



St. Malachi Parish

PARISH COLLABORATION



St. Patrick Parish

St. Patrick and St. Malachi Collaborative A Path Forward – Together

Introduction

Since July 2023, the parishes of St. Patrick and St. Malachi have been actively engaged in a strategic planning process. We explored a way of moving forward with Bishop Malesic's vision that St. Malachi become an Oratory with St. Patrick serving as the sponsoring Parish. This process, while long and detailed, invited parishioners' input as well as their personal involvement over the past 12 months.

The Collaboration Steering Committee (CSC) formed in the fall of 2023, consisting of members from both parishes, has provided the leadership for this process under the guidance of our consultant, Rosie Dolan Baker.

Thanking the members of our eight Collaboration Working Groups (WG) and receiving important input from the members of our Parish Councils, Finance Councils, and other groups involved with the physical care of our campuses, the Collaboration Steering Committee has recommended decisions for moving forward. These decisions were made through a process of consensus at our August 10, 2024 meeting which included the CSC and staff members from both parishes.

Please keep in mind that all recommendations proposed by our Working Groups may not be reflected, or their suggestions for implementation may have been adjusted for the following reasons:

1. If a recommendation from one Working Group was at odds with another Working Group, a decision was made based on practicality, timing, and/or parishioner feedback.
2. If a Working Group's recommendation exceeded its initial scope of responsibility, the recommendation may have been reassigned to another category or suspended for the time being.
3. Some recommendations of a Working Group intersect with another Working Group or Groups and need to be explored further.

It is important to note that all recommendations – along with feedback from our consultative groups and parishioners – have been carefully weighed when making these proposed decisions.

The Collaboration Steering Committee recognized that some parishioners may feel that several decisions are too general or not timely enough. Our rationale is that some recommendations need to be studied by those who provide expertise/leadership in these areas. This especially pertains to budget, finances, facilities, and advancement.

To successfully implement these decisions, trust and time are essential. While some are for immediate implementation, others will need to be managed through careful planning so that the goals of our collaboration are honored.

These goals include the preservation of our unique and rich histories while strengthening our desire for vibrant Worship, Faith Formation and Spiritual Development, and living out our call of Missionary Discipleship as we support one another and care for the poor on Cleveland's Near West Side. We believe that the decisions offered will support these goals.

With gratitude to the parishioners of St. Patrick and St. Malachi, we offer the following results as we move forward – together.

Sincerely yours in Christ,

Fr. Michael Gurnick, Pastor St. Patrick Parish, Administrator St. Malachi Parish

Patricia Masterson
CSC Co-Chair – St. Malachi

Stephanie Williams
CSC Co-Chair – St. Patrick

St. Malachi Members

St. Patrick Members

Janice Durkalski

Joseph J. Boehm IV

Matthew Hils

Kathleen M. Farago

Michael Pellegrino

William R. Hudson

Henry Speier

cc: Rosie Dolan Baker (Consultant)

Recommended Decisions for the Collaborative Process

1. Strategic Alignment – Vision and Building Common Culture

Proposed Title: *St. Patrick Parish and St. Malachi Oratory: Unique and United*
Nickname: “The Collaborative”

St. Patrick Parish and St. Malachi Oratory will function as one, cohesive body while honoring each entity’s rich history and strong identity. Together, we will contribute to our vibrant and sustainable Catholic Church, rooted in the Eucharist, inspired by the Holy Spirit, and serving as the heart and hands of Christ on the Near West Side of Cleveland.

Immediate (Fall, 2024)

- A. Evangelization, Hospitality, and Outreach are a core part of our culture.
- B. We embrace the definition of the term “oratory” as “a place for **worship with a specific mission.**” Our oratory will maintain regular weekly liturgies. Back Door Ministry, Monday Night Meal, and Saturday Morning Breakfast remain on the St. Malachi campus.
- C. Administration/Pastoral Leadership Staff are located at St. Patrick except for our Oratory Campus Operations Coordinator and supporting secretary/receptionist. The Coordinator and Secretary are members of the full staff.
- D. While presently remaining separate, Pastoral Councils and Finance Councils will begin the process of coming together during 2024-2025 session. They will start meeting together in January to form new Councils for July 1, 2025. We will establish a special PC and FC committee to draft new by-laws.
- E. All Pastoral Council and Finance Council meetings will move to Tuesday evenings to accommodate earlier meeting times and occasional joint group scheduling (6pm – with the possibility of a light supper, 6:30pm meeting start time).
- F. A letter to Bishop Malesic seeking declaration of new status and relationship will be delivered in September 2024 and includes:
 - a. Petition to change St. Malachi from Parish to Oratory, sponsored by St. Patrick Parish (canonical).
 - b. Update/redefine parish territory to accommodate new reality.
 - c. Outline new model of pastoral leadership for both.
- G. Establish a joint Facilities Commission to assess feasibility and recommendations for each building. Plan should be proposed by Spring 2025 and recommendations begin to be implemented by July 1, 2026.
- H. Plan a “Coming Together” celebration once Bishop’s declaration is made.

