 1973, leaving 3.6 acres. The groundbreaking ceremony for the Activity Center was held in May 1991, and the building was dedicated on May 6, 1992, the birthday of one of the Church's founding parishioners, Dr. Norman Cordice. Pastors succeeding Fr. Risacher were the following Jesuit priests: Francis Scherer (11/66-09/69), Frederick A. Brew (06/69-09/69), Morgan J. Downey (09/69-01/71), Paul J. Gilvary (01/71-01/77), Francis M. O'Connor (01/77-08/85 and as interim pastor, 04/07-01/08), R. Bruce Bavinger (08/85-07/96), David E. Barry (07/96-07/98), Brendan H. Horan (07/98-10/01), Stephen M. Garrity (10/01-04/07), Robert Hussey (01/08-07/08), and Raymond Donaldson (07/08-08/14).



To expand Holy Cross facilities, the Maryland Province sold the remaining 3.6 acres to the State of North Carolina and purchased the current 20.1 acres at 2438 South Alston Avenue. The Holy Cross property purchased by the State included the sanctuary and family center.

At the time, church leadership expected the sanctuary would be torn down. However, through the efforts of some parishioners, the North Carolina Central University Chancellor, Dr. Charlie Nelms, and North Carolina State Representative H. M. “Mickey” Michaux, a special \$2 million appropriation was acquired from the state legislature to move and preserve the structure. The old sanctuary reached its destination at a place of honor and distinction in the NCCU Centennial Garden on Fayetteville and Formosa Streets on April 30, 2010. It was renamed Centennial Chapel and designated for meetings by campus and community groups as well as events like weddings and receptions.

In 2006, the new property was turned over to the Diocese of Raleigh. The new Holy Cross Sanctuary was dedicated on December 2, 2007, by the Most Reverend Michael F. Burbidge, the seventh Bishop of Raleigh. In September 2014, Bishop Burbidge asked the Conventual Franciscan Friars of Our Lady of the Angels Province to take the Pastorate of Holy Cross. Fr. Andrew Santamauro, OFM Conv. was the first Franciscan Pastor at Holy Cross, and he served Holy Cross from (09/14-07/18). Fr. Bart Karwacki, OFM Conv. served from (08/18 – 06/20). Fr. Daniel Pal, OFM Conv. was appointed Holy Cross Administrator on June 15, 2020.

Current Demographics and Resources

Holy Cross is a diverse and multi-cultural parish that is 57% female and 43% male. The Holy Cross parishioners identify as 52% African American, 20% White American, 11% African, 6% Caribbean, 6% Latin(x), 2% Asian, 1% Native American and 2% Other.

As it relates to age distribution, Holy Cross is 21% (ages 1-18), 22% (ages 19-40), 25% (ages 41-60), 27% (ages 61-79) and 5% (ages 80 and over).

Holy Cross parishioners are well-educated (8% have doctoral degrees, 26% have master’s degrees, 31% have bachelor’s degrees, 6% have associate degrees, 4% have professional degrees, 6% have associate degrees, and 7% have high school diplomas).

Approximately 22% of Holy Cross families have an annual income of less than \$50,000, 25% between \$50,000 and \$75,000, 17% between \$75,000 and \$100,000 and 36% of families have an annual income of \$100,000 plus.



Parishioners come from Alamance, Chatham, Durham, Granville, Orange, and Wake Counties. However, most Holy Cross families live in Durham County. Holy Cross property consist of 20.1 Acres located at 2438 South Alston Avenue in Durham, NC. The Parish currently utilizes approximately 7- Acres of the property.

“We have been called to heal wounds, to unite what has fallen apart, and to bring home those who have lost their way.”

