

Fairport, New York

# **Long Range Planning Report**

August 2005

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CHURCH OF THE ASSUMPTION

Fairport, New York

## **LONG RANGE PLANNING REPORT**

August 2005

### INTRODUCTION

In the spring of 2004, under the auspices of Fr. Edward Palumbos, Pastor, a Long Range Planning Committee (LRPC) was formed to undertake the study of various issues of importance to the Church of the Assumption in Fairport, New York.

The members of the LRPC were recruited from various committees and groups in the parish and consist of the following dedicated parishioners: Nancy Hessler (Chairperson), Rich Gianforte, Jerry Korn, Roger Matyjakowski, Dan Overbeck, Dwight Paul, Sam Samick, Steve Smith, Donna Yawman, and Fr. Ed Palumbos.

Early on, the Committee determined that it should be considered an ad hoc committee reportable to the Parish Pastoral Council. The Committee believes that implementation of any of the actions recommended in this report should be undertaken only with the advice and consent of that body and the Pastor.

As a first order of business the Committee developed a questionnaire which was distributed to all of the other standing committees of the parish as well as the parish staff and other ministry groups to seek their input on what they perceived to be the long range (5-10 years) needs of the parish. The LRPC recognizes that considerable effort was made by all those who were consulted and is truly grateful for all of their thoughtful responses. While some of the concerns that were raised were judged subsequently by the LRPC not to be truly “long-range” in character, nevertheless they were legitimate concerns and have been referred back to the appropriate parish committee or group for action.

A voluminous amount of information was collected from those questionnaires. After considerable review and discussion, the LRPC came to the conclusion that it might also be beneficial to seek input from the parish at large as well. Indeed, it is aware of at least one other parish in the diocese that conducted such a survey of its members, a so-called “dream sheet”. The result led to programs being adopted that more readily addressed the needs of that parish community. The LRPC believes such an endeavor would be valuable to Church of the Assumption as well.

A second action taken by the Committee was a review of the “Assumption of Our Lady Vision Project Report” produced in May 1998. That report underscored the desirability (indeed, necessity) of long range “planning” as a constant activity to ensure

the continued health of the parish community. Significantly, on page 1 of that report, it states:

“The most important thing ... is that we need a long range, 5-year plan for Assumption Parish. We know what the future has in store for us. More people, fewer priests and fewer masses. We cannot let our most recent situation of two and three available priests lull us into complacency. We should be planning now when time is on our side then [sic] later when we will be forced to act and be unprepared.”

We take up where that report left off. The LRPC has met monthly since September 2004 to discuss the feedback received from the questionnaires. Generally, the particular areas of concern can be broken down into five major categories: Pastoral Care, Staffing, Facilities, Technology and Finances. After much reflection and debate, the Committee has defined several specific issues and offers recommendations regarding them. One concept that cuts across all of these areas, however, is Stewardship – the sharing of time, talent and treasure. An increased emphasis on Stewardship forms the basis for many of the recommendations that follow.

Lastly, it should be emphasized that the LRPC noted no glaring weaknesses in the operation of the Church of the Assumption in the course of its review. Rather, it is happy to report that the parish, as a whole, is relevant and vibrant – a tribute to both the pastoral staff and the parishioners themselves.

## SECTION I. PASTORAL CARE

Church of the Assumption is a large and growing parish community of the Diocese of Rochester and the Roman Catholic Church. We are chartered within the state of New York as a religious not-for-profit corporation. The officers of the corporation are:

President – Bishop Matthew H. Clark+  
Vice-President – Vicar General Rev. Joseph A. Hart  
Treasurer – Pastor Rev. Edward L. Palumbos  
Trustee (2 year term) – Chair of Finance Council [Currently, Andy Allen]  
Trustee (2 year term) – Chair of Parish Pastoral Council [Currently, Jane Gorski].

