THE WAYNE COUNTY CATHOLIC PARISHES
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St. Michael's, Newark, St. Maximilian Kolbe, St. Katharine Drexel
St. Joseph the Worker, Catholic Community of the Blessed Trinity

February 7, 2019

The Most Reverend Salvatore R. Matano
Bishop of Rochester
1150 Buffalo Road
Rochester, New York 14624

Dear Bishop Matano:

   In your 10 October 2017 letter to the pastors of Wayne County, you requested collaboration and cooperation in addressing five specific areas of consideration. Those five areas were:

- Assess ministry needs for Wayne County

- Assess administrative needs for the parishes of Wayne County

- Determine types and availability of volunteer leadership consistent with identified ministry priorities and ministerial staffing

- Assess current building usage and projected capital repairs

- Address outreach to the migrants of Wayne County

   The attached Final Report submitted on behalf of the Wayne County Planning Team, forwards the results of our cooperation and collaboration in addressing the five areas noted above, as well as other areas of consideration.

Trusting in the Holy Spirit,

R. E. Lee
Chairperson
Deacon, Catholic Community of the
Blessed Trinity

Cc:
Father William Laird, Pastor, St. Katharine Drexel Parish
Father Symon Peter Ntaiyia, Pastor, St. Maximilian Kolbe Parish
Father David Tedesche, Pastor, St. Joseph the Worker Parish
Father Jeffrey Tunnicliff, Pastor, St. Michael's Parish, Newark
Father Michael Upson, Pastor, Catholic Community of the Blessed Trinity Parish
Mr. Bernard Grizard, Diocesan Director, Department of Pastoral Services
Dr. Shannon Kilbridge, Associate Director, Department of Pastoral Services

<div align="center">**Final Report**</div>

<div align="center">**Wayne County Planning Team**</div>

The five parishes of Wayne County met monthly from January 2018 to February 2019, to respond to the Bishop's 10 October 2017 letter, addressed to all Wayne County pastors, requesting collaboration and cooperation in addressing five specific areas of consideration. Those five areas were:

- Assess ministry needs for Wayne County

- Assess administrative needs for the parishes of Wayne County

- Determine types and availability of volunteer leadership consistent with identified ministry priorities and ministerial staffing

- Assess current building usage and projected capital repairs

- Address outreach to the migrants of Wayne County

This report forwards the results of our cooperation and collaboration in addressing the five areas as well as other areas of consideration.

<div align="center">**Clustering Approach and Final Decisions**</div>

After constructing, evaluating and vetting fifteen separate, potentially executable clustering scenarios that incorporated the projection of four priests (not necessarily four pastors) within the geographic context of five county-wide parishes, our Wayne County Planning Team (the Team) narrowed the list from fifteen to five potential clustering scenarios for further analysis and consideration.

The five clustering scenarios went to Pastoral and Finance Councils at each parish for further evaluation and input. Using that parishioner- based input; the Team narrowed the scenarios for consideration to four and finally to two remaining clustering scenarios, voted upon at our 11 July 2018 meeting. **The Team unanimously selected a two Pastor/two Parochial Vicar clustering scenario**.

The Team selected the clustering scenario comprised of two Pastors and two Parochial Vicars which clusters Wayne County parishes *into two groups*: St. Maximilian Kolbe with St. Katharine Drexel in the West, and St. Michael's of Newark with St. Joseph the Worker and Catholic Community of the Blessed Trinity in the East.

This clustering scenario offers the potential for long-term ministerial sustainability in light of diocesan priest ages and availability. All of the three or four Pastor clustering models were rejected as potentially too taxing for the Diocese and too limiting in terms of future viability of obtaining priest replacements for Wayne County.

Employment of this scenario will offer a better balanced distribution of parishioners by cluster in Wayne County - - 1766 parishioners within the Western cluster and 1687 parishioners within the Eastern cluster. This scenario may also serve to mitigate the effects of continuing population declines in Eastern Wayne County, by linking smaller parishes with the larger St. Michael's

parish, thus strengthening all parishes for the long term. In terms of equitability, this scenario allows all parishes to share in the planned change within Wayne County

The selected scenario provides superior balance over other evaluated models in that both a Pastor with a Parochial Vicar could be assigned to each new cluster thus providing continuous presence, ministerial availability, and the ability to determine between themselves, the optimum employment of their services to best provide for the cluster, including managing distance.