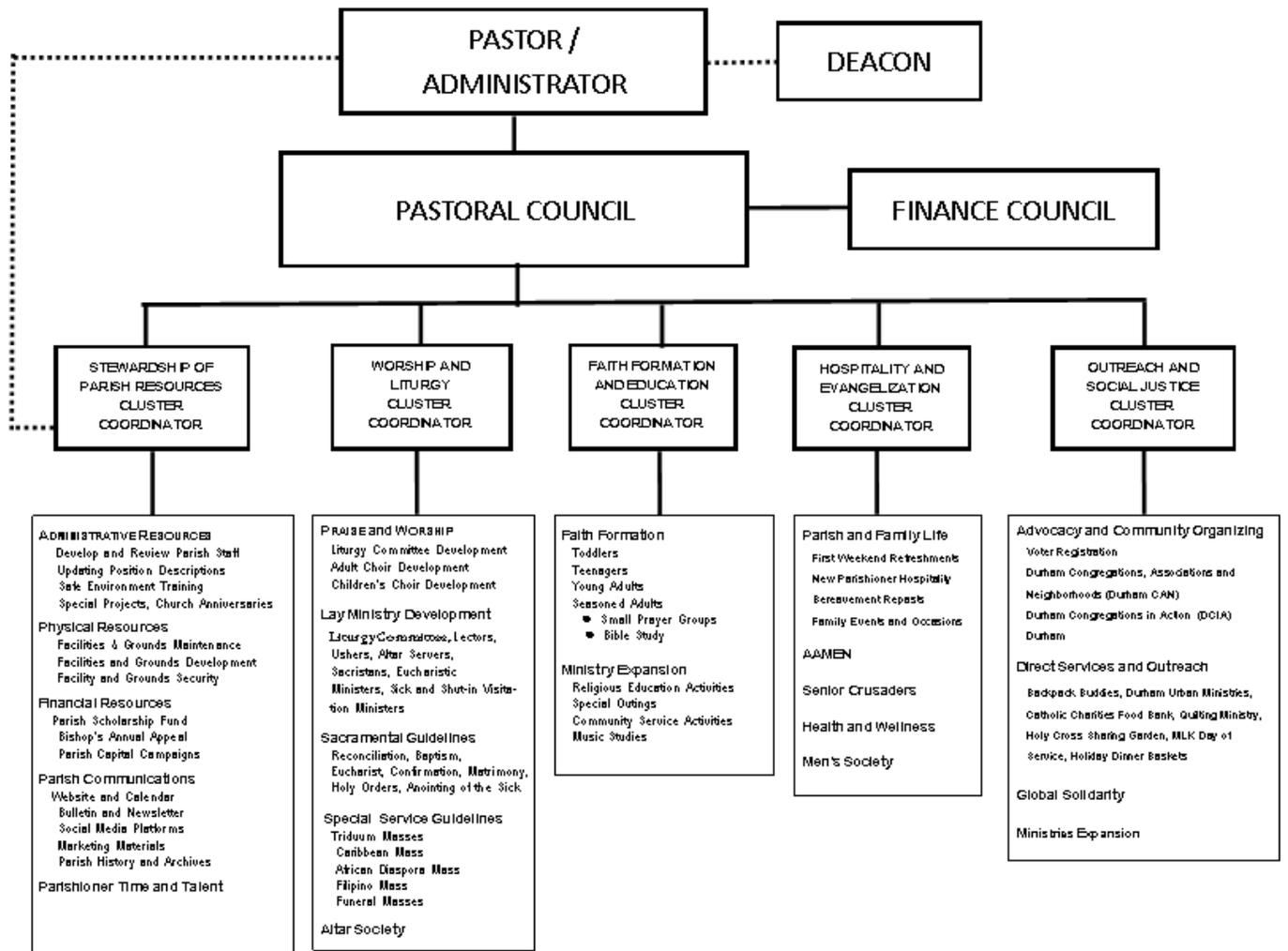
--St. Francis of Assisi

Parish Staff

Parish Administrator
 Deacon
 Office Administrator
 Financial Administrator
 Director of Music
 Director of Religious Education
 Facilities Manager

Fr. Daniel Pal, OFM Conv.
 Reverend Phil Rzewnicki
 Toni Hall
 Yvonne Fisher
 Gloria Burton
 Jeanette Powell Hopkins
 Franklin Boone, Jr.

Parish Organizational Structure



The Term of Membership for the Pastoral Council is three-years. One-third of the Pastoral Council will roll-off each year after serving a three-year term. A parishioner serving two three-year terms consecutively will stand down for at least one term (i.e., 3-Years), unless appointed by the Pastor. The Parish Deacon and the Finance Council Chair are Ex-Officio members of the Pastoral Council.

The Term of Service for Ministry Cluster Coordinators is three-years. At the end of a Coordinator's three-year term he or she may be recommended for an additional term by a consensus vote of the Pastoral Council.

Holy Cross Pastoral Council

Ronald Patterson	Chair
Leslie Tobin	Vice Chair
James Siewert	Recorder
Junye Clements	Member
Quincy Purvis	Member
Joe Spina	Member
Ogo Udemadu	Member
Phil Rzewnicki	Parish Deacon, Ex Officio Member
Nadine Goodwin-Blake	Finance Council Chair, Ex Officio Member

The guidelines that govern the Pastoral Council are available on the website and in the Parish Office. The Council’s primary function is to advise and support the Pastor/Administrator by staying well-informed of the necessities of the church grounds and facilities and the concerns and aspirations of the parishioners, and developing short-term and long-term strategies to fulfill the mission and vision of Holy Cross. The Pastoral Council meets monthly.

Ministry Cluster Coordinators

Sharon Baker	Stewardship of Parish Resources Cluster
Eric Crump	Worship and Liturgy Cluster
Sonya Robinson	Faith Formation and Education Cluster
Jessica Ganao	Hospitality and Evangelization Cluster
Oderah Udemadu	Outreach and Social Justice Cluster

The function of the Ministry Cluster Coordinators is to collaborate with one-another and their Ministry Leaders to develop an annual calendar and estimated annual budget for their Cluster and assist with the recruitment of personnel to assist their Ministry Leaders. Coordinators attend the monthly Pastoral Council Meetings.

SIGNIFICANT PARISH ACCOMPLISHMENTS OVER PAST 5-YEARS (2015-2020)

- **New Initiates:**
None

- **Modifications to Structures, Groups, Property and Finances:**
 - a. Paved the front parking lot
 - b. Upgraded sound system, ethernet and Wi-Fi capability throughout the complex
 - c. Reorganized the Pastoral Council and Parish Organizational Structure

- **Variations in population, community focus, local needs, and community involvement:**
 - a. Awarded 35 scholarships to Holy Cross High School Graduates and returning Undergraduate Students totaling \$40,000.00.
 - b. Created the Shared Garden Project in 2017, which to date, has generated 1977 pounds of produce for Catholic Charities and Durham community owed garden plots
 - c. Encouraged parishioner donations for Interfaith Food Shuttle, Backpack Buddies Program, Catholic Charities Food Pantry, and the Durham Community Food Pantry
 - d. Steadily increased the number of casseroles prepared for Urban Ministries Café
 - e. Provided meals and money to homeless families through the Families Moving Forward Program
 - f. Continued working with Epworth and Calvary United Methodist Churches to provide meals to families
 - g. Produced quilts for the homeless through the Holy Cross Quilting Ministry
 - h. Increased parishioner participation in Durham Crop Walk for the Hungry
 - i. Conducted voter-education and registration campaigns
 - j. Conducted ecumenical projects and educational programs through the Holy Cross Altar Society, Men’s Society, and Senior Crusaders that encouraged friendship and fellowship within the Greater Durham Area that included concerts, plays, picnics, and travel, both domestic and international
 - k. Developed a Communications Flow Diagram to assist parishioners and parish ministers with their understanding of how to communicate inside and outside the parish using the latest social media platforms

- **Changes in pastoral staffing:**
 - a. Transitioned from a Jesuit parish to a Conventual Franciscan parish

MESSAGE FROM THE PASTOR

JUNE 5, 2020

Every organization needs a strategy, a plan on how it will accomplish its vision and goals. Holy Cross Church is celebrating its 80th Anniversary, and it looks forward to the future fulfillment and further development of its vision as a Catholic Faith Community spreading the Good News of Jesus Christ. Through this Strategic Plan, the parish plans are to preserve its African-American heritage while also being open and welcoming to all racial and ethnic groups.