We have been blessed to have Fr. Edward L. Palumbos as our Pastor since July of 2001. The Pastor serves as the pastoral and administrative head of the Parish. In the words of Fr. Ed:

“My role as pastor of the Church of the Assumption is to preside over this community of faith. I do this in several ways: I am to call forth the many gifts of our community; to build up that community through the celebration of sacramental moments in our life; to illuminate the role of Scripture in the life of our community by sharing God’s work in my life; and, to serve as a teacher of the church’s rich history and tradition. I see myself as the conductor of the magnificent symphony that is the Church of the Assumption. I am called by the Lord through the appointment by our bishop to preside over this community in love, to coordinate its many gifts and to offer these gifts and a song of praise and thanks to God for all the ways in which we have been blessed.”

Fr. Ed is our only resident priest. He is assisted by one retired priest (Fr. William Gordinier) and one graduate student priest (Fr. William Kamau from the diocese of Muranga in Kenya, Africa). We have an exceptional staff and active, progressive Parish Pastoral and Finance Councils. In addition, we have many hard working committees and individuals serving our parish community, which consists of 2,733 family units. Our management style is participative, as witnessed by the several hundred volunteers working for the betterment of our parish and the Fairport/Perinton area. Those volunteers contribute significantly to the cultural and economic well-being of our parish. Our recently updated facilities are excellent and extremely busy with activities of a business, ministerial and social nature.

The Sunday Eucharist is celebrated five times each weekend and two masses are offered on most days during the week. These weekday masses are supplemented by celebrations of The Liturgy of the Word with Holy Communion when necessary. Total attendance at our weekend masses has averaged 2,033 people for the past year for a yearly total of 105,725. Adding attendees at Christmas, other holy days and weekday

liturgies, annual Mass attendance at Church of the Assumption approximates 125,000. Including ministry at the Fairport Baptist and Aaron Manor homes, as well as shut-ins and hospital visitations, we distribute the Eucharist to more than 120,000 individuals yearly.

We are not an old parish as some might believe. Our age demographics show a wide distribution. The statistical analysis at Exhibit A to this report shows that we have 8,207 parish members as of July 1, 2005. Of that total, 4,179 are between the ages of 24 and 60.

Given the broad age distribution of our members and Fr. Ed's participative style of management, it is not surprising that we are a very active parish. Our School of Religion has 830 students. We are proud of our adult education programs, outreach ministries, Youth Ministry, prayer groups, diversified music programs, home and institutional visitations, strong family-centered Sacramental preparation programs, community and ecumenical services. In addition, we have a wonderful Mercy fund program to help the needy and we tithe six percent (6%) of our offertory collections (over \$47,000 per year) to help the poor and less fortunate. We reach out to those grieving or sick via specialized ministries. We use baptism, wedding and funeral preparation times to be a compassionate, evangelizing presence to those who come to us in need. Church of the Assumption is truly not a place to visit one hour per week – our ministry efforts are carried on virtually 24 hours a day, 7 days a week. Our facilities are in use from 6:30 a.m. to 9:30 p.m. nearly every day. We also rent the use of our facilities to outside organizations that fall within the parameters of our Parish Mission Statement, such as Boy and Girl Scout troops and the Women, Infants and Children (WIC) program.

**Long term issue:** Exhibit A raises some pertinent questions as to the future size and makeup of our community. How will the Church of the Assumption be able to continue all of its valuable programs and ministries in light of an expected reduced number of available priests? How will we adapt to changing demographics of our parishioners ?

## SECTION II. STAFFING

The Second Vatican Council reminds us of the basic biblical reality that people are created in God's image and share in Jesus' priestly, prophetic and ruling ministry (1 Peter 2:5&9). The church prays that commission over each person in baptism. The Pastoral Team, as servant leadership, empowers people to live in relationship with Jesus, the Christ. The Pastoral Team's mission is the mission of our parish:

*"We are an inclusive, welcoming, compassionate community united by a faith that is alive and growing. As sisters and brothers baptized in Christ, our mission is to be Christ for one another, our community, and the world by teaching as Jesus did, loving as Jesus loved, serving as Jesus served, and by seeing in every face the face of our Lord Jesus Christ."*

The Pastoral Team meets weekly to pray together, share faith and address the needs and issues that affect parish life. Time permitting, each member gives pastoral care reports on how they are calling forth and helping to organize and nurture the special gifts God has given to the each of the baptized. Once a month they meet with all support staff to pray together, listen to and address the concerns of the administrative, secretarial, maintenance, and musical staff.

