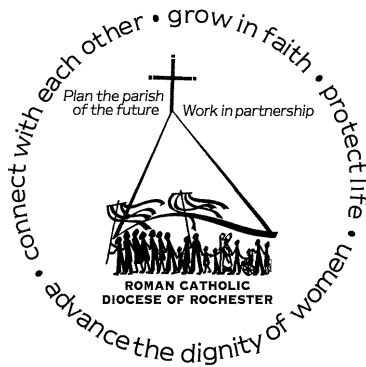


Planning for the Next Millennium

The Monroe-Clinton Planning Group Leadership Team

Blessed Sacrament
Our Lady of Victory/St. Joseph
St. Boniface
St. Mary's

The Monroe-Clinton Planning Group Leadership Team is made up of representatives from the Parishes of Blessed Sacrament, Our Lady of Victory/St. Joseph, St. Boniface, and St. Mary's. Our charge was to look to the future and create a plan that provides for service to faithful of the four communities. There are many challenges and opportunities that emerge as we go forth into the next millennium. The dwindling number of priestly vocations, the anticipated drop in available priests due to sickness, retirement, and death are all factors that are undeniable. The Monroe-Clinton Planning Group Leadership Team took these factors, along with viability studies of each Parish, into account during the development of this plan. We looked for ways to turn these problems into opportunities to better serve God and the People and to maintain our mission to the special needs of the area. After much prayer, thought, work, and discussion, we generated the following report which we would like to submit to you for your consideration.



EXECUTIVE SUMMARY

During the past year, the four parishes in what is known as the Monroe-Clinton Group, have worked on a process called Pastoral Planning for the Next Millennium. The Monroe-Clinton Planning Group Leadership Team (PGLT), composed of representatives from the four parishes, was created to develop a plan to prepare for the expected reduction in priest personnel assigned to the Monroe-Clinton Group during the next five years. The Monroe-Clinton PGLT makes the following recommendations:

- Blessed Sacrament, St. Boniface, St. Mary's and Our Lady of Victory/ St. Joseph should continue as unique Parishes within the Monroe Clinton Group.
- The three priests assigned to the Monroe-Clinton Group by year 2003 should have full time assignments. We recommend that one priest be assigned to Blessed Sacrament, one to St. Mary's, and the remaining priest be Pastor at either St. Boniface or Our Lady of Victory/St. Joseph. The Pastoral Administrator, which should be hired as part of this plan, should be assigned to the parish without a priest in residence. The incremental operating cost associated with the replacement of a Priest by a Pastoral Administrator will be shared by all four Parishes.
- A significant population change at any parish would require a re-examination of the Monroe-Clinton Plan.
- Criteria for the long-term viability of a parish must be established.
- The number of weekend liturgies should not be reduced until absolutely necessary.
- There should be a contingency plan for a reduction of weekend liturgies by the end of fourth year of this plan. Under the constraint of no more than 9 Sunday liturgies each weekend, each parish should have a minimum of 2 weekend liturgies. The remaining liturgy will be assigned based on existing factors when the reduction to 3 priests might occur, such as current church attendance and capacity.
- Each parish would be encouraged to initiate a Tithing Program with a long-term objective of 10% by the year 2003, to be used by the individual parishes for their designated outreach programs.
- A coordinated purchasing and service management system for all four parishes should be investigated.
- The creation of a "Good Samaritan Fund" should be studied before the year 2000. At that point a formal proposal, addressing the goals of the "Good Samaritan Fund", the total funding required, and the application and review procedures, should be submitted to the Monroe-Clinton parishes for approval.
- A consistent format for all financial and demographic information should be developed, consistent among the parishes and with the diocese.
- The Monroe-Clinton parishes should cooperate in the following program areas: Faith Formation, Lay Minister Opportunities, Social Ministry, Enhanced Liturgies, Community Outreach, and Small Groups.
- Start immediate cooperation on substantial programs currently offered, such as the Supper Program and the Good Samaritan Group of Blessed Sacrament.

- The four parishes should begin to jointly plan new Group-wide activities to create a sense of a larger community.
- The pastors should begin to remember each of the Parishes and their congregations in each of our Sunday liturgies.
- There should be an exploration of the social and financial feasibility of new combined outreach projects such as a mobile food van, increased health services associated with the Blessed Sacrament's Supper Program, and an increase in the support of existing programs at hospices and care programs in the area.
- All parishes need to commit the necessary financial resources to support their participation in the proposed collaborative programs.
- All four parishes in the Monroe-Clinton Group are committed to helping each other carry out their programs and ministries.

Although the Monroe-Clinton PGLT predicts significant advantages as a result of cooperation between the parishes on financial and programmatic issues, the required reduction in the number of weekend liturgies can significantly effect the number of parishioners in the Monroe-Clinton Section. Parish membership in three of four the parishes is not determined by geographical boundaries but is directly related to the kinds of liturgies and other, in parish and outreach, programs offered by the parishes. If a significant number of families are not satisfied with the kind of weekend liturgies at their present parish and don't feel drawn to a neighboring Monroe-Clinton Group parish, they will probably go elsewhere. Enhancement of other offerings would have to be dramatic to maintain loyalty to the Monroe-Clinton parishes.

Concern has been expressed that the efforts of the Diocese to encourage vocations (priests, deacons, lay ministers) needs to be better known at the Parish level. The four parishes need to be involved in actively promoting vocations.

I. INTRODUCTION

The four parishes in the Monroe-Clinton Group serve 2822 households, and are served by four priests. Based on projections made by the Center for Applied Research in the Apostolate (CARA), it is expected that the number of priests in the Diocese of Rochester will decline by about 11 percent over the next 5 years, resulting in an average of about 1000 households per priest. This reduction in priest personnel will most likely result in a reduction of the number of priests assigned to the Monroe-Clinton Group from four to three over the next five years.

The Monroe-Clinton Planning Group Leadership Team (PGLT), composed of representatives from the four parishes (see Appendix 1), was created to develop a plan for the expected reduction in priest personnel assigned to the Monroe-Clinton Group during the next five years. The Monroe-Clinton Plan was developed with the following assumptions and constraints:

- A parish that is viable should not be closed/absorbed by the other parishes in the Monroe-Clinton Group. Every attempt must be made to ensure that the four parishes maintain their separate identity.
- Collaboration of the four parishes in various ministry and activities is essential for the success of our plan.
- Although the plan has been developed based upon the Diocesan policy requiring that each full-time priest celebrates no more than three Sunday Eucharists each weekend we will continue to pursue the use of externs to supplement our weekend schedules.
- To remain viable, a parish must have at least 2 weekend liturgies celebrated.