As pastor for a short time, I have witnessed the spirit of Holy Cross Church and realized that this community is blessed with talented and gifted people, who show hospitality and charity to all. I vision this plan helping the parish fulfill its mission to spread the Gospel of Jesus Christ through worship, stewardship, outreach, and social justice endeavors. Holy Cross already has a rich tradition in this regard. However, my hope is that as it fulfills the goals and challenges of this plan, the parish will not only continue in its fine tradition of service, but will also continue to grow and develop as a Catholic Community and that the larger community of Durham will witness and benefit from the Gospel message that Holy Cross spreads through its spirit and generosity. I pray that the parish community embraces and achieves the many goals and challenges this strategic plan outlines and relies on the Lord for his help to be courageous and open in its obtainment.

Peace and All Good to You,

Fr. Bart

Fr. Bart A. Karwacki OFM Conv.

Pastor

PARISH MINISTRY CLUSTERS

Stewardship of Parish Resources Cluster

This Cluster consist of ministries involving the Stewardship of Administrative, Human, Physical, and Financial Resources.

Administrative Resources

GOAL #1: We will provide a competent and well-trained staff to support parish needs while keeping pace with changing conditions.

1. **Objectives:**
 - a. Evaluate staff position descriptions and salaries
 - b. Develop plans for volunteer and staff leadership succession plans
2. **Expected Outcomes:** Current position descriptions, salary packages, and recommendations for additional staff, where needed
3. **Time Frame:** Completed by December 2020
4. **Persons or Groups Responsible:** Pastor, Stewardship Cluster Coordinator, Pastoral Council
5. **Specific Dates for Ongoing Review:** July 1, 2021 and June 30, 2025

GOAL #2: We will maintain and support the Safe Environment Training (SET) Program.

1. **Objectives:**
 - a. Conduct on-site training of staff and volunteers
 - b. Recruit new trainers and ensure their completion of the Diocesan SET Training Program
2. **Expected Outcomes:** Increase number of qualified parish volunteers and the availability of qualified SET trainers
3. **Time Frame:** Conduct a minimum of two training sessions per year for staff and volunteers, including simultaneous training of the trainers

4. **Persons or Groups Responsible:** Holy Cross SET Team
5. **Specific Dates for Ongoing Review:** Conduct annual parish reviews and SET information updates and report results to the Diocese of Raleigh annually.

Parish Physical Resources

GOAL #1: We will evaluate the utilization of land, facilities and equipment and assess their ability to meet future parish needs.

1. **Objectives:**

- a. Establish a Facilities Management (FM) Team
- b. Develop a facility management budgeting process that allows the FM Team to function effectively to maintain the facility in a safe, healthy, cost effective manner
- c. Create a Facility Condition-Priority Matrix to make informed decisions regarding the following to assist decisions on whether to reinvest in physical resources:
 - i. Existing asset, replacement of the item, or development of a new (capital improvement) facility or addition
 - ii. To make resource allocation decisions to facility assets based on their relative criticality ranking, particularly considering budget constraints
 - iii. To help prioritize individual projects through a breakdown of the number of deferred projects that have been identified as falling within five priority condition categories: 1-Critical; 2-Potentially Critical; 3-Necessary; 4-Recommended; and 5-Deferred.
- d. Query the Holy Cross community and develop a facility long-range strategic plan that identifies needs for parish facilities and grounds (short, medium, and long-range) development.
- e. Study ways to improve specific areas of environment, facilities, and equipment

2. **Expected Outcomes:**

- a. A method for evaluating and scheduling current and future facilities and grounds maintenance and needed repairs, including budget estimates
- b. Documentation of specific ideas for facility and grounds utilization
- c. Recommendations for improvements

3. **Time Frame:** System completed by the June 30, 2022
4. **Persons or Groups Responsible:** Facilities Manager, Pastoral Council, Finance Council
5. **Specific Dates for Ongoing Review:** Annually review and recommend changes in scheduling and budgeting requirements to the Pastor and Parish Finance Council

GOAL #2: We will evaluate the safety and security of Holy Cross facilities and grounds.

1. **Objectives:**
 - a. Develop an **Emergency Preparedness Plan** that informs the Parish what to do in case of an emergency or incident that impacts the business of the church, disrupts weekly activities, causes physical damage to the facility or threatens the Parish’s ability to serve its community
 - b. To be effective stewards during an emergency we must:
 - i. **Mitigate** potential risks (example: in case of a power outage, installing a backup generator or alternative power supply),
 - ii. **Prepare** for emergencies that are likely to occur (example: stockpile resources for evacuation or sheltering-in-place),
 - iii. Develop plans to **Respond** to incidents (example: evacuation from the facility and accounting for members), and
 - iv. **Recover** the facility quickly and efficiently (example; repairing a damaged building)
2. **Expected Outcomes:** A document identifying and offering solutions to possible dangers and security issues that might impact parishioners, church buildings and church property
3. **Time Frame:** Completed and made available to parishioners in First Quarter of FY-2021
4. **Persons or Groups Responsible:** Facilities Manager, Pastoral Council, Finance Council
5. **Specific Dates for Ongoing Review:** Review Preparedness Plan annually

Parish Financial Resources

GOAL #1: We will evaluate and prioritize funding request for church projects, programs, maintenance, and repairs.