The proposed cluster scenario is also a step in the right direction to better balance workload associated with sacramental needs (baptisms, weddings and funerals). In 2017 the split was 59 events in the (now) Western cluster versus 92 events in the (now) Eastern cluster. Two Deacons currently assigned in Eastern Wayne County will extend their services throughout what will become the Eastern cluster to assist the priests in these sacramental responsibilities.

The process of selecting clustering scenarios was facilitated by a number of choices made by the Team during the planning process:

1. Developing a data base of common sets of information for all existing parishes to include quantitative as well as qualitative information, natural affiliations, sacramental responsibilities by parish, buildings and grounds information, capacities, cultural aspects unique to certain parishes and distances to and from each parish in the planning domain.

2. Constructing, at the beginning of the evaluation process, a full set of all known clustering scenarios within the planning domain.

3. Sharing Team clustering evaluations with Parish Councils and Parish Financial Committees to obtain parish-based representative information that allowed for necessary anchoring and adjustment by the Team.

4. Maintaining a consistent, on-going and frequently updated "dialogue" with parishioners via announcements, bulletin information, static displays and town halls.

5. Using a Team voting process, in the later stages of evaluation, that called for each voting member to provide the Team, verbally, with the rationale behind why the individual voted the way he/she did. It was during this process that the Team was able to surface inconsistencies and misunderstandings that resulted in votes being changed.

<u>Recommended Clustering Implementation Plan</u>

The Team recommends an implementation approach that takes advantage of the availability of Wayne County-experienced pastors, while they remain available. Their period of availability (remaining length of appointment and/or length of time to retirement) consistent with the needs of the Diocese, suggests efficiencies in an implementation to begin as soon as possible upon approval of the Bishop.

The Team's desire is that implementation start now and be phased over a period of time, at the discretion of the Diocese, to run in parallel with the remainder of existing pastor appointments and/or within the time remaining-to-retire of pastors in the retirement window. The principal reason for this recommendation is because executing implementation of an as-is, where-is cluster

with new clergy unfamiliar with Wayne County parishes (and the distances involved), without time to fully integrate programs, activities or administrative functions or to fully acclimatize parishioners to the changes, will present significant and otherwise unnecessary challenges.

A time-phased approach utilizing experienced clergy will help us overcome resistance to change and allow for lessons learned in early phases to be incorporated in changes needed to be made in later phases.

To be effective, methods and routines must be tailored to our parishioners, our management/staff/ministerial capabilities, and our organizational culture. Implementing now and taking advantage of pastors who are experienced in Wayne County parishes, for however long they can remain with us, provides the necessary experiential cushion with time available to us to gather first-hand information about a Wayne County cluster's characteristics, people, and cultural nuances so that ultimate end-stage implementation can be tailored appropriately.

By the end of this implementation period (with each cluster cooperating but following different plans and concluding at self-determined points in time), the culture will have had time to adjust, cluster personnel will have been trained, success stories will have been communicated to parishioners, and support for committing fully to the cluster by parishioners will be enhanced. Successful completion of this phased implementation process will create long-term continuity by implementing necessary changes *over time* rather than handing over the cluster to new clergy personnel for initiation as is, where is.

Assess Ministry Needs

Within a phased implementation plan, we would have time to assess ministerial needs of an emerging cluster based on experience gained in actual execution as opposed to making planning table assumptions. This knowledge would include when and where to consolidate ministerial functions. We would plan for the possible consolidation of certain ministerial activities such as religious education, where experience showed they made the most sense. We would also exercise pilot opportunities to gage the level of parishioner acceptability and adjust where and as necessary.