This report summarizes the conclusions of this planning process. The Monroe-Clinton Plan was developed by focusing on continuing and enhancing existing ministries and social outreach programs in the context of a reduction in priest personnel assigned to our parishes by the end of 2004. Our report does not attempt to be a visionary report in terms of identifying and addressing the unmet spiritual and social needs of the population of the Monroe-Clinton area.

In Section II, each of the four parishes that are part of the Monroe-Clinton Group is briefly described. The relevant demographics of the Monroe-Clinton group is discussed in Section III. In Section IV the planning process is described in some detail. In addition, the conclusions of the various sub-teams of the Monroe-Clinton Planning Group Leadership Team are discussed. Section V shows the time table for the first five years after the start of the implementation of our plan. Finally, the resource implications of the proposed plan are summarized in Section VI.

II. THE PARISHES OF THE MONROE-CLINTON GROUP

The four parishes in the Monroe-Clinton Group are Blessed Sacrament, Our Lady of Victory/St. Joseph, St. Boniface, and St. Mary's. Their geographical boundaries cover a large area of the South-East section of the city of Rochester, including a large fraction of downtown Rochester. The parishes of the Monroe-Clinton Group are called to maintain the mission of the Church in this area. That mission is to the special needs of the area, not the preservation of the individual parishes. We are called to always care for the elderly, the poor, the growing 20's and 30's populations, and to assist those children in our midst whose education is especially imperiled because of poverty. In addition, the church is called to be present to the legal, financial, clerical, professional, and governmental employees who come into the downtown area daily. The Church must enter into significant dialogue with this population and be present to those for whom the downtown area provides a workplace.

In this Section, we characterize each of the parishes of the Monroe-Clinton group.

IIa. Blessed Sacrament

The Church of the Blessed Sacrament is a Parish of approximately 1100 parishioners about half of whom reside outside of its historic boundaries of East Avenue, Goodman Street, Clinton, and Norris Drive (Cobbs Hill). The parishioners of Blessed Sacrament are likely to be in their 20's and 30's, rent rather than own, and have young children. Blessed Sacrament is noted for its social outreach programs, its focus on young adults and young families, and its Eucharistic ministry to area nursing homes and home bound parishioners.

The Supper Program of Blessed Sacrament, provided out of the Church basement and staffed entirely by volunteers, serves thousands of meals each month. The Supper Program also provides medical outreach care and clothing. The Supper Program draws hundreds of volunteers from the many area Faith Communities, Service Organizations and Schools. The young adult programs of Blessed Sacrament have been recognized by the diocese. The Parish also has an active ministry to its seniors through its Grace Murray Afternoon Club, which provides spiritual and social programs that include excursions to religious or historical sites. Blessed Sacrament is currently enhancing its adult education program. The Parish has recently established a Faith-Illness Bereavement Group providing support to people and their families who are affected by a serious illness or death.

The Outreach ministry includes the use by Corpus Christi School of the former Blessed Sacrament School building at no charge, and a low-cost rental of a house on the campus to the Matt Talbott ministries.

The large church building has enabled Blessed Sacrament to provide special liturgies, such as the "Blue Mass" for area Law Enforcement personnel. Its daily Mass schedule and Thursday's "Focus on the Eucharist" draw people from all over Monroe county who come before or after work, or during the lunch hour. Mass attendance has increased by approximately 100 people per weekend during the last year.

IIb. Our Lady of Victory/St. Joseph

Our Lady of Victory/St. Joseph's serves approximately 400 parishioners. It draws most of its congregants from outside the geographical area. A good percentage comes from the 600 unit subsidized HUD project at 125 St. Paul Street. Most parishioners are elderly with practically no baptisms of infants. There were 10 weddings in the past year, most of whom had ties to the parish. Our Lady of Victory/St. Joseph's serves a traditional oriented group of people. Many daily mass-goers come from other parishes on their lunch hour. Weekend masses also serve parishioners from other faith communities. Because of the convenient hour, i.e. 6.05 pm on Saturday and 7.30 pm on Sunday, they are able to participate at mass for their needs. The outreach to the elderly at 125 St. Paul Street and others is an ongoing ministry. Our Lady of Victory/St. Joseph's also offers weekly devotions, such as novenas and rosary to those who choose to come. The Parish has also become home to the Lawyer's "Red Mass" each year and hosts the monthly March for Life by the Lambs of Christ. The Parish provides confession and Eucharist on the second Saturday of each month. Our Lady of Victory/St. Joseph's is proud to offer the sacrament of reconciliation six days a week, before each mass. The Parish serves the poor of another inner-city parish by a monthly staple food collection.

IIc. St. Boniface

St. Boniface has a long and proud tradition serving the needs of Rochester's South Wedge and Swillburg neighborhoods. Originally established in 1860, St. Boniface mainly ministered to German immigrants. Over the years, as Parish life became less centered around ethnicity and more neighborhood focused, St. Boniface became home to many families of various backgrounds in the City Southeast. Today, St. Boniface continues in it's service

to God and the community. From 1860 to the present, St. Boniface Parish has been blessed with parishioners generous with their time and financial support. Nursing Home Ministry, a very active Seniors group, weekly children's Mass, a contemporary choral group, a traditional choir, a Parish Diocesan elementary school, a strong religious education programs, and countless beautiful Liturgies are just a small sample of what St. Boniface offer today.

IId. St. Mary's

Rochester's oldest Catholic Church, St. Mary's, was founded by Irish immigrants in 1834. Its ministry was to serve those that were marginalized in society -- primarily women. Today, 165 years later, its ministry, both spiritually and socially, mirrors its beginning in a contemporary way.

In the past 20 years, St. Mary's has become more liberal, slowly evolving from a conservative to a centrist progressive parish, in the spirit of Vatican II. In this same period the parish has also grown substantially to over 1,000 active parishioners (850 households) who come from approximately 40 zip codes. Although 80% of its parishioners come from outside its urban neighborhood, they support St. Mary's commitment to the downtown community in all aspects. This growth has been nurtured by a long-range planning commitment, covering the spiritual, social and financial resources to lead and support a very diverse community.

St. Mary's is open to everyone. Its buildings are all handicap accessible and the church has an inter-loop system for the hearing impaired. The diversity within St. Mary's is reflected in the small Christian communities which have been formed. Groups for singles, young married couples, gays and lesbians, and seniors host multiple activities and offer support.

The nationally recognized Downtown Community Forum at St. Mary's was established with a focus on the people in the city business and civic community. It has weekly programs and presentations, exploring social and civic issues, a monthly Jewish Christian dialogue and featured programs on women's spirituality.