At Church of the Assumption we recognize that each parishioner is a pastoral minister awakening one another to God's presence in all life in praise, worship, gratitude, witness and service. Our Pastoral Team consists of the Pastor, Pastoral Associates, Deacons, Faith Formation Leaders, Youth Minister, Parish Minister, and the Business Managers. These individuals and others who assist them comprise our Parish Staff. They are identified, along with their current job descriptions, in Exhibit B of this report. [Appropriate staff members are also preparing written job descriptions for those positions where one is lacking or in need of enhancement.] Exhibit C contains an organization chart depicting the interrelationships between the parish staff and the ministry activities carried on by Church of the Assumption.

### *SUCCESSION PLANNING*

Succession planning ensures that there are qualified and motivated people in all positions, not just today, but tomorrow, next year, and five years from now. Succession planning establishes a process that recruits staff, develops their skills and abilities, and prepares them for advancement, all while retaining them to ensure an effective and capable staff. It involves: (a) understanding the parish's long-term goals and objectives; (b) identifying individual developmental needs; and (c) determining workforce trends and predictions.

In the past, succession planning typically targeted only key leadership positions and these were dictated at diocesan levels. In today's changing parish environment, it is important to include key positions in a variety of job categories. With good succession

planning, parish staff and committees are ready for new leadership roles as the need may arise. Further, someone leaves, a current employee is ready to step up to the plate. Succession planning can help develop a diverse workforce, by enabling decision makers to look at the future make-up of the parish as a whole.

The parish staff has recognized the need for succession planning and is currently formulating strategies for implementation of an effective succession planning program. This includes review and enhancement, where necessary, of all job descriptions. The LRPC acknowledges this effort and recommends a continued strong focus on this process until an effective program is developed and implemented.

**Long term issue:** Again, in light of an expected reduction in the number of priests, more and more of the administration of Church of the Assumption will fall to the hands of the lay staff. The current staff members will not be here forever. What steps should be taken to ensure our ability to continue (or even expand) our service to the parish community?

### SECTION III. FACILITIES

The campus of the Church of the Assumption consists of five main parts: The Church Building, the School of Religion, the Priest's Residence, the Parish Ministry Center, and St. Mary's Cemetery. The Building and Grounds (B&G) Committee acts as a consultant and resource to the Pastor, the Business Manager, and the Maintenance Supervisor in matters pertaining to the maintenance, improvement, renovation and safety of all of these properties.

The B&G Committee is currently made up of ten parishioners and two staff members: the Business Manager and the Maintenance Supervisor. The B&G Committee monitors the condition and performance of every aspect of the entire physical plant. Through this ongoing monitoring, the B&G Committee identifies items requiring attention, assigns priorities and makes recommendations for the expenditure of regular operating funds.

The B&G Committee is continually focused on activities which will further improve the efficiency and flexibility of various utility systems. The goal is to reduce operating costs and increase the safety and comfort of parish members and staff. These activities include: the formalization of standard operating practices and procedures; the implementation of a Preventative Maintenance Program; and identification of specific capital expenditures needed to upgrade various systems (heating, cooling, lighting, etc.) as needed.

#### *PARISH GROWTH VS COMMUNITY GROWTH*

Parish membership, as of this writing, consists of 8,207 individuals from 2,733 family units. We have shown slow but steady growth through the last 7 years. According to the 1998 census, there were 2,270 family units on our census. Meanwhile, the town of Perinton (15,000 family units – 46,000 individuals) saw more rapid growth through the early years of this 7-year period, but this growth has become modest during the last several years. It is expected that population growth in Perinton will continue at a modest pace as available space is now limited.