At a minimum, we see the need for a cohesive migrant ministry within the cluster. The Team understands that in order to ensure a continued pastoral presence in the migrant outreach process, several factors must be considered:

   - The first and foremost is communication. This relates closely to the need to obtain quality volunteers. Individuals with Spanish and/or French language skills are essential. Under the guidance of a Priest, Deacon or an individual with an in-depth understanding of the migrant experience, these Spanish/French speakers will be our gateway into engaging individuals living in the migrant camps.

   - Second is understanding. We need to identify and train lay ministers who have a strong desire to assume lead responsibilities within the cluster migrant ministry. Understanding the migrant experience is essential to knowing when to visit, how to visit and what to seek to accomplish during a visit to a migrant camp.

   - Third is access. Access to migrant camps is essential. At some level, engagement must be undertaken to work with farmers to access to their farms, particularly during harvest season.

- Fourth is engagement. By engagement we mean both bringing clergy to the camp and bringing the camp to the cluster. If we understand something about their experience here during harvest time, if we can communicate with them and if we have access to their camps, we can go to them as well as bring them to us for Mass, festivals and other types of activities designed to maintain a continuous pastoral presence.

There is a sufficiency of information which suggests that at the onset of implementation, pilot efforts could be undertaken to consolidate, at a single location, certain cluster-wide ministries such as faith formation; catechesis and youth ministry. This action may lead to more robust ministries, higher levels of participation and most efficient utilization of available funds. Sharing ministerial personnel (cluster-wide) who lead these ministries may be an effective method, at least initially, until we have had an opportunity to gather and assess data in actual cluster execution.

The Team also discussed the pros and cons of considering the hiring of persons who could occupy part time (ministerial) pastoral associate-like positions who would handle sacramental preparations and similar sacramental planning or preparation requirements on a broad basis. Again, determinations in this regard are better held in abeyance until the cluster becomes operational and experiential data can be gathered since this requires a financial commitment that may not be feasible in the long term.

Assess Administrative Needs

Similar to the assessment of ministerial needs, the Team felt that approval of a time-phased implementation plan would provide the time, order and control necessary to allow for the gathering of information needed to assess and validate the need for additional administrative support and concurrently, determine the level of financial commitment necessary and where the financial assets would come from.

Using the Business Office model envisioned by the Regional Financial Director, the Team could evaluate administrative functions susceptible to being combined at either the clusters or at the county level, to gain greater efficiencies and cost benefits to include centralized maintenance, website support, and/or other identified administrative functions.

The Team concluded that potential realignments of staffing and/or ministries or perhaps their aggregation to take advantage of possible economies of scale, will become more apparent as the cluster begins to operate as a unit and gaps are exposed. At some point, as the cluster begins to coalesce as an operating entity, the focus of administration of all previously "independent-parish" responsibilities may combine and be organized in such a manner as to provide "remotely generated" support to geographically dispersed parishes/worship sites.

Some consideration has been given to the possibility of assigning an additional staffing person to the Eastern Cluster, as well as an individual to manage cluster-wide stewardship activities in the Western cluster. No decisions have been made in this regard absent the availability of additional information and an understanding of related finances and how those finances will be organized under clustering.

Beyond these initial start-up personnel ideas, the Team recognized that there is a wealth of information contained in the parishioner surveys that touch on recommended "new" activities

that would suggest the need for additional administrative personnel (i.e. stewardship). These survey results need time to be vetted through the pastoral and financial councils for advice and feasibility recommendations.

Some questions that surfaced during our review of administrative needs included: Do we need a different kind of staff person, one that can effectively multi-task in a new type of environment where administrative responsibilities are increased but where staffing doesn't follow suit? Do we need yearly evaluations with all administrative and ministerial personnel, perhaps coming from Pastoral Council, to assess performance and effectiveness as conditions change due to increasing maturation of the cluster in terms of overall execution experience?

We must also have time to consider the creation of new job descriptions for administrative personnel, the development of cluster operating guidelines, a cluster web site, and perhaps a web-based activity update system. Training needs (administrative and ministerial) would also be assessed and rolled-out to the entire cluster.