St. Mary's social and outreach programs are many faceted, from its local support of Bethany House and like programs to fundraising for a girls' school in Tanzania, Africa.

III. DEMOGRAPHICS

The geographical boundaries of the parishes in the Monroe-Clinton Group cover a large fraction of South-East section of the city of Rochester, including a large fraction of the downtown area. The age distribution of the population living within the geographical boundaries of the Monroe-Clinton Group is dominated by the 25-34 yr. age group (see Figure 1, Appendix 3). The percentage of the young-adult population living within our boundaries is about twice as large as the Monroe-County average. This age group is very mobile and most frequently only live for a limited time within our parish boundaries. This is partly reflected in the fact that the number of people living in rental property within our parish boundaries is 3 times as large as the number of people living in owned property. In comparison, only one out of every three persons living in Monroe county live in rental properties.

The fraction of people living at or below the poverty level in the Monroe-Clinton section is 2-3 times as large as the county average (see Figure 2, Appendix 3). The poverty level of the 0-24 yr. age group exceeds 25%. The ethnic distribution of the population living within the geographical boundaries of the Monroe-Clinton Group is very similar to that of the county.

A large fraction of the parishioners of the four parishes in the Monroe-Clinton Group do not live within our parish boundaries. St. Boniface is the only parish in the Monroe-Clinton Group where more than 50% of the parishioners live within the parish boundaries (75% of the parishioners live within the parish boundaries). For Blessed Sacrament, Our Lady of Victory/St. Joseph, and St. Mary's the fraction of parishioners living within the parish boundaries is 50%, 40%, and 20%, respectively.

Based on the demographics information on the population living within the boundaries of the Monroe-Clinton Group we conclude that any community outreach activities sponsored by the parishes in our group must:

- focus on programs for 25-34 yr. age group, and seniors.
- maintain and/or expand programs aimed at the poor in our community.

However, it should be noted that since such a large fraction of the parishioners live outside the parish boundaries, programs directed at the population living within the parish boundaries are not necessarily directed at our parishioners.

We have compared the age distributions of the parishioners in the Monroe-Clinton Group with the age distribution of all parishioners of parishes within Monroe County (see Figure 3, Appendix 3). Two striking differences emerge from such a comparison:

- The fraction in the 75+ group is almost twice as high.
- The fraction in the 5-29 yr. age group is about 25% lower.

It should be noted that the statistics are based on our current conditions and do not address the increase in the number of downtown residents that is expected as the city continues to implement its strategic plan (e.g. the Hallman Project which is currently underway).

IV. THE PROCESS

The Planning Group Leadership Team (PGLT) is composed of the pastor and approximately three other representatives from each parish in the Planning Group (see Appendix 1). Four Sub-Teams were formed to focus on specific planning tasks: "Finance and Facilities", "Collaborative Programming", "Configuration", and "Communication". The membership list for each Sub-Team is listed in Appendix 2. The charges for each of the Sub-Teams were:

1. Finance and Facility Profile Sub-Team

- What are the major capital needs of the Monroe-Clinton group?

- Are there collaborative efforts that will reduce the combined capital expenditures?

2. Collaborative Programming Sub-Team

- What are the opportunities for collaboration between parishes?
- What are their common major issues?

3. Configuration Sub-Team

- What are the various organizational models that we can consider for the Monroe-Clinton section?
- What weekend masses can we offer with 3 priests and 3 masses per priest?

4. Communications Sub-Team

- Designing and implement an ongoing communication program in the parishes and faith communities.
- Design and implement the process of gathering parish and faith community reaction to the draft five-year plan.

The majority of the work of the PGLT is done by Four Sub-Teams which identified the major issues and developed responses to these issues. Since much of the work of the PGLT was done by the sub-teams, we ensured that their membership reflected the diversity of the parishes in the Planning Group. Each sub-team had on average one member from each parish.

The Planning Group Process began with a review and understanding of the information provided by the individual parishes and by the Director of Pastoral Planning. Each sub-team used a process to identify the major themes and issues based on this information. After the PGLT confirmed those themes and issues, the sub-teams developed responses in their respective areas of concern. These responses were used to start the development of a final plan. Various draft versions of the final report were created by a writing team which was composed of the PGLT Chair, and the Chair of each Sub-Team. The entire PGLT reviewed and approved the work of the Writing-Team. Reactions will be gathered from the parishes and faith communities as well as from relevant diocesan sources. A final plan will be developed and after being affirmed by the parishes will be presented to the Bishop.

IVa. Configuration

The key assumption made by the Configuration Sub-Team was that a parish that is financially viable should not be closed/absorbed by the other parishes in the Monroe-Clinton Group. In addition, every attempt must be made to ensure that the four parishes maintain their separate identity. As a result the Configuration Sub-Team focused on configurations in which each of the current four parishes retain their identity. The Configuration Sub-Team considered the different configurations shown in Table 1. The numbers shown in Table 1 do not indicate residence or priority, simply counts the priests in the configuration.

Based on extensive discussions within the Configuration Sub-Team and between the Sub-Team and the entire Monroe-Clinton PGLT, we recommend Configuration 3 shown in Table 1 when a reduction in priest personnel from four to three occurs. The three priests assigned at that point to the Monroe-Clinton Group are expected to have full time assignments. We note that the current Pastor of St. Boniface has additional responsibilities to the Diocese and estimates that he devotes only two thirds of his time to St. Boniface pastoral responsibilities. We expect to need to hire one or possibly two Pastoral Administrators among the four parishes.

The Configuration Sub-Team considered a number of different options for the mass schedule in the Monroe-Clinton Group. Details of the current mass schedule in the Parishes of the Monroe-Clinton Group are shown in Appendix 4. Based upon the Diocesan policy requiring that each full-time priest celebrate no more than three Sunday Eucharists each weekend, our plan must consider the possibility that only 9 weekend masses can be offered. Although we certainly hope there will be enough externs available for an additional 3 weekend masses over the 9 weekend masses offered by the full-time priests in which case we can offer 3 weekend masses at each parish, we can not count on this possibility. The Configuration Sub-Team initially considered the weekend mass distributions indicated in Tables 2 and 3.