If we assume that 62 dwelling units are approved per year, (the most recent yearly pace) an average family of 3 persons would equal 186 new residents for Perinton each year. Recent history also suggests that 40% of those new residents are Roman Catholic and Church of the Assumption might realize 60% of those Catholics as new parishioners, increasing membership by 44 new parishioners per year. (This analysis assumes that deaths of existing parishioners are balanced out by births of new parishioners.)

With 44 new parishioners per year, Church of the Assumption facilities should be adequate for the next 5 or more years. We have 781 seats in the church, plus 75 in the living room and over 400 in the Great Hall for a total capacity of 1,256. The living room and the Great Hall are served by closed circuit television. Our average weekend

attendance is 399 per mass (ranging from 225 to 700). On Christmas and Easter, however, we do sometimes get over 1400 attendees at a single Mass.

**Long term issues:**

A permanent reduction in the number of priests would necessarily lead to fewer masses. In turn, our average mass attendance would increase. However, at this time, our capacity appears adequate to support this rise. We should continue planning for the possibility that holyday attendance will increase.

The B&G Committee has identified certain major facility maintenance items which could require attention in the next 3 to 5 years (see Exhibit D of this report). These items could require capital expenditures far greater than our typical budget would allow.

Over the past few years, we have completed several maintenance projects utilizing parish volunteers, proving the feasibility and benefit of the self-help approach. These projects were accomplished, however, by a relatively small group of dedicated people. A parish of our size should be able to provide a greater number of volunteers to support such time and money-saving “handyman” projects. We need an effective method for recruiting new volunteers to enhance the effectiveness and the efficiency of not only B&G efforts, but all ministries throughout our parish.

## SECTION IV. TECHNOLOGY

Pope John Paul I, in the short days of his leadership in 1978, said “If St. Paul were alive today, he would buy a little television time.” Pope John Paul II used the media to proclaim the Gospel to full advantage. Under his leadership the highly acclaimed Vatican Web site was developed and TV cameras followed him everywhere around the world. It is in the spirit of these two great leaders that the Parish Telecommunication Committee (PTC) helps the parish put the technological advances that we are experiencing today at the service of the Gospel.

The PTC maintains the parish website ([www.AssumptionFairport.org](http://www.AssumptionFairport.org)), which provides an overview of our parish life as well as posting schedules of our Mass times and School of Religion activities. It has nearly developed a streaming video service which will allow people to attend live church services and programs via the Internet. It is also a resource for improving the use of ongoing technologies to carry out the mission of the parish and the larger church.

It is the PTC’s conviction that more and more people will rely upon the Internet and computer technology in the future and it wants to maximize these opportunities to spread the Gospel Message as it is expressed in our Parish Mission Statement.

**Long Term Issues:** Listed in Exhibit E of this report are topics for review by the Parish Pastoral Council (PPC). It is not expected that the PPC would undertake an active role in addressing these topics. Rather, it is hoped that the PPC would engage in a vetting process to decide which of these issues, if any, should be addressed and which parish committee(s) should address them.

## SECTION V. FINANCES

The financial position of Church of the Assumption is balanced at present, but in order for this situation to continue it is critical that we develop a greater sense of stewardship among our parishioners. Although our facilities are outstanding, we live on tight budgets and have \$676,000 of debt with virtually no reserves. The Finance Council's six-year financial plan for the period from July 1, 2005 through June 30, 2011 is shown in Exhibit F of this report. It is built upon the assumption that parishioners will increase their contributions by an average of five percent (5%) each year and that they will also continue to support capital improvements through weekly giving. The plan does not provide for funding to increase our facilities or to enlarge our insufficient parking should an opportunity to do so arise. The plan allows the parish to cover its expected costs, reduce its debt, and build a reasonable reserve, absent an emergency or substantial change in circumstances. Major assumptions of the plan include:

### Income:

*Collections (75% of total income)* – Collections are the lifeblood of our community and the primary means of funding the many ministries within Church of the Assumption. Parishioners who use the envelope system or electronic funds transfer contribute an average of \$21 per week. Those who simply donate cash or checks average a lesser weekly amount. Collections are projected to be \$807,000 during the fiscal year beginning July 1, 2005. This amount is 5% higher than expected for the prior fiscal year and it is hoped that revenues will continue to increase by 5% each year through the six-year plan period. By way of comparison, in aggregate over the past three years, our weekly average contributions have met this projection.