Types and Availability of Volunteer Leadership

Review and analysis of the parishioner surveys revealed any number of areas where non-salaried volunteers could be utilized to support and further our pastoral activities. The Team determined that after identifying specific areas of need, a comprehensive volunteer outreach should take place for a finite period of time using, among others, the spiritual gifts assessment maintained on the DOR website. Areas of volunteer need, per the parishioner surveys, include improving welcoming, coffee hours, adaptable programs for spiritual growth of our youth, music ministry, faith formation, altar service, community service, migrant outreach and faith sharing during RCIA.

The Team explored, in consultation with Peter Dohr, Executive Director, Catholic Charities of Wayne County (CCWC), the possibility of expanding volunteer outreach through the offices and activities of CCWC as well as seeking greater integration between CCWC and the newly formed Eastern Wayne County cluster. Although not directly discussed by the Team, a similar outreach could be conducted in the Western cluster to geographically situated Catholic Charities outlets in the Western end of the county.

Building Usage and Projected Capital Repairs

See Attached

Serving the Migrant Community of Wayne County

For more than 25 years, the parishes of Wayne County have supported migrant workers who harvest many of the fruits and vegetables that grace our tables. Starting first in Sodus (Church of the Epiphany), the migrant community in Wayne County established itself in 2010 in Marion in the former St. Gregory parish as a Diocesan ministry under the name of Our Lady of Guadalupe. This ministry is funded partially by the Wayne County parishes and Catholic Ministry Appeal.

In our outreach, this diocesan ministry addresses the spiritual needs of this young, growing & vibrant community. This year alone, 42 children completed their first communion at Our Lady of Guadalupe. It also offers a place and ministries where migrants can feel at home and welcome, with the ability to attend church in a foreign land.

Catholic Charities of Wayne County, the CCBT clothing center, the Hispanic Outreach ministry at St. Michael's in Newark and social ministry programs of our parishes provide support & help to migrant families who are struggling and facing challenges in their lives.

The Team recommends that the parishes continue their financial and charitable support of the ministry. It also recommends that increased communication occurs between the Migrant Ministry and the parishes, so that there is greater awareness of both the needs and gifts of the migrant community. Finally, we recommend that moving forward, pastoral council members and other leaders in the parishes commit to visiting Our Lady of Guadalupe to experience the faith life and celebrations of the migrants in our county, while also building the necessary relationships between fellow Christians.

The Diocesan Migrant Ministry Team will formally report to the parishes at least once a year.

Mass Scheduling

Western Cluster Masses: No Changes

Saint Katherine Drexel: St. Patrick's: 4:30pm (Saturday) and 10:00am (Sunday); St. Ann's; 8:00am (Sunday)

Saint Maximillian Kolbe: St. Mary of the Lake: 4:30pm (Saturday) and 8:30am (Sunday); Epiphany: 10:30am (Sunday); St. Rose: 8:30am (Sunday – summers only)

Eastern Cluster Masses: See * for changes

Saint Michael's Newark: 8:15am (Sunday); 10:30am (Sunday

Saint Joseph the Worker: St. Patrick's Savannah: 4:00pm (Saturday); St. Michael's Lyons: 4:00pm (Saturday); St. John's Clyde: 11:15am (Sunday)

Catholic Community of the Blessed Trinity: St. Thomas Red Creek: 8:30am (Sunday – September to June); St. Jude Fair Haven: 8:30am (Sunday – June to September); St. Mary Magdalene Wolcott: 9:30am (Sunday).

* Mass Changes (Eastern Cluster)

Saint Michael's Newark: Loses 4:30pm (Saturday) Mass, retains 8:30am and 10:30am (Sunday) Masses.

Saint Joseph the Worker: St. Patrick's Savannah Loses 8:30am (Sunday) Mass, gains 4:00pm (Saturday) Mass; St. Michael's Lyons shifts Mass time to 30 minutes earlier from 4:30pm to

4:00pm (Saturday); St. John's Clyde shifts Mass time to 45 minutes later from 10:30am to 11:15am (Sunday).

Catholic Community of the Blessed Trinity: St. Thomas Red Creek and St. Jude Fair Haven shifts Mass time to 30 minutes earlier from 8:30am (Sunday) to 8:00am (Sunday) September to June and June to September respectively; St. Mary Magdalene Wolcott loses the 4:30pm (Saturday) Mass and shifts Mass time to one hour earlier from 10:30am to 9:30 am (Sunday).