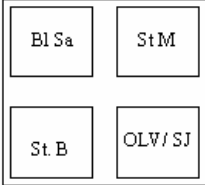
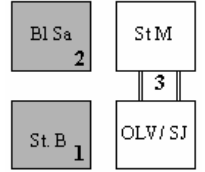
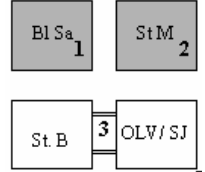
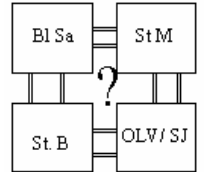
Configuration	Criteria	Key Discussion points
<p>1.</p> 	<p>Create:</p> <ul style="list-style-type: none"> • One Parish from the Four? • Two Parishes from the Four? • Three Parishes from the Four? <p>NO SUPPORT. All current parishes are viable.</p>	<p>The sub-team felt strongly that no parish should be absorbed into other parishes if they were financially viable, providing for their parishioner and neighborhood needs and supporting the Synod Goals.</p> <p>This would be too much of a transition for our people as a first step. We understood it may need to be a later step</p>
<p>2.</p> 	<p>Priest resident in Parish based on:</p> <ul style="list-style-type: none"> • Highest Percent of Parishioners in Neighborhood <p>BS: 50% OLV: 40% St. B.: 75% St. M: 20%</p>	<p>St. Mary's has the highest attendance with the lowest percent of neighborhood parishioners.</p> <p>Parish boundaries, as presented, overlapped considerably.</p> <p>Most parishioners drive to Church versus walk, thus distance did not seem to be a limiting factor.</p>
<p>3.</p> 	<p>Priest resident in Parish based on:</p> <ul style="list-style-type: none"> • Number of Parishioners • Sunday Attendance <p>RECOMMENDED CONFIGURATION</p>	<p>Since our priests directly support parishioners and those who come to our doors, this "balancing of those served" seemed the best approach.</p> <p>Detailed elsewhere, the parishioner and attendance totals were roughly the same for each priest in this configuration.</p>
<p>4.</p> 	<ul style="list-style-type: none"> • Central Administration assumption. 	<p>The sub-team could not visualize how this was different from "Create ONE parish from the four" with three priests available for liturgies.</p> <p>We would "act like and talk like one parish in providing service" and thus we would become one parish.</p>

Table 1. The configurations considered by the Configuration Sub-Team. The numbers shown in the diagrams depicting the different configurations do not indicate residence or priority, simply counts the priests in the configuration.

Parish	Blessed Sacrament	St. Mary's	St. Boniface	Our Lady of Vic-tory/St.	Total	Total/9
Attendance:	~800	~1100	450	400	~2750	~300
Result:	2.6	3.6	1.5	1.3		
Capacity:	900	570	550	300		
Celebrate:	Three	Three	Two	One	Nine	

Table 2: Distribution of weekend masses based on attendance. The average attendance of a weekend mass is 300. The capacity of the various churches is also listed.

Parish	Blessed Sacrament	St. Mary's	St. Boniface	Our Lady of Vic-tory/St.	Total	Total/9
Parishioners:	1100	1300	600	300	3400	~350
Result:	3.1	3.7	1.7	.85		
Celebrate:	Three	Three	Two	One	Nine	

Table 3: Distribution of weekend masses based on the number of parishioners. The average number of parishioners per weekend mass is 350.

After considering the options indicated in Tables 2 and 3, the Configuration Sub-Team concluded that for a parish to remain viable, it must have at least 2 weekend liturgies. As a consequence, the options indicated in Tables 2 and 3 were not considered reasonable solutions. The Configuration Sub-Team concluded that each parish in the Monroe-Clinton Group must have a minimum of 2 weekend liturgies (for a total of 8 liturgies). The remaining liturgy will be assigned based on existing factors when the reduction to 3 priests might occur, such as current church attendance and capacity. The Monroe-Clinton PGLT notes that the current attendance at St. Mary's can not be accommodated in 2 masses. If there is no change in church attendance, the remaining liturgy will therefor be assigned to St. Mary's.

Appendix 5 lists the additional liturgies that are celebrated on a regular basis at other locations. Although it is not clear at this point how these additional liturgies will be effected by the reduction in priest personnel, the continuation of this level of service will probably required more lay minister support.

The Configuration Sub-Team further notes that the number of registered parishioners may drop because of the reduced number of liturgies and available priests. This obviously will also reduce the total income from collections. The Configuration Sub-Team also expects that more lay people will be needed to provide more volunteer time to continue and expand on the services currently provided by the four parishes to the greater Monroe Clinton area.

IVb. Finance and Facility

The Finance and Facility Sub-Team reviewed the status of the current facilities of the four parishes and the implications of the change in configuration. In addition, the sub-team looked at ways to streamline the current operation of the parishes and developed a number of initiatives to foster stronger ties between the parishes and improve our capability to reach out to those in need.

The Finance and Facility Sub-Team recommends that during the first phase of the implementation of the Monroe-Clinton Plan, a Monroe-Clinton Financial Committee is created. This Committee will be responsible for the development of a financial long-range plan and a 5-year cash-flow forecast that will detail the financial resources required to support the common goals of our plan and detail the long-term financial viability of each parish. Specific issues that should be addressed by the Monroe-Clinton Financial Committee include:

- **A long-range capital/facilities forecast:**

A long-range capital/facilities forecast needs to be developed. The Finance and Facilities Sub-Team has looked at the currently known capital needs to improve and maintain our facilities over the next five years. The information collected is summarized in Table 4. Since each parish should be financially viable, it will be responsible for it's own capital needs.

- **Collaborative programming fund:**

ST. BONIFACE	BLESSED SACRAMENT	ST. MARY'S	OUR LADY OF VICTORY/ST. JOSEPH
<u>RECTORY</u> REFURB 2ND/3RD FLOOR (\$10,000 EST) STORM WINDOWS (\$10,000 EST)	<u>CHURCH</u> BASEMENT RENOVATION (TO ACCOMMODATE SUPPER PROGRAM FOR NEEDY) (\$50,000 +)	<u>CHURCH</u> NEW ROOF (3 STAGES): 1. \$26,500 EST 2. \$26,500 EST 3. \$26,500 EST AIR CONDITIONING (\$25,000 EST)	<u>CHURCH / RECTORY</u> NEW ROOF PAINTING IN/OUT RE-POINTING NEW CARPETING
<u>BECKET HALL</u> (CONV) STORM WINDOWS (\$10,000 EST)		<u>RECTORY</u> PAINTING (\$6,000 EST) REMODELING (\$11,000 EST) BRICK WORK (\$4,000 EST) sDRIVEWAY (\$3,000 EST)	 RENOVATION (IN/OUT) FOR ADDITIONAL SPACE
<u>SCHOOL</u> LAV. RESTOR. 3FLS. (\$90,000) FIRE ALARM (\$25,000 EST) KITCHEN EQUIP. (\$15,000 EST) NEW FLOOR AUD / GYM (\$15,000 EST)			

Table 4: Five-year capital needs.