1. **Objectives:**
 - a. Review funding needs expressed by parish ministry leaders

- b. Develop programs to generate interest in supporting the parish
- c. Improve communication regarding parish needs

2. **Expected Outcomes:**

- a. Increased participation in ministries
- b. Increased giving
- c. Improved communication with parishioners

3. **Time Frame:** July 1, 2020 to June 30, 2024

4. **Persons or Groups Responsible:** Ministry Cluster Coordinators, Finance Council, Pastoral Council

5. **Specific Dates for Ongoing Review:** Annual review and recommendation updates

Parishioner Time and Talent Resources

GOAL #1: We will begin to identify methods to ascertain information from parishioners regarding their talents and areas of expertise.

- 1. **Objectives:** To establish a database of talent resources within the parish
- 2. **Expected Outcomes:** Development of a database that lists all members of the parish by a talent or expertise category
- 3. **Time Frame:** July 1, 2020 – June 30, 2022
- 4. **Persons or Groups Responsible:** Stewardship Cluster Coordinator, Stewardship Ministry Chair
- 5. **Specific Dates for Ongoing Review:** Monthly

Parish Communications

GOAL #1: We will identify the key internal and external audiences for Holy Cross communications.

- 1. **Objective:** To enable parish communications, in collaboration with ministry leaders, to identify and develop effective means and methods to reach them and thus, achieve their outreach goals
- 2. **Expected Outcomes:** Parish Communications will understand the ministries’ target audiences and be better prepared to enable people within the parish and those

seeking a church home to understand the mission, vision and purpose of the church, how we live our faith, and how they might benefit from and/or contribute to being part of our community

3. **Timeframe:** May-June 2020
4. **Responsible Persons:** Parishioner or other individual with surveying expertise, willing to volunteer support for this project, working collaboration with the Pastoral Council, ministry leaders and the Communications Chair
5. **Follow-up/Ongoing Review:** Review annually, at start of fiscal year

GOAL #2: We will develop and use a survey tool to identify Holy Cross parishioners' preferred ways to receive parish communications:

1. **Objective:** To create a spreadsheet/database with current parishioners' contact information and ranking their preferred ways to receive parish communications – parish website, e-newsletter (via email), Social Media (Facebook, Twitter, YouTube), text to mobile messages number, voice message read via phone call (Flocknotes), printed content sent via U.S. Postal Service, fliers and posters in gathering space, electronic billboard messaging, and other resources as they arise
2. **Expected Outcomes:**
 - a. Verified preferred contact information (email, phone, street address) for use in surveys and disseminating parish communications and for updating parish administration's database
 - b. Identify which communication tools and practices may best reach parishioners, based on their situations and type of content
 - c. Parishioner's positive responses to the survey will serve as permission for the parish to distribute communications to their personal accounts/addresses
 - d. Survey results will show number of parishioners using the website
 - e. Newcomers to the parish will be asked to complete the survey when registering, so they can be put on appropriate communications lists
3. **Timeframe:** July 1, 2020-December 31, 2020; annual update at start of new fiscal year, and ongoing for newcomers
4. **Responsible Persons:** Parishioners or other volunteers with expertise in surveying and results reporting, in collaboration with the parish administrator, ministry leaders and communications chair

5. **Follow-up/Ongoing Review:**

- a. Include a link to 'Update Preferences' in all email marketing communications (i.e., e-newsletter, invitations sent via email marketing system, etc.)
- b. Six months after the initial survey, send parishioners a brief message (via their preferred contact method) reminding them to update their preferences, referencing the 'update' link
- c. Repeat the preferences update reminder annually

GOAL #3: We will use the survey results to develop alternate means of keeping parishioners not using electronic communications informed, connected, engaged.

1. **Objective:** To use the preferred methods of meeting the non-electronic parishioners' need to stay informed, connected and engaged, providing the kind of content they want
2. **Expected Outcomes:** We will determine which tools to use, including Flocknotes (for its text and auto-read telephone message options); producing and mailing via U.S. Postal Service print versions of selected electronic communications (i.e., PDFs of e-newsletter), and will explore other options, including a 'calling' schedule to reach out by phone; Flocknotes messages would also be fed to the home page of the parish website
3. **Timeframe:** Ongoing, beginning July 2020; after survey results, contact information and preferred communications methods are available
4. **Persons/Groups Responsible:** Communications Chair and committee members, John Patrick Publishing web development team
5. **Specific Dates for Ongoing Review:** An "Update Preferences" link will be included in all email messaging, for individuals to update their preferences on an ongoing basis; preferences changes updated as changes are made; a message will be sent annually, at start of fiscal year, asking contacts to update preferences, and encouraging those not receiving electronic communications to submit their email addresses

GOAL #4: We will complete development of our new website with Google Analytics integrated.

1. **Objective:** To capture site visits and other data needed to inform communications planning

2. **Expected Outcomes:** A welcoming, informative website that yields data to support ongoing improvements
3. **Timeframe:** Website is under production now; expected completion July 2020
4. **Responsible Persons:** Communications Chair, ministry leaders (to review their content), John Patrick Publishing Co. (web developer and bulletin publisher), parishioner with survey expertise to help with Google Analytics processes/reporting
5. **Follow-up/Ongoing Review**
 - a. Identify a website 'review team' to gather feedback for the new website; Communications Chair will make reasonable adjustments
 - b. Use data to monitor site traffic and adjust

GOAL #5: We will create and incorporate into the new website ministry-specific Google calendars for parish ministries.

1. **Objective:** To make it easy for site visitors to see the schedule of each of our various ministries as well as space reservation options
2. **Expected Outcomes:** Greater visibility for ministry schedules/events and less confusion about timing
3. **Timeframe:** Will contact ministries once Pastoral Council approves this process; it will be incorporated into the new website
4. **Responsible Persons:** Communications Chair, Office Administrator, website vendor, and those managing the parish's Google for Nonprofits account
5. **Follow-up/Ongoing Review**
 - a. Communications Chair will connect with ministry leaders to assure process is working effectively after one month and annually, therefore; ministry leaders should also provide feedback as needed

GOAL #6: We will assess parish use of social media (Facebook and Twitter), and research available collaboration tools (YouTube, Zoom, AmazonSmile, Google for Nonprofits [G4NP], Diocese of Raleigh resources, and posting resources like Tweetdeck and Hootsuite). Our new website will include Google Analytics.