<u>Closing Summary</u>

The Team proposes to begin clustering phased implementation, Eastern cluster and Western cluster, immediately upon Diocesan approval of this Final Report. The Team recommends that the two geographic clusters, in light of the differences in overall changes, move forward in planning and implementation independently, with pastors in the affected clusters being free to phase in any of the components identified in the Final Report, including Mass schedules, as they see fit.

Where it makes sense, to obtain cost savings or other efficiencies, the two independent clusters may team to co-evaluate opportunities for sharing and/or consolidating certain activities county-wide.

We anticipate that much of our work during the implementation period will be focused on assessing administrative capabilities needed to properly operate within the new clustering model and on determining ministerial needs that are reflective of the new organizational approach. This will include an assessment of sharing and/or consolidating ministerial functions and/or ministerial activities such as religious education, where analysis shows it makes the most sense.

WAYNE COUNTY BUILDINGS ANALYSIS AND RECOMMENDATIONS

WESTERN CLUSTER

	St Katharine Drexel Parish	St Maximilian Kolbe Parish
Total Buildings	2 Churches, 1 occupied attached rectory, 1 unoccupied detached rectory, 1 three room office leased, parish hall in lower level of church	2 main churches and one summer church, 1 attached occupied rectory, 1 attached parish hall, 1 detached parish hall
Rectory	attached 2 story, pastor office 1 resident good condition lower, upstairs fair to good not handicap accessible at this time	attached 1 story, Pastor office could house 3 residents very good condition not handicap accessible at this time
Comments:	1) kitchen & dining renovated within 10 yrs 2) upstairs living area needs paint & carpet 3) could house parish offices and then parish would not have to lease space Rectory Roof- on in 2005, shingled Rectory Boiler - replaced in 2017	1) Kitchen needs renovation 2) All other rooms painted and carpeted in 2017-18 3) All windows replaced and new insulation Roof- new in 2016
	Recommendation: Upon first retirement, with approval of impacted priests, consolidate priests living to SMK. Move SKD office into Rectory space and save $900 mo. rent	
Church(es)/ Halls	St Patrick, Macedon	St Marys of the Lake Church, Ontario
Seating/ Occupancy Condition	good- needs pews refinished, just painted exterior painting. Mechanicals good Roof- on in 2005 Boiler - replaced 2015	Very good. Recent capital campaign handled updating of doors, outdoor drainage issues, beams will also pay for renovations to bathrooms in PC. Parish hall in good condition
Challenges	Entire parking lot needs complete replacement . Approx $200-$250,000	Parking lot will need to be paved, large area - $100,000? Chuch roof new in 2018, Church boiler 2005 PC Roof- metal roof in 2013 Boilers, HVAC- 2005, 2007
	St Anne, Palmyra	Church of the Epiphany, Sodus
Seating/ Occupancy Condition	Good to fair- outdated, needs paint and carpeting, has detached Rectory (2 story house)- currently subdividing to sell. Church/PC Roof- 25 years old, shingled Church boiler- 2006 HVAC in PC 2017 Rectory Roof-20 years old, Boiler-2004	Good- recently painted interior and exterior,new parking lot, updating handicap ramp. Has detached Parish Center, needs carpeting Roof: approx 5 years remaining Boiler: within 7 years
Challenges	Small parking area. Mass is staggered with neighboring church for parking lot share and street parking. New HVAC in parish center, but old church boiler.	small with limited capacity. No rectory
		St Rose of Lima, Mission Church- Sodus Pt
Seating/ Occupancy Condition		Fair- used only in the summer for 8-10 weeks
Challenges		Little parking, no heating/cooling
Current Buildings for sale or currently under consideration for sale	St Anne Rectory, Palmyra	none at moment