This common fund would be dedicated to cover the extraordinary expenses to coordinate joint parish activities such as transportation for the elderly and disabled, and a communication network to coordinate all aspects of this most important, still to be developed, program.

- **Common "Good Samaritan Fund":**
The creation of a common fund to support extraordinary ministry needs of the community, should be studied before the year 2000. At that point a formal proposal, addressing the goals of the "Good Samaritan Fund", the total funding required, the pro-rated contribution formula from each parish, and the application and review procedures, should be submitted to the Monroe-Clinton parishes for approval.
- **A consistent financial reporting system:**
Establish a plan to ensure that all future financial information and statistics from the four parishes is in a consistent and proper format. Such a consistency is probably most easily achieved if the four parishes of the Monroe/Clinton Group use the same financial and statistical software packages that are used by the diocese.
- **A common purchasing and service management system:**
Develop a Management System, made up of the parish administrative personnel who will have the responsibility to recommend and initiate a common purchasing, acquisition, and facility maintenance program that would be cost effective and efficient for all participating parishes.
- **A commitment to enable our programs to be financially self sustaining:**
Develop a viable Stewardship Plan that will enable the four parishes to increase and maintain plate contributions to fully meet all individual parish operating expenses. Each parish is encouraged to tithe up to 10% of its plate collection by the year 2004.

IVc. Collaborative Programming

The Collaborative Programming Sub-Team reviewed the programs currently offered at the four parishes of the Monroe/Clinton Group with the intention of:

1. Identifying those programs where, to build a sense of community, cooperation might be possible in the near term and then other areas where coordination might be possible later,
2. Identifying the factors which limit or enhance the success of current programs,
3. Determining the consequences on programs of the changes in configuration,
4. Seeing if there are any new programs the four parishes could sponsor together,
5. Identifying possible ecumenical efforts,

The main advantage of combining programs is the creation of a larger identified Catholic presence in the south part of the city, especially if we can undertake a significant combined project. Advantages of scale might be achieved by drawing a wider audience to programs which each parish offers to small constituencies. Finally, another advantage of combining programs might be the building of a more diverse community as loyalty to individual parishes will be transferred to the new consortium.

The Collaborative Programming Sub-Team recommends that the Monroe/Clinton parishes start immediately to cooperate on substantial programs currently offered, such as the Blessed Sacrament's Supper Program. Exchange of

information will be a first step, followed by sharing of volunteers, and later incorporation of leadership responsibilities.

After reviewing all programs offered by the parishes in the Monroe/Clinton group, the Collaborative Programming Sub-Team recommends the following existing programs as areas of cooperation:

1. FAITH FORMATION

- Vacation Bible School—now at Blessed Sacrament and St. Boniface.
- Adult Education Programs—publicize in the four Parishes.
- RCIA—education portion might be shared, especially when outside speakers are brought in.
- Bible Study.
- Pre-Caná—currently being offered by St. Mary's.
- Men's and Women's Retreats.
- Sponsors for St. Bernard's On the Road.

2. LAY MINISTER OPPORTUNITIES

- Exchange of homilists.

3. SOCIAL MINISTRY

- Supper program at Blessed Sacrament.
- Senior high service projects.
- Next to New Sale at Blessed Sacrament.
- Bethany House—currently supported by St. Mary's.

4. ENHANCED LITURGIES

- Thanksgiving—could have one large service in largest space.
- Exchange of choirs.

5. COMMUNITY OUTREACH

- Downtown Community Forum—currently being sponsored by St. Mary's. Publicize at all 4 parishes and seek representation of each parish on the advisory board.

6. SMALL GROUPS

- Seniors—meet together, share trips.
- Young Adults—share coordinator.
- Youth—share coordinator.
- Singles—share coordinator.
- Gay & Lesbian Support—currently being offered by at St. Mary's. Invite other Parishes.

Strong existing programs seem to be those with adequate staff and those in which the whole parish or a large segment have a stake. St. Mary's and Blessed Sacrament have more staff to plan and direct programs but rely on enthusiastic volunteers to run most of the programs. St. Boniface or Our Lady of Victory/St. Joseph do not have as large a staff and must rely also on volunteers for planning and implementation. Sharing of staff could enhance participation and provide more effective programs at all Parishes..

New programs offer the greatest challenge and possibility for cooperation. Examples of visionary programs include the purchase/outfitting of a van to deliver simple meals and winter clothing to homeless people where they congregate in the city, and the expansion of the health services at the Blessed Sacrament Supper Program.

Some ecumenical efforts are already underway. Blessed Sacrament and St. Boniface work with neighborhood churches on programs for children. St. Mary's, through the Downtown Community Forum, engages with other churches and community groups in sponsoring joint programs and addressing issues of wide concern.

As the knowledge of what the Monroe/Clinton PGLT is proposing reaches the leadership, parish councils, staff, dedicated volunteers, and the weekend parishioners, it might be a good idea to plan a joint social gathering to become acquainted. As news of the proposed changes, especially the reduction in the number of weekend liturgies, reaches our parishioners, they might not stay around long enough to look at the positive effects that these changes can have on our Parish Community. Our fundamental strategy must therefore be to cooperate on existing programs and initiate new cooperative activities that will demonstrate the significant benefits of developing the Monroe-Clinton Community so that by the time the number of priests is reduced the parishes will have established effective working relationships.

For any collaborative programming effort, the transportation needs of the elderly and handicapped people in the Monroe/Clinton parishes must be considered, and the possibility of using a bus to provide transportation must be considered. .

V. TIME LINE

In this Section we present the time line for the implementation of the Monroe-Clinton Plan. For each of the five years covered by this plan, we have indicated major milestones that can be used to judge our progress in implementing the plan. The implementation of the Monroe-Clinton plan is overseen by the Strategic Leadership Committee, which will consist of representatives of the current PGLT, with equal representation from each parish. The Strategic Leadership Committee is responsible only for group decisions; it is not responsible for the operation of the individual Parishes.

The time line starts when the Monroe-Clinton plan is accepted by the Bishop. The items listed as "Prior to Year One" are those that should be implemented after the plan has been accepted by the Monroe-Clinton parishes, but before it is formally accepted by the Bishop.

Prior to Year One

- Select the membership of the Strategic Leadership Committee.
- Develop the bylaws that govern the operation of the Strategic Leadership Committee.
- The Monroe-Clinton Financial Committee should be in place in 1999 to review the long-term financial resources required to support the goals of the Monroe-Clinton plan.
- Four parishes cooperate with Blessed Sacrament on supper program by enlisting volunteers.
- Advertise Downtown Community Forum in all parishes.
- Publish in parish bulletins: retreats, Advent and Lenten programs, senior gatherings.
- Plan a joint social event.
- The four churches begin to jointly plan new group-wide activities to create a sense of a larger community. Pastors identify us all as part of a larger Group faith community and remember each of the Parishes and their congregations in each of our Sunday liturgies.