*Other Income (16% of total income)* – This category is derived from a number of sources such as school registration fees, mercy fund, funerals, youth programs and other miscellaneous donations. Based on past experience, it is estimated that those areas will total \$169,000 next year and will also increase at a rate of 5% per year.

*Capital Improvements donations (3% of total income)* – This category is composed of the balance of payments due on PREP21 pledges and from contributions specifically made towards capital improvements or for debt reduction. The monies due from PREP21 pledges are forecasted to be only \$15,000 for fiscal year 2006. The balance of the \$36,000 budgeted must come from parishioners who are willing to help cover our needs for ongoing capital improvements and for debt service. The plan projects \$21,000 for capital improvements during the first year and continued significant growth each year. We must generate a sense of stewardship in this area from a broader segment of our parishioners

*Partners in Faith (6% of total income)* – Pledges were committed in 2003 towards this diocesan program with 50% of the proceeds coming back to our parish. We have included the expected proceeds from this sharing as per the pledges. Usage of these funds is restricted to specified areas as outlined in the program.

Expenses:

*Wages and Benefits (44% of total expense)* – We have a Pastor (aided by retired and student priests) assisted by a staff of seven (7) full-time and eight (8) part-time personnel to satisfy our ministries of caring and outreach, as well as managing our school of religion, maintaining our facilities and handling the business affairs of the parish. For the time being, we also have the services of a deacon at no cost to the parish. Salaries, which are significantly less than market level, are projected to continue to increase at 3% per year. Employee benefits, including social security taxes, medical insurance, and pensions, are expected to increase 9% each year through the plan.

*Other costs (43% of total expense)* – This area includes such expenses as the Diocesan Catholic Schools assessment, property insurance, maintenance, utilities, diocesan newspaper, mailings and tithing to needy causes. We expect these costs to increase by 3% per year.

*Capital Expenditures (4% of total expense)* – Our facilities (Church, School of Religion, Great Hall, Living Room, meeting rooms, Ministry Center and Priest's Residence) are valued at nearly \$5,000,000. They are excellent facilities, but we need to maintain them and improve as necessary. The plan includes capital costs of \$42,000 in the first year, \$53,000 during the second year, and then increases by a nominal 3% per year. We have not included any expansions or substantial improvements to these facilities. If a reduction in the number of masses occurs due to a reduction in the number of priests or faster than expected population growth, a capital funding drive may be necessary although such a possibility is not included in the plan.

*Debt Service (9% of total expense)* – We have recently secured a long term mortgage loan of \$500,000 from Fairport Savings Bank to satisfy the unpaid balance of the original loan from Holy Sepulchre Cemetery which was scheduled to mature in 2007. The new loan is repayable over a 15 year period. We remain obligated for \$194,000 in two long term debts originating from the purchase of our Priest's Residence on High Street. Over the time period of this plan (6 years), we are committed to repay \$250,000 towards these loans.

**Long term issues:** (a) Insufficient parking; (b) Faster than expected population growth; (c) Lower than anticipated collections. What actions can or should be taken from a financial viewpoint to deal with these possibilities?

## RECOMMENDATIONS

After deliberation and discussion of all of this information and the long term issues it raises, the LRPC submits the following recommendations for consideration by the Parish Pastoral Council.

1. Determine whether and how to publish this report to the parish at large (printed copies and/or parish website).

2. Hold an Annual Parish Meeting, enlisting the participation of parishioners at large as well as parish staff and committee members, at which significant issues affecting the parish community can be addressed.

3. Periodically utilize a “dream sheet” survey for all parishioners as the next phase of long range planning for the parish. This could identify new needs for programs or facilities as well as planning a response to changing demographics. See Exhibit G for an example.

4. Affirm and adopt the empowering leadership style of our Pastor, Fr. Edward Palumbos, particularly in view of the eventual need for appointment of his successor. The empowerment of the Parish Council and all members of the parish must robustly continue in light of fewer priests and greater parish demands.