WAYNE COUNTY BUILDINGS ANALYSIS AND RECOMMENDATIONS

EASTERN CLUSTER

	Catholic Community of the Blessed Trinity	St Joseph the Worker Parish	St Michael's Church
Total Buildings	2 main churches and a summer church. One main church closes when summer church opens. Both main churches have parish halls. One detached occupied rectory/office	3 main churches, two with parish halls. Main offices housed in Clyde in old school. 1 attached occupied rectory, 1 detached unoccupied rectory	1 main church with parish hall in lower level. 1 unattached occupied rectory/parish office. One closed school
Rectory	Unattached 2 story house with offices could house 2 residents. Not handicap accessible at this time, fair to poor condition Roof: approx 2010, 15 yrs remaining Gas furnace 1991	Attached 2 story house, no office could house 2 residents Not handicap accessible at this time fair condition	Unattached 2 story house with offices could house 2 residents. Not handicap accessible at this time Good condition
Comments:	1) Kitchen renovated within 12 -15 yrs 2) Living room and offices painted and carpeted 3) Upstairs needs complete renovation 4) Electrical, plumbing and insulation very poor	Fair condition of all rooms very outdated but functional Rectory Boiler: 1963 good condition Rectory Roof: 2010-2017 various pieces	1) Good condition of all rooms 2) Main bathroom for Pastor needs updating
	Recommendations: If the newly appointed Pastor and Parochial Vicar agree, upon retirement of the Wolcott Pastor, consider consolidation of CCBT & SJTW priests living to SJTW.Consider sale of CCBT rectory/house as it has potential financial upkeep issues. Find single office space for rent in Village for CCBT, consolidate office to Clyde, or add small addition to SMM. Continue with Rectory/office at SM for one of two priests.		
Church(es)/ Halls	**St Mary Magdalene Church, Wolcott**	**St Michael's in Lyons**	**St Michael's Church, Newark**
Seating/ Occupancy Condition	Good - underwent full upstairs renovation within past 15 years. 2 gas furnaces: 1994, 2001 Roof 2000, approx 15 years left, basement painted, and full kitchen remodel in 2018 (Parish Hall space)	Boiler : 1985, AC 1991, Roof ? Good, cosmetically outdated worship space. Basement(parish hall) very outdated and musty.	Good condition. Slate roof but has annual maintenance contract for upkeep. Parish Hall is fair. Heating pipes make it difficult to add spacers.
Challenges	Parking is with village, which could be seen as positive, since there's little snow removal expense	Has detached, very large rectory hopefully to be sold soon- very outdated and probable money pit Forced air: parts only, A/C broken	Worship space will need plaster repair, painting and carpeting in late 2019. Limited parking. With sale of school, Parish may want to consider annex space for religious ed classes.
	St Thomas Church, Red Creek	**St John Church, Clyde**	
Seating/ Occupancy Condition	Condition good but outdated upstairs. Will undergo painting and carpeting in 2019. Basement (Parish Hall Space) completely renovated in 2017. Metal roof installed 2010. 40 years remaining. Two gas furnaces installed 2003.	Forced air: parts only required Roof of Church 2015, Roof of Parish Hall 2017 Condition - good	In the event all priests decide to live in Clyde, the rectory could be sold, and this would require an annex space to also include office space.
Challenges	Small, with limited capacity, no rectory	Limited parking. Parish Hall is school building across the street. Cosmetically outdated in many office areas. Needs interior painting and carpeting	
	St Jude, Mission church- Fairhaven	**St Patrick Church, Savannah**	
Seating/ Occupancy Condition	Outdated, mismatch of pews which are in poor shape. Is handicap accessible. Shingled roof 1996. 15 years left	Condition, good to fair. Small, is handicap accessible. Basement (Parish hall) fair but outdated and musty.	
Challenges	No furnace, no parking lot, no heating/cooling, and there are concerns with water infiltration in basement	Boiler: approx 2006, good Roof: needed in 2-5 years	
Other			St Michael's School Property is currently closed. Boiler is in need of major repair. Currently awaiting a private offer which, if it doesn't transpire, property will be listed with broker in early 2019. If no sale, PC/FC has discussed demolition.
Current Buildings for sale or currently under consideration for sale	None at moment, potential to sell rectory	St Michael's Rectory , Lyons	St Michael's school