Year One

- A joint Collaborative Programming Committee should be in place early in Year 1.

- Joint social events are scheduled for all Parishes in the group. Parish Councils hold at least one joint meeting in year one.
- Mass Schedules for all four Parishes are listed in each Church's bulletin.
- Update and correct the statistical information provided by the Diocese as part of this planning process.
- Working with other Committees, the Collaborative Programming Committee will develop a collaborative plan by June 2000 and solicit input from committees like the Monroe-Clinton Financial Committee.
- The Monroe-Clinton Financial Committee presents a five-year financial plan to the Strategic Leadership Committee and the Parish Councils for their review, comments, and approval by October 2000.
- The Monroe-Clinton Financial Committee plans on meeting quarterly to monitor and review the planning process and reports back to the Strategic Leadership Committee and the Parish Councils on a regular basis.
- Assess the impact of the reduction of the number of priests on the services provided to the hospitals and nursing homes.
- At the end of year one, new statistics are provided to the diocesan strategic planning office.
- The Liturgy Committees assess the combined 14 liturgies for duplication of type and timing.
- By the end of Year One, all Parishes should be capable of having a maximum of three liturgies.
- Schedule informational parish meetings to discuss the efforts of the diocese to promote vocations and the shortage of priests.
- Offer combined Adult Education programs where appropriate.
- Help with Blessed Sacrament's Next to New Sale.
- Offer common pre-Cana at St. Mary's to all parishes.
- Publicize times of Bible Study groups to offer wider selection.
- Strategic Leadership Committee generates a status report on the implementation of the Monroe-Clinton Plan for distribution to all parishioners, and solicits feedback from all.
- Strategic Leadership Committee meets to reassess progress toward the Group Plan, and make revisions as needed. Inform the Bishop.

Year Two

- The parishes analyze the impact of any reduction of liturgies on the total attendance of all liturgies in the Monroe-Clinton parishes.
- A joint Liturgy/Music ministry group will evaluate, develop and execute a rotating music program for all of the people involved to visit and participate in each of the four Churches.
- By the end of the first quarter of Year Two, the Monroe-Clinton Financial Committee has put in place a common and "approved" financial reporting system.
- The Monroe-Clinton Financial Committee will support the four parishes in initiating a Tithing/Stewardship plan to enable each parish of the Monroe-Clinton group to be financially self sustaining.
- The Monroe-Clinton parishes take on greater responsibilities for Blessed Sacrament's supper program - possibly a month or segment of year for each.
- Combine Vacation Bible Schools and invite St. Mary's children
- Exchange Homilists.
- Cooperate on senior high service projects.
- Combined Ecumenical Thanksgiving liturgy.
- Begin a feasibility study of a significant combined outreach project: such as a mobile food van, and increased health services at Blessed Sacrament.
- Strategic Leadership Committee generates a status report on the implementation of the Monroe-Clinton Plan for distribution to all parishioners, and solicits feedback from all.
- Strategic Leadership Committee meets to reassess progress toward the Group Plan, and make revisions as needed. Inform the Bishop.

Year Three

- The parishes analyze the impact of any reduction of liturgies on the total attendance of all liturgies in the Monroe-Clinton parishes.
- Liturgy Committee and specifically Music Ministers, Choir and Folk group representatives, organists, directors, etc. of each of the four parishes will meet to determine preferred location(s) of their own form (i.e.. Choir, Folk, Organ only, Quiet) consistent with attendance and number of Music ministers available to participate at each liturgy.
- Music rotation continues. Frequency of Group Celebrations should now be at TWO for the Liturgical Year. That is, as an example, at each Parish there should be at least TWO Group celebrations as to have combined Choirs for the established Choir Masses, total of EIGHT Group Choir events.
- Configuration teams from each of the four parishes meet to review the Liturgy Committee/Music ministry recommendation, the current attendance figures at each of the four churches, together with the four Pastors. They will prepare alternatives for Group liturgy schedules for a four parish survey, which will identify Early and Late Saturday and Early and Late Sunday celebrations.
- Parish Surveys conducted and results assembled.
- The Monroe-Clinton Financial Committee continues to monitor the financial status of the Monroe-Clinton parishes, with annual reporting to the individual parishes.
- Integrate staff when openings appear; e.g. Youth minister, Religious Education for Children coordinator, etc.
- Continue planning for outreach project and hire staff to implement if indicated.
- Combine programs where interest surfaces—singles, youth, sacramental preparation, etc.
- Purchase van to transport elderly or disabled between parishes.

- Strategic Leadership Committee generates a status report on the implementation of the Monroe-Clinton Plan for distribution to all parishioners, and solicits feedback from all.
- Strategic Planning Group meets to reassess progress toward the Group Plan, and make revisions as needed. Inform the Bishop.

Year Four

- The parishes analyze the impact of any reduction of liturgies on the total attendance of all liturgies in the Monroe-Clinton parishes.
- Configuration teams from each of the four parishes meet to review the results with the current Liturgy Committee/Music ministry recommendation, the current attendance figures at each of the four churches, together with the Pastors.
- Initial discussion of where and when that Ninth Liturgy would be held among the Four Parishes.
- Initiate discussions on the location of the pastoral administrator. The recommendation to the Bishop must be made by the Strategic Leadership Committee at the beginning of Year 4.
- Start planning process for the next five years.
- The Monroe-Clinton Financial Committee continues to monitor the financial status of the Monroe-Clinton parishes, with annual reporting to the individual parishes.
- Strategic Leadership Committee generates a status report on the implementation of the Monroe-Clinton Plan for distribution to all parishioners, and solicits feedback from all.
- Strategic Planning Group meets to reassess progress toward the Group Plan, and make revisions as needed. Inform the Bishop.

Year Five

- The parishes analyze the impact of any reduction of liturgies on the total attendance of all liturgies in the Monroe-Clinton parishes.
- By the end of Year Five (June 2004), the Monroe-Clinton parishes must be capable of having only nine scheduled liturgies.
- As to the Liturgy forms and times, there must be options for early and later Saturday, early and late Sunday celebrations.
- As to Music ministries, Choir, Quiet, Organist, and Folk options must remain available.
- The Monroe-Clinton Financial Committee continues to monitor the financial status of the Monroe-Clinton parishes, with annual reporting to the individual parishes.
- Strategic Leadership Committee generates a status report on the implementation of the Monroe-Clinton Plan for distribution to all parishioners, and solicits feedback from all.
- Strategic Planning Group meets to reassess progress toward the Group Plan, and make revisions as needed. Inform the Bishop.