5. Conduct a “talent” survey of our current parish members, possibly by the Stewardship committee. The results should be entered into a database to be used to identify the available skills and talents of our parishioners. This will enhance our ability to recruit volunteers. Add appropriate “talent” questions to the registration process for new parishioners.

6. Support continued education and training of parish staff so that they may always be exposed to new ideas for carrying out their respective roles. Implement a plan for (a) filling staff vacancies as they might arise and (b) continuing service to the parish by other staff members during a vacancy. Encourage better utilization of the talents of our parishioners to support the staff.

7. Develop a method for Parish Pastoral Council members to obtain information from other parishes as to “best practices” / activities that may be appropriate to utilize at Church of the Assumption. Encourage dialogue and the sharing of ministries with other parishes, e.g. Stephen ministry / RCIA.

8. Affirm and support the plans of the Buildings & Grounds Committee as set forth in Exhibit D.

9. Focus on the Technology issues raised in Exhibit E.

10. Renew efforts to emphasize the concept of Stewardship (Time, Talent, Treasure) to the parish community as it relates to all parish ministries and activities.

11. Review regularly the long range plans for the parish and the status of recommendations that have been adopted.

## CONCLUSION

We leave the prioritization and implementation of these matters to the good judgment of the Parish Pastoral Council, but please know that we remain ready to assist. It is well-known that “the Lord helps those that help themselves”. We can help ourselves as a parish by addressing these needs now, while there is no pending crisis. We urge the Parish Pastoral Council to do so and we are confident that the Lord will bless its efforts.