1. **Objectives:** To identify, purchase and gain expertise in the necessary equipment and technology resources to effectively promote and transmit masses, classes, meetings, events, and other activities to those who cannot attend on site. This includes gaining full access to our Google for Nonprofits account and to implement processes for onboarding/offboarding parish staff and ministry leaders
2. **Expected Outcomes:** Extending parish activities to those who are not able to participate in person and managing storage and transition of documents and technology access as ministry leaders and group leaders' transition into and out of the parish
3. **Timeframe:** September 2020
4. **Persons/Groups Responsible:** Parish volunteers need to be identified to work with the Communications Coordinator; individuals with expertise in Google for Nonprofits and social media/technology needed
5. **Specific Dates for Ongoing Review:** Weekly as processes are being developed; then monthly once established, and twice a year after that, or as new technologies and needs are identified

GOAL #7: We will review on-site communications-related technologies and training needed for communication activities.

1. **Objectives:** To have the necessary communications resources (material and personnel) required to facilitate parish communications across all platforms identified in this document and new platforms deemed useful, as they become available; included are sufficient WIFI Signal, electronic billboards in the building and electronic messaging capability added to street sign, and a current model iPad, possibly a video camera or someone with video equipment who can donate time for projects
2. **Expected Outcomes:** We will have communications capabilities needed for ongoing communications and emergency situations, as spelled out in the parish's Emergency Plan.
3. **Timeframe:** FY 2021-2022
4. **Persons/Groups Responsible:** Communications Committee, Parish Physical Resources and Emergency Plan Committee, the pastor, office administrative staff
5. **Specific Dates for Ongoing Review:** Monthly for the initial 12 months; biannually, thereafter

GOAL #8: We will help support the communications needs of all parish ministries.

1. **Objectives:** To help ministries identify and use the best tools for their communications needs, to keep the parish, the community and the Diocese of Raleigh informed of the ministries that are active at Holy Cross and opportunities to get involved
2. **Expected Outcomes:** Greater awareness of and participation in the mission, vision and engagement opportunities for others who are seeking a church home or are interested in engaging in specific experiences offered at Holy Cross
3. **Timeframe:** FY 2021-2022, ongoing
4. **Persons or Groups Responsible:** Communications Committee in collaboration with individual ministry leaders or their communications contacts
5. **Specific Dates for Ongoing Review:** Monthly

GOAL # 9: We will build a sustainable communications team.

1. **Objectives:** To provide sufficient human resources needed to execute the goals in this document, to build a pipeline of talent to continue this parish ministry, and to provide career-related nonprofit experience, for parishioners and students at area high schools and universities
2. **Expected Outcomes:** Efficient, effective operations and less burnout, foundation for sustainable communications committee support, and experiential learning opportunities for high school and college students
3. **Timeframe:** FY 2020 and ongoing
4. **Persons or Groups Responsible:** Communications Coordinator in collaboration with members of the parish who have awareness of individuals who may be interested and contacts with local universities/high schools with service-learning programs
5. **Specific Dates for Ongoing Review:** FY 2021-2022 and quarterly, ongoing

Worship and Liturgy Cluster

This Cluster contains ministries and activities that support praise and worship

Praise and Worship

GOAL #1: We will establish an active liturgy committee to oversee and support liturgical celebrations in our parish consistent with diocesan requirements and the mission of Holy Cross Catholic Church.

1. **Objectives:** (a) Identify chair and structure for the Liturgy Committee, (b) Annual review of overall goals and objectives
2. **Expected Outcomes:** Understanding of committee function, members, roles, and responsibilities
3. **Timeframe:** Completed by June 2021
4. **Persons/Groups Responsible:** Pastor, Pastoral Council, Liturgy Chair
5. **Specific Dates for Ongoing Review:** Ongoing as needed through the liturgical year

GOAL #2: We will maintain a music ministry consistent with our special character as a diverse and inclusive African-American parish that seeks to worship the Lord in joy and proclaim the Gospel.

1. **Objectives:** Identify future needs to sustain and develop music ministry
2. **Expected Outcomes:** Recommendations for additional resources and training needed
3. **Timeframe:** June 2021; annually thereafter
4. **Persons/Groups Responsible:** Pastor, current music ministry leaders, Parish Council
5. **Specific Dates for Ongoing Review:** Future needs will be assessed annually

Lay Ministry Development

GOAL #1: We will maintain and prepare appropriate numbers of lay ministers to assist in our parish liturgical celebrations.

1. **Objectives:** Ensure each liturgical ministry (lectors, altar servers, sacristans, extraordinary ministers of the Eucharist, choirs, ushers) have a ready, enthusiastic supply of volunteers from

the parish through (a) recruitment at regular ministry fairs, Stewardship Sunday outreach, etc., and (b) appropriate training

2. **Expected Outcomes:** Regular, ongoing, recruitment and public commissioning of ministers, training as needed (at least annually), and annual retreats.
3. **Timeframe:** Recruitment conducted annually in coordination with ministry fairs and Stewardship Sundays; training/rehearsals as needed for proper execution of ministry
4. **Persons/Groups Responsible:** Liturgy Committee, Leads for each liturgical ministry
5. **Specific Dates for Ongoing Review:** Guidelines, training needs, and minister recruitment needs will be evaluated on an annual basis

Special Mass Guidelines and Protocols

GOAL #1: We will establish, maintain, and follow guidelines to ensure that Masses for special occasions are meticulously planned and well-celebrated.