Longer Range (Spring, 2025)

- I. Establish an Organization Chart to represent commissions, committees, and staff.
- J. Establish joint “Faith Formation Commission,” “Ministries of Charity and Social Action Commission,” “Worship Commission,” “Facilities Commission,” “Fundraising Commission” and “Communications Commission.” Membership shall be given proper training and formation for these groups to function effectively.
- K. Identify at least four main events that parish and oratory communities will celebrate together (for example, *Divine Renovation* Study & Mission, key liturgical celebrations, key socials, beginning in 2025).

2. Communications

Immediate (Fall, 2024)

- A. While keeping bulletins separate, establish a “middle page insert” for common events, news, and information related to both campuses.
- B. Begin building website that ties together the parish and oratory: unique features with common links, etc.
- C. Maintain social media accounts – like website, create joint features.
- D. Format weekly e-blasts into one combined weekly notification with a “week-at-a-glance” approach featuring upcoming events at both/either campus and diocesan/wider community events.

Longer Range (Spring, 2025)

- E. Complete and launch website.
- F. Establish membership and meeting times for the Communications Commission, with recommended membership of no more than eight members, based on special skill sets and/or interests.
- G. Establish one common parish bulletin.

3. Staff and Administration

Immediate (Summer, 2024)

- A. Begin orientation for new Administrative Manager and Oratory Campus Coordinator.
- B. Create staff-building culture and activities (Weekly Huddle, Joint Monthly Staff Meetings, Spiritual and Team-Building Retreats, Culture of Combined Vision and Mutual Support)
- C. Establish new schedule for staff meetings and inter-office communications.
- D. Realign staff responsibilities as needed.
- E. Move all sacramental and financial records to new archive room at St. Patrick Rectory.

Longer Range (2025)

- F. Pastor/Administrative Manager will conduct annual staff performance reviews.
- G. Right-size staffing by July 1, 2025. Optimize pastoral care, administrative staff, pastoral staff, support staff, and roles for parishioner volunteers as we address reduced offertory revenue and the need to have the annual budget reflect this.

4. Parish Pastoral Council

Immediate (Fall, 2024)

- A. Maintain two existing councils from July 2024 – June 2025.
- B. Meet jointly at least three times during 2024-2025 to discuss mutual topics and becoming one future council with a method for reporting from parish commissions and committees.
- C. Establish a recommended number for Joint Parish Pastoral Council: 50/50 from each parish. Ex-officio members may need to be appointed (eg. Finance Council rep, etc.).
Criteria for Parish Pastoral Council membership – fully active parishioners.

Longer Range (Summer, 2025)

- D. Commence as a joint council beginning July 1, 2025.

5. Finance & Budget

Immediate (Fall, 2024 – Spring, 2025)

- A. Maintain two existing councils from July 2024 – June 2025.
- B. Meet jointly at least three times during 2024-2025 to discuss mutual topics and becoming one Joint Finance Council with a method for reporting from parish commissions and committees.
- C. Establish “Offertory Enhancement” initiative for both parishes for Fall 2024.
- D. Establish a subcommittee to analyze staffing/operations costs in preparation for FY 2025-2026.
- E. Initiate Fundraising Committee and identify one common fundraiser for the participation of both communities (revenues would assist operation expenses at both campuses). Bring together all fundraising leadership – identify primary benefactors and sponsors.
- F. Establish a *Memorandum of Understanding* that declares which budget items are joint and which are separate to inspire trust within both communities.
- G. Retain all accounts separately for each campus while evaluating accounting for each entity and to inspire trust.
- H. All investments must be ethical and in compliance with USCCB guidelines.