V. RESOURCE IMPLICATIONS

The plan outlined in this report will have implications on the human, financial, and physical resources of the Monroe-Clinton Community over the five year period covered in this plan. In this Section we summarize the main resource implications identified by the PGLT.

Va. Human Resources

- The implementation of the proposed plan requires the hiring of a pastoral administrator towards the end of year five to be assigned to the Parish without a priest in residence. Based on the current pay levels and a 3% per year pay increase, we anticipate that this change requires an increase in the operating budget of up to \$ 27,000 per year at the end of year five. The incremental operating cost associated with the replacement of a Priest by a Pastoral Administrator will be shared by all four Parishes.
- The collaboration of the four Parishes will provide a greater pool of volunteers to support the common programs.
- The plan does not expect to result in a change in staffing levels at the four Parishes, although as a result of the collaboration between the Parishes changes in the staff responsibilities will occur.
- The implementation of a coordinated purchasing and management system might require the appointment of a part-time business manager. However, such a position will only be created if the expected cost savings cover the associated increase in staffing costs.
- A Strategic Leadership Committee should be in place before the start of Year One. The membership of this Committee should consist of two representatives from each parish, one of which is a member of the current PGLT. In addition, the four Pastors and Pastoral Administrators should serve on this Committee.
- A joint Monroe-Clinton Financial Committee should be in place before the start of Year One. The Monroe-Clinton Financial Committee will be chaired for the first two years by a member of the Monroe-Clinton PGLT Finance and Facilities Sub Team, and will consist of two representatives from each Parish, one of which is a member of the Parish Finance Committee. The Monroe-Clinton Financial Committee will report to the Strategic Leadership Committee.
- A joint Monroe-Clinton Collaborative Programming Committee should be in place before the start of Year One. The Monroe-Clinton Collaborative Programming Committee will be chaired for the first two years by a member of the Monroe-Clinton PGLT Collaborative Programming Sub Team, and will consist of two representatives from each Parish, one of which should be a staff member. The Monroe-Clinton Collaborative Programming Committee will report to the Strategic Leadership Committee.
- A joint Monroe-Clinton Liturgy Committee should be in place before the start of Year One. The Monroe-Clinton Liturgy Committee will consist of two representatives from each Parish. The Monroe-Clinton Liturgy Committee will report to the Strategic Leadership Committee.

Vb. Financial Resources

- The implementation of a coordinated purchasing and management system will reduce the operating costs. However, without a detailed study we can not estimate the potential reduction in operating costs.
- The coordination of facility maintenance and services will result in an overall reduction in maintenance costs. However, without a detailed study we can not estimate the potential reduction in maintenance costs.
- The four Parishes will commit the necessary financial resources required to support the proposed collaborative programs

Vc. Physical Resources

- The implementation of the proposed plan does not involve a change in the facility infrastructure of the four Parishes.
- The creation of new collaborative programs most likely will result in a greater utilization of the current facilities.

Membership Monroe-Clinton PGLT

Rev. Bruce F. Ammering	Blessed Sacrament
Mr. George Basil	St. Mary
Rev. R. Richard Brickler	St. Boniface
Ms. Melissa Swald Camman	Blessed Sacrament
Ms. Susan Clifford	St. Mary
Mr. Dennis Darby	St. Boniface
Rev. William Donnelly	St. Mary
Mrs. Kathryn Englerth	St. Boniface
Mr. David Foley (co-Chair)	St. Boniface
Ms. Marjorie Handel	Blessed Sacrament
Ms. Rosemarie Horvath	St. Mary
Ms. Diane Kannel	St. Mary
Rev. Winfried M. Kellner	Our Lady of Victory/St. Joseph
Miss Joanne Lang	Our Lady of Victory/St. Joseph
Mrs. Carol Lomedico	St. Boniface
Mr. James Mason	Our Lady of Victory/St. Joseph
Ms. Peg Morris	St. Mary
Mr. Thomas Moughan	Blessed Sacrament
Mr. John Myers	St. Mary
Ms. Lorraine Saunders	Blessed Sacrament
Mrs. Nora Schey	St. Boniface
Mr. Edward J. Sloan	St. Boniface
Mr. Frank Wolfs (Chair)	Blessed Sacrament
Mr. Gene Zulauf	Our Lady of Victory/St. Joseph

Membership Monroe-Clinton Sub Teams

Finance and Facility Profile

Rev. Bruce F. Ammering	Blessed Sacrament
Mr. George Basil (Chair)	St. Mary's
Mr. James Mason	Our Lady of Victory/St. Joseph
Mr. Edward J. Sloan	St. Boniface

Collaborative Programming

Mr. Dennis Darby	St. Boniface
Ms. Rosemarie Horvath/	
Ms. Peg Morris (Chairs)	St. Mary's
Mrs. Nora Schey	St. Boniface
Ms. Melissa Swald Camman	Blessed Sacrament
Mr. Gene Zulauf	Our Lady of Victory/St. Joseph

Configuration

Rev. R. Richard Brickler	St. Boniface
Rev. Winfried M. Kellner	Our Lady of Victory/St. Joseph
Mrs. Carol Lomedico	St. Boniface
Mr. Thomas Moughan (Chair)	Blessed Sacrament
Mr. John Myers/Rev. William Donnelly	St. Mary's

Communications

Ms. Susan Clifford	St. Mary's
Mrs. Kathryn Englerth	St. Boniface
Mr. David Foley (Chair)	St. Boniface
Ms. Marjorie Handel	Blessed Sacrament
Ms. Diane Kannel	St. Mary's
Miss Joanne Lang	Our Lady of Victory/St. Joseph

Demographics Information Monroe-Clinton compared to Monroe County

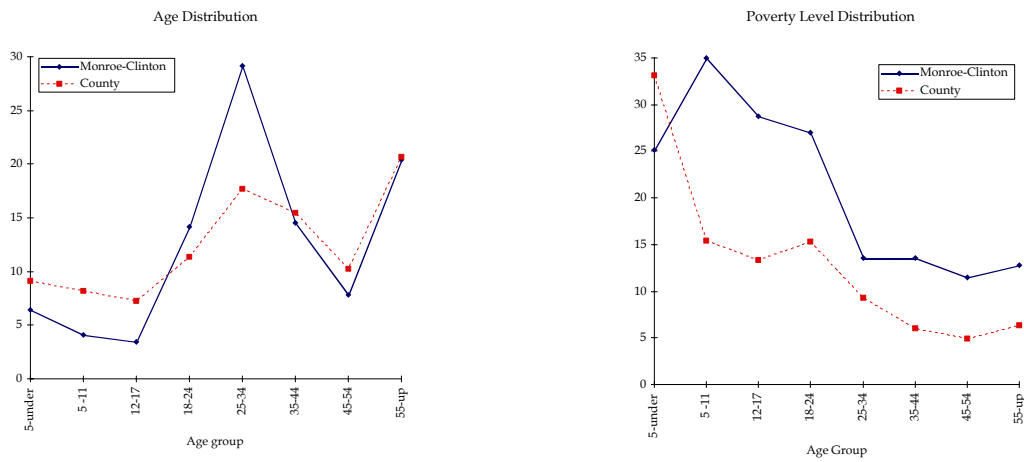


Fig.1. Age distribution of the population living within the geographical boundaries of the Monroe-Clinton Group compared to the average distribution for Monroe County.