1. **Objectives:** Establish and maintain guidance/checklists for Christmas Midnight Mass, Triduum, Parish Anniversary, funeral masses, Caribbean Mass, parish missions, and other special Masses as needed
2. **Expected Outcomes:** Consistent planning and execution of Masses for special occasions
3. **Timeframe:** Review and update current guidelines by June 2021
4. **Persons/Groups Responsible:** Pastor, Liturgy Committee, Bereavement Committee
5. **Specific Dates for Ongoing Review:** Guidelines will be re-evaluated every two years (2023, 2025, etc.)

GOAL #2: We will ensure our parish always has the necessary supplies and equipment necessary to faithfully celebrate all Masses and liturgical celebrations when needed, including webcasting of liturgical celebrations.

1. **Objectives:** (a) Identify all liturgical material needs – both ongoing and future, including liturgy webcasting needs, (b) inventory current supplies, (c) develop procedures and identify/assign people to assess needs and order/obtain supplies

2. **Expected Outcomes:** Clear understanding of supplies and equipment needed for all liturgical celebrations, along with necessary roles and responsibilities
3. **Timeframe:** (a) Identify liturgical material needs by December 2020; (b) inventory current supplies by February 2021, (c) develop procedures and identify/assign roles by June 2021
4. **Persons/Groups Responsible:** Pastor, Office Administrator, Liturgy Committee, Lead Sacristan, Altar Society, Communications Committee
5. **Specific Dates for Ongoing Review:** Inventory to be updated annually; review of procedures, bi-annually

Altar Society

GOAL #1. We will maintain the altar and sanctuary in accordance with the liturgical calendar in collaboration with the Liturgy Committee

1. **Objectives:**
 - a. Prepare the altar for weekly church services and Holy Days
 - b. Change linens and backdrops according to the liturgical seasons
 - c. Keep inventory of supplies needed for the altar
 - d. Clean the church linens, robes, and vestments for priest and altar servers
 - e. Hold retreats or other activities to promote the spiritual growth of both Altar Society members and women of Holy Cross church, and women of the greater Holy Cross community,
 - f. Clean the church (Sacristy and Sanctuary), bi-annually
 - g. Decorate the church for special occasions
 - h. Serve as hostesses for parish life activities
2. **Expected Outcomes:** Appropriate dressing of the Altar, clean vestments, a clean and orderly Sacristy and Sanctuary, and the required supplies for mass
3. **Time Frame:** Weekly
4. **Person or Groups Responsible:** Holy Cross Altar Society Members
5. **Dates for Ongoing Review:** Annually in June

Faith Formation and Education Cluster

This Cluster contains ministries that prepare children, youth and adults by teaching the values of Faith, Liturgy and the Sacraments, and preparing these Christians to live in community and participate actively in the Life and Mission of the Church.

Ongoing Faith Formation

GOAL #1: We will continue and increase development of the faith formation program.

1. **Objectives:** offer seasonal speakers and home catechesis by establishing a list of volunteers and train small faith communities
2. **Expected Outcomes:** Increase understanding of the liturgical seasons by providing speakers and small group catechesis
3. **Time Frame:** Ongoing during liturgical year
4. **Persons or Groups Responsible:** Faith Formation
5. **Specific Dates for Ongoing Review:** June 30, annually

Youth Ministry

GOAL #1: We will continue the development of our youth liturgy.

1. **Objectives:** Encourage greater participation of the youth as lectors, ushers, choir participants, altar servers, ushers, and greeters
2. **Expected Outcomes:** Increase participation of the youth in church roles; prepare for succession of church duties
3. **Time Frame:** September – May
4. **Persons or Groups Responsible:** Faith Formation and volunteers
5. **Specific Dates for Ongoing Review:** June 30, annually

GOAL #2: We will increase our efforts to attract and involve the youth within the parish.

1. **Objectives:**
 - a. Provide opportunities for youth retreats, bible study, dynamic speakers, lock-ins, etc. for Youth Ministry
 - b. Solicit parishioners for new ideas for youth programs and opportunities
2. **Expected Outcomes:** Increase participation and deepen knowledge of church doctrine
3. **Time Frame:** Annually
4. **Persons or Groups Responsible:** Faith Formation and volunteers
5. **Specific Dates for Ongoing Review:** June 30, annually

Faith Based Education

GOAL #1: We will expand our endeavors to involve the whole family in the religious education process.

1. **Objectives:** Develop a whole family catechesis for our home study parents encourage all families within our program to attend; revise and restructure the program to emphasize the family as the domestic church; service projects to be included in the curriculum for all ages
2. **Expected Outcomes:** Encourage increased Mass participation by Faith Formation Families
3. **Time Frame:** September- June
4. **Persons or Groups Responsible:** Faith Formation and volunteers
5. **Specific Dates for Ongoing Review:** June 30, annually

Hospitality and Evangelization Cluster

This Cluster contains ministries that include Parish and Family Life, the Men's Society, African Ancestry and Evangelization Network (AAMEN), the 50+ Senior Crusaders, and Health and Wellness.

The mission of this cluster is to create a vibrant parish community that provides a welcoming environment for all who seek a closer relationship with the Lord. Within our parish that mission focuses on continuing and enhancing our rich Catholic traditions. Looking outside the Parish, the mission focuses on whomever may be seeking a return to the Church or looking for a church home.

By welcoming them wherever they are in their faith journey as the Lord leads them, our whole community can act as helpful and compassionate guides.

Parish and Family Life

GOAL #1: We will plan, sponsor, and implement activities and functions to celebrate the special occasions of the parish, parishioners, their families, and the pastor, while also building a strong and supportive church community, which will enhance and enrich life and spirit of the parishioners.