Longer Range (Spring, 2025)

- I. Establish a subcommittee to study/assess cost-reduction opportunities with contracted services (lawn maintenance, snow removal, food services/supplies, weather mats at entrances, IT services, pest control contract, general boiler maintenance, security, office equipment/supplies). Work with Facilities Commission.
- J. Commence Joint Finance Council by July 1, 2025.
- K. Recommended number for new Joint Finance Council: 50/50 membership based on skills and/or interest.

6. Liturgy & Worship

Immediate (Fall, 2024)

- A. Begin using a single Mass Book for all liturgical events at both campuses. Maintain one *Missa pro populo (For the People)* at each parish until decree from Bishop Malesic is issued. One rotating *Missa pro populo* will occur once decree has been made by Bishop. Effective Date: 1st Sunday of Advent.
- B. Establish joint Full Time Director of Liturgy & Music position for the collaborative to provide leadership for all facets of liturgical ministries and daily liturgical needs. This includes oversight of weddings, funerals, and special events at both campuses. Retain all current part-time and volunteer personnel for 2024-2025 to understand existing cultures at both campuses.
- C. Keep both committees separate for 2024-2025, but meet at least three times beginning in Fall, 2024.

- D. Enhance Scope of Pastoral Care to Homebound and Health Facilities (First Friday Ministry, Franklin Plaza, Malachi House, Lutheran Hospital, Lakeview Terrace, Riverview Apartments, etc.). This includes recruitment and training for ministers to the homebound.
- E. Create a joint survey for Weekend and Weekday Mass Schedule and Confessions beginning in Fall 2024.

Longer Range (Summer, 2025)

- F. Establish and prepare a Joint Worship Commission, effective July 1, 2025, to begin leadership for the collaborative.
- G. Provide opportunities for joint Anointing of the Sick, Communal Penance Services, Civil Holiday Masses, and special occasions.
- H. Create and execute catechesis pertaining to Mass, music, and other sacraments or devotions.

7. Physical Plant and Facilities

Immediate (Fall, 2024)

- A. Establish new Facilities Commission. Begin meeting in Fall 2024 with membership based on skills and/or interest. Tasks may include:
 - 1. Create a *Master Plan* for the collaborative with recommendations by Summer, 2026.
 - 2. Assist Administrative Staff and Maintenance Team to create daily/weekly/monthly/annual schedule for cleaning and maintenance routine.
 - 3. Create committee for strategic planning initiative for all campus buildings (Malachi School, Malachi Convent, Malachi Center, Pat’s Mission House, Club Building, and Rectory).
 - 4. Implement diocesan study/recommendations from recent reports.
 - 5. Make recommendations regarding any future acquisition or liquidation of property.

Longer Range (Summer 2025 – Fall 2026)

- B. Begin implementation of Master Plan.
- C. Determine opportunities for on-site storage for various ministries, including consolidation of space for common supplies and equipment.

8. Faith Formation and Spiritual Growth

Immediate (Fall, 2024)

- A. Design and establish Faith Formation & Spiritual Life Commission for the collaborative.
- B. Establish committee to plan and execute Divine Renovation Study and Reflection Group, culminating in a joint Lenten 2025 retreat/mission.
- C. Initiate a parish-wide faith formation program like Alpha, Christ Life, etc.

Longer Range (Fall, 2025)

- D. Committees will work with Faith Formation & Spiritual Life Commission regarding issues of concern as related to Catholic Social Teaching and mental health. They will offer programs and formation events around specific feasts and provide leadership for ongoing formation as an evangelizing parish.

- E. Engage neighboring parishes regarding the establishment of a shared Youth Minister. A competitive salary will attract the right candidate and avoid constant turnover; while a single parish may not be able to afford this staff position, several parishes may be able to support this important ministry.

9. Ministries of Charity and Justice

Immediate (Fall, 2024)

- A. Establish a joint Ministries of Charity and Social Action Commission to address parish and community partners' interests as reflected in Catholic Social Teaching, maintaining the dignity of the human person (advocacy for the unborn/at-risk moms, the poor, marginalized, and other at-risk members of our community). Recommended number for commission membership: 6-8 core members as well as ex-officio members of partner organizations (Malachi Center, West Side Catholic Center, etc.)
- B. Immediately address:
 - i. Consolidate and/or coordinate financial assistance via Mother Teresa Ministry and local St. Vincent de Paul programs.
 - ii. Develop a method and conduct training for front office staff to process immediate needs/requests.
 - iii. Improve security on both campuses.

Longer Range (2025)

- C. Continue to assess and strengthen outreach services in the area.
- D. Create and regularly maintain a resource guide for the area in coordination with other local resource guides.