Fig.2. The poverty distribution of the population living within the geographical boundaries of the Monroe-Clinton Group compared to the average poverty distribution for Monroe County.

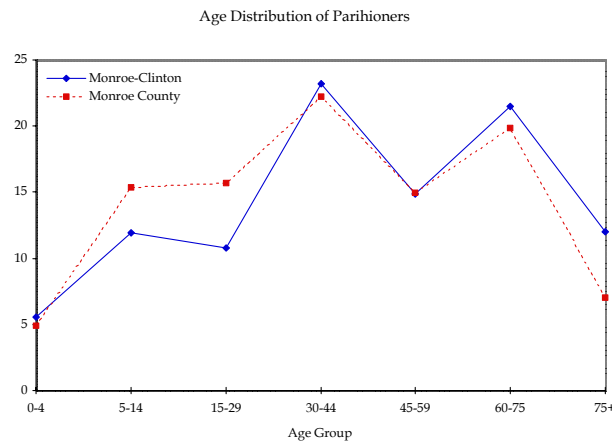


Fig.3. Age distribution of the parishioners of the parishes in the Monroe-Clinton Group compared to the age distribution of the parishioners in Monroe County.

Current Mass/Confession schedule for the Monroe-Clinton Parishes.

Parish	Blessed Sacrament	Attendance	St. Mary's	Attendance	St. Boniface	Attendance	Our Lady of Victory St. Joseph	Attendance
	430p	130	400p	170	500p	120	605p	60
Sun	800a	200	800a	140	830a	100	1100a	160
	1000a	300	945a	500	1030a	230	730p	180
	1215p	150	1145a	180				
Mon	800a	30	1210p	25-40	730a	17-20	1210p	60-90
	1215p	30						
	530p	30						
Tues	800a	30	730a	7-15	730a	17-20	1210p	60-90
	1215p	30						
	530p	30						
Wed	800a	30	1210p	25-40	730a	17-20	1210p	60-90
	1215p	30						
	530p	30						
Thurs	800a	30	730a	7-15	730a	17-20	1210p	60-90
	1215p	30						
	530p	30						
Fri	800a	30	1210p	25-40	730a	17-20	1210p	60-90
	1215p	30						
	530p	30						
Sat	Cf:300-800a	20	Cf:300-		Cf:300-800a		Cf:330-1210p	6
		30				17-20		60-110
	Externs	1-2		1		0		1
	Capacity	900		650		500		300
	Parishioners			1300				

Additional Masses/Liturgies which are celebrated regularly at other locations.

Parish	Type	Date	Location
Blessed Sacrament	Communion Serv	1 st Sun	Arbor Hill
Blessed Sacrament	Communion Serv	1 st Sun	Upton Court
Blessed Sacrament	Communion Serv	1 st Sun	Wesley
Blessed Sacrament	Communion	1 st Sun	Pillars
St. Boniface	Mass	1 st Mon 11am	Pinnacle
St. Boniface	Mass	1 st Mon 2pm	Episcopal Home
Blessed Sacrament	Mass	1 st Tues	Upton Court
St. Boniface	Mass	1 st Tues	St John's Home
Blessed Sacrament	Communion	1 st Thurs	Upton Ct/ Wesley
Blessed Sacrament	Communion	1 st Thurs	Arbor Hill
OLV/ St. Joseph	Mass/ Communion	1 st Friday	125 St Paul
St. Boniface	Mass	1 st Friday	School
Blessed Sacrament	Communion Serv	2 nd Sun	Arbor Hill
Blessed Sacrament	Communion Serv	2 nd Sun	Upton Court
Blessed Sacrament	Communion Serv	2 nd Sun	Wesley
Blessed Sacrament	Communion	2 nd Sun	Pillars
St. Boniface	Communion Serv.	2 nd Mon 11am	Pinnacle
St. Boniface	Communion Serv.	2 nd Mon 2pm	Episcopal Home
Blessed Sacrament	Mass	2 nd Tues	Pillars
St. Boniface	Communion Serv	2 nd Tues	St John's Home
St. Mary's	Mass	2 nd Wed	Kirkhaven
Blessed Sacrament	Communion	2 nd Thurs	Arbor Hill
Blessed Sacrament	Communion	2 nd Thurs	Upton Ct/ Wesley
Blessed Sacrament	Communion Serv	3 rd Sun	Arbor Hill
Blessed Sacrament	Communion Serv	3 rd Sun	Upton Court
Blessed Sacrament	Communion Serv	3 rd Sun	Wesley
Blessed Sacrament	Communion	3 rd Sun	Pillars
St. Boniface	Communion Serv.	3 rd Mon 11am	Pinnacle
St. Boniface	Communion Serv.	3 rd Mon 2pm	Episcopal Home
Blessed Sacrament	Mass	3 rd Tues	Wesley Gardens
St. Boniface	Mass	3 rd Tues	St John's Home
Blessed Sacrament	Communion	3 rd Thurs	Upton Court
Blessed Sacrament	Communion	3 rd Thurs	Wesley
Blessed Sacrament	Communion	3 rd Thurs	Arbor Hill
Blessed Sacrament	Communion Serv	4 th Sun	Arbor Hill
Blessed Sacrament	Communion Serv	4 th Sun	Upton Court
Blessed Sacrament	Communion Serv	4 th Sun	Wesley
Blessed Sacrament	Communion	4 th Sun	Pillars
Blessed Sacrament	Mass	4 th Tues	Arbor Hill
St. Boniface	Communion Serv.	4 th Tues	St John's Home
Blessed Sacrament	Communion	4 th Thurs	Upton Court
Blessed Sacrament	Communion	4 th Thurs	Wesley
St. Boniface	Mass	Holy Days 9 am	School