1. **Objectives:**
 - a. Sponsor and carry out functions and activities that will provide uplift, support and comfort to parishioners and their families
 - b. Sponsor and implement activities to welcome and orientate new parishioners
 - c. Sponsor and put into effect First Saturday and First Sunday refreshments after Mass to bring parishioners together to meet and intermingle
 - d. Sponsor activities where parishioners can compete and play, eat and drink, share and bond -- to create community and extended family relationships.
 - e. Sponsor funeral repasts for the families and friends of departed parishioners
2. **Expected Outcomes:** Increased participation parish families in Holy Cross activities and functions
3. **Time Frame:** As plans are made and specific occasions arise throughout FY-2021-2015
4. **Persons or Groups Responsible:** Parish Life Ministry Committee
5. **Specific Dates for Ongoing Review:** Review and adjust as needed; evaluate annually

Men's Society

GOAL #1: We will seize opportunities to serve Holy Cross and the Durham community while simultaneously enhancing the understanding of the Catholic faith and spirit among the non-Catholics within the Greater Triangle Area. Membership shall be extended to any male 18 and older who is in concurrence with the purposes stated above. Membership is not limited to men of the Catholic faith.

1. **Objectives:**

- a. Promote social and intellectual leadership within the parish and the community
- b. Assist the Pastor and make recommendations concerning the welfare of the parish
- c. Assist with setup and implementation of parish functions upon request
- d. Serve as a role model organization within the parish and the community
- e. Promote charity and scholarship in the parish and the community
- f. Continue to recruit males 18 and older regardless of church affiliation

2. **Expected Outcomes:** Well planned and executed projects and functions

3. **Time Frame:** Meet Quarterly (2021-2025)

4. **Persons or Groups Responsible:** The men of Holy Cross

5. **Specific Dates for Ongoing Review:** Review activities annually

Holy Cross 50+ Senior Crusaders

GOAL #1: We will continue reaching out and maintaining close social relations within our ecumenical membership drawn from the Greater Triangle Area African American Churches. The Holy Cross Senior Crusaders enhances the Holy Cross evangelization efforts in the wider community.

1. **Objectives:**

- a. Promote programs that address an active aging community
- b. Decrease social isolation among seniors and increase social support systems that sustains their well-being
- c. Promote social interaction through monthly luncheons, informational seminars and charitable activities within the wider community that helps create a sharing and caring

climate among our members

- d. Continue to plan and promote international and domestic trips, as well as periodic short-term outings and overnight excursions
- 2. **Expected Outcome:** Continued ecumenical community fellowship
- 3. **Time Frame:** Monthly, 2021-2025
- 4. **Persons Responsible:** Organization officers and Committee Chairs
- 5. **Specific Dates for Ongoing Reviews:** Reviewed and evaluated annually

Holy Cross Health and Wellness Project

GOAL #1: We will promote the health, wellness, and well-being of mind, body, and spirit of the Holy Cross congregation and to the greater community.

- 1. **Objectives:** Arrange workshops and demonstrations
- 2. **Expected Outcomes:** Healthier diet and lifestyle
- 3. **Time Frame:** Ongoing throughout the year
- 4. **Persons or Groups Responsible:** Charley Rowe, Chair, plus volunteers who signaled their interest on the survey distributed in February 2020.
- 5. **Specific Dates for Ongoing Review:** Reviewed and evaluated annually

African Ancestry and Evangelization Network (AAMEN) Chapter at Holy Cross

The United States Conference of Catholic Bishops (USCCB) Subcommittee on African American Affairs (SCAAA) is the official voice of the African American Catholic community. The subcommittee attends to the needs and aspirations of African-American Catholics regarding issues of pastoral ministry, evangelization, social justice, worship, development of leaders and other areas of concern. The subcommittee also seeks to be a resource for all Bishops and the entire Catholic Church in the United States. The African-American Bishops are identified below. The subcommittee aims to articulate the socio-cultural dimension of the African-American Catholic community and identify or create resources that would allow for an authentic integration of the richness of African-American Catholic culture and the Catholic Church in the United States.

GOAL #1: We, The Holy Cross Chapter of AAMEN, will plan, collaborate, and coordinate with the Diocese of Raleigh AAMEN Coordinator.

1. **Objectives:**

- a. To ensure the Pastoral care of African-American Catholics, African Catholics, Hispanic Catholics, Native American Catholics, Asian Catholics, Pacific Island Catholics, Catholic migrants and refugees, and people on the move
- b. To create an atmosphere at Holy Cross where all individuals of African Ancestry can enhance their lives as Catholics
- c. To develop programs and activities to promote fellowship and friendship between those of varying ancestry

2. **Expected Outcomes:** Programs and activities that nurture those in the faith, reconciling those fallen away from the faith, and offering a church home to the un-churched through conversion to the Catholic faith

3. **Time Frame:** FY-2021 – Fy-2025

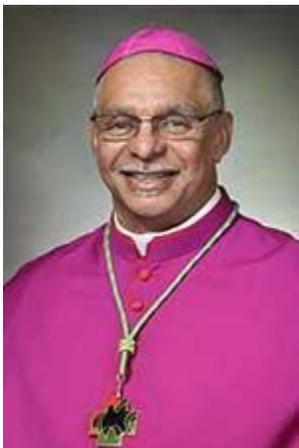
4. **Persons Responsible:** Holy Cross Chapter Advisor and Diocesan Coordinator

5. **Specific Dates for Ongoing Reviews:** Review annually

African American Catholic Bishops



From Left to Right Standing: Archbishop Wilton D. Gregory, Archbishop of Washington; Bishop John H. Ricard, SSJ, Bishop Emeritus, Diocese of Pensacola - Tallahassee; Bishop Martin D. Holley, Bishop Emeritus of Memphis; Bishop Joseph N. Perry, Auxiliary Bishop of Chicago; Bishop Edward K. Braxton, Bishop Emeritus of Belleville; *Bishop George Murry, SJ, Bishop of Youngstown. Seated: Bishop Guy A. Sansaricq, Auxiliary Bishop Emeritus of Brooklyn; Bishop J. Terry Steib, SVD, Bishop Emeritus of Memphis; Bishop Shelton J. Fabre, Bishop of Houma-Thibodaux; Bishop Curtis J. Guillory, SVD, Bishop of Beaumont.



Bishop Fernand J. Cheri, OFM
Auxiliary Bishop of New Orleans

* Bishop Murry served two summers as a Jesuit Novice at Holy Cross Catholic Church in Durham, NC under Pastor Francis M. O’Conner, S.J.

Outreach and Social Justice Cluster

This Cluster contains ministries involving direct services and outreach, advocacy and community organizing, and global solidarity

Advocacy and Community Organizing

GOAL #1: We will provide ongoing **voter education and registration** for parishioners so that they understand their role in every election and how to use a Gospel-based conscience to make their decisions.

1. **Objectives**

- a. Share the USCCB's document, "Forming Consciences for Faithful Citizenship" with the parish
- b. Conduct non-partisan voter registration drives
2. **Expected Outcomes:** Increase in the number of people registered during each drive, especially seventeen year-olds; parishioners will be able to ask questions about current voter laws
3. **Time Frame:** July 1, 2020 – June 30, 2024
4. **Persons Responsible:** Marie Richards-Barber and Kathleen Richards
5. **Specific Dates for Ongoing Review:** Every December and May

GOAL #2: We will partner with other Durham congregations and organizations to advocate for solutions to concerns and issues that impact the quality of life for low and moderate income families in Durham through Durham Congregations, Associations and Neighborhoods (**Durham CAN**).

1. **Objectives**

- a. Continue Holy Cross membership in Durham CAN
- b. Create a Holy Cross Durham CAN Core Leadership Team
- c. Members of the Leadership Team attend Durham CAN training
2. **Expected Outcomes:** To increase Holy Cross involvement in Durham CAN and support for Durham CAN action items
3. **Time Frame:** July 1, 2020 – June 30, 2024

4. **Persons Responsible:** Ava Thompson and Dianne Ponder
5. **Specific Dates for Ongoing Review:** Annually December and May

GOAL #3: We will participate in the network of **Durham Congregations in Action (DCIA)** to stay informed about issues and proposed solutions affecting the poor and vulnerable of Durham.

1. **Objectives**
 - a. Recruit a ministry leader
 - b. The Coordinator and volunteer ministry leaders will attend DCIA luncheons
 - c. Keep parishioners informed of social justice events in Durham
2. **Expected Outcomes:** To gather support for organizations, agencies and social justice initiatives launched by DCIA
3. **Time Frame:** July 1, 2020 – June 30, 2024
4. **Person Responsible:** Ava Thompson
5. **Specific Dates for Ongoing Review:** Annually December and May

Direct Services and Outreach

GOAL #1: We will increase parishioners’ participation in existing outreach services and encourage participation in new social action and service initiatives through donations and volunteering.

1. **Objectives**
 - a. Increase food donations to **Backpack Buddies Program, Durham Urban Ministries Casseroles** and **Durham Community (Catholic Charities) Food Pantry**
 - b. At minimum maintain parishioner’s level of giving for **Share Your Thanksgiving and Share Your Christmas**
 - c. Increase number of volunteers for **Thanksgiving and Christmas Dinner Giveaways**
 - d. Continue to provide tangible expressions of care and encouragement in the form of a quilt to parishioners who are homebound or temporarily due to a major illness or surgery, as well as citizens in the Durham Community who are in need through **Quilting Ministries**
 - e. To support Durham citizens who are in transition by providing meals and childcare

- for parents attending mandatory training at the **Families Moving Forward** home
- f. To provide a steady supply of fresh produce for the Durham Community Food Pantry, McDougald Food Pantry, and homebound parishioners through the **Holy Cross Sharing Garden**
- g. To continue to plan and execute the annual “A Day of Service” project as part of the parish celebration of Martin Luther King, Jr. Day
- 2. **Expected Outcome:** Greater parishioner participation
- 3. **Time Frame:** July 1, 2020 – June 30, 2024
- 4. **Persons Responsible:** Ava Thompson, Micky Jones, Lorie Crump, Elizabeth Deshaies, Brenda LaPerre, Art LaPerre, Cherie Siewert and Anna Rzewnicki
- 5. **Specific Dates for Ongoing Review:** Every December and May

Global Solidarity

GOAL #1: We will increase parishioner participation in global solidarity events and programs.

1. **Objectives**
 - a. To promote the **Durham Hunger Crop Walk** and increase number of walkers and monetary donations.
 - b. To launch the recycle program, “**Holy Cross Goes Green**”
 - c. Recruit a ministry leader for “**Holy Cross Goes Green**”
 - d. To increase the number of parishioners participating in the **Rice Bowl** Campaign/Special Collection and monetary donations
2. **Expected Outcome:** Greater parishioner participation and a smaller carbon footprint for the parish
3. **Time Frame:** July 1, 2020 – June 30, 2024
4. **Persons Responsible:** Debbie Hilliard and Ava Thompson
5. **Specific Dates for Ongoing Review:** Every December and May

Ministries Expansion

GOAL #1: We will promote awareness of Catholic Social Teachings and opportunities for parishioners

to live their baptismal call to love God and neighbor.

1. **Objectives:**
 - a. Solicit ideas from parishioners for new social action and outreach initiatives
 - b. Review information sent from sources, such as DCIA Newsletter for new volunteer opportunities
 - c. Research the feasibility of initiating a “Share Your Easter” project
2. **Expected Outcome:** To create new opportunities for parish to support social justice, social action, and outreach
3. **Time Frame:** July 1, 2020 – June 30, 2024
4. **Persons Responsible:** Ava Thompson and Ministry Leaders
5. **Specific Dates for Ongoing Review:** Monthly