Respectfully submitted,

Long Range Planning Committee

Exhibit A

# Church of the Assumption

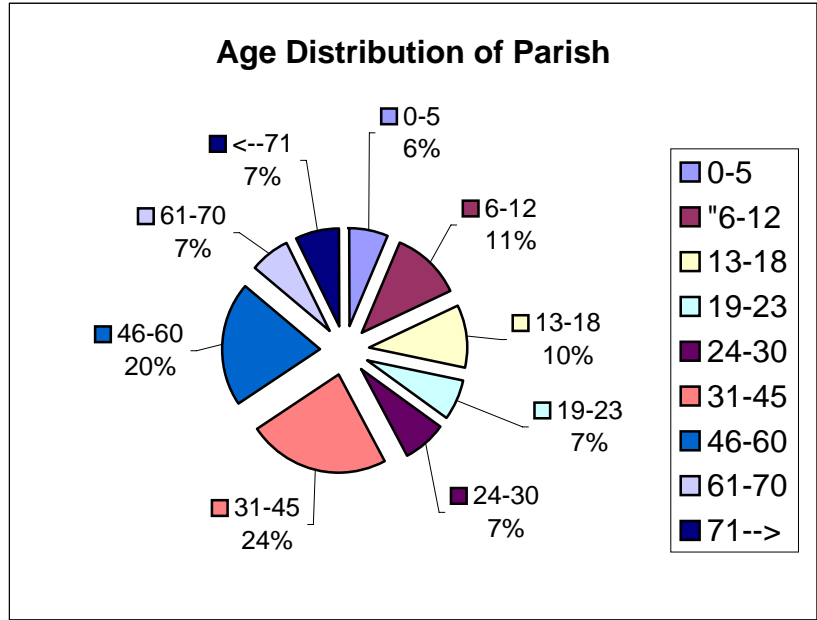
2005 Vital Statistics

as of 7/1/2005

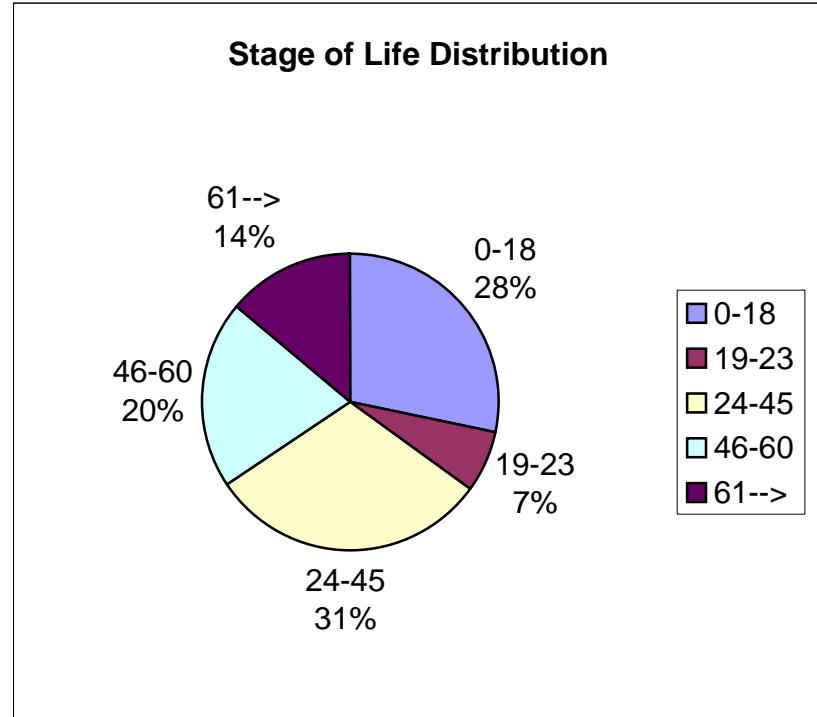
Total households	2733	vs.	2563	on 2/1/04
Total individuals	8207	vs.	8268	on 2/1/04

**Age distribution:**

0-5	521
"6-12	966
13-18	830
19-23	562
24-30	577
31-45	1931
46-60	1671
61-70	560
71-->	589
total	8207



0-18	2317
19-23	562
24-45	2508
46-60	1671
61-->	1149
total	8207



## Exhibit A

# Questions & Observations

28% of our parish is under 18 years of age

7% of our parish is of college age (19-23)

51% of our parish is between 24 and 60

14% of our parish is over 60

31% of our parish is between 24 and 45

58% of our parish is between 19 and 60 years of age

Does our Sunday Attendance reflect these figures?

How does our SoR enrollment square up with these figures?

We are **NOT** an older parish!

Where does the majority of our support come from?

**4179** people are between the ages of 24 and 60,  
that's 51% of the parish

What are we doing for the young married?

(we have 2508 people between 24 & 45 -  
most of whom are married)

**CHURCH OF THE ASSUMPTION  
PARISH STAFF**

**PASTOR**

Full Time Position

Incumbent: Reverend Edward Palumbos

**ASSISTING PRIEST**

Part Time Position

Incumbent: Reverend William Kamau

**SENIOR ASSISTING PRIEST**

Part Time Position

Incumbent: Reverend William J. Gordinier

**DEACON**

Full/Part Time Position

Incumbent: Reverend Mr. Ronald Tocci and Reverend Mr. Stephen Carroll

Serves the parishioners of Assumption by active involvement in the major components of the Diaconate, which include ministry of the word, ministry of sacrament/liturgy and ministry of service. Ministry of the word includes proclaiming the gospel, preaching and teaching. As a sacramental and liturgical minister baptizes new Christians, assists priests at Mass, officiates at weddings, presides at funerals and graveside services and performs various RCIA rites and other liturgical roles. Called to be attuned to the needs of the poor, the marginalized, the powerless, and all who seek help. Responsible to bring these needs before the parish and to encourage, enable and empower them to reach out and help meet these needs.

### **PASTORAL ASSOCIATE**

Full Time Position

Incumbent: Dr. Denise Mack

Under the direction and guidance of the Pastor implements parish mission and has a major leadership role the collaborative effort of building Christian Community that includes a variety of aspects of parish life, such as: liturgy; pastoral care; social ministry; adult faith formation; preaching; and evangelization. Serves as coordinator for growth and advancement of life long- faith formation. In conjunction with Deacon, serves as staff liaison for parish social ministry effort. Assists couples with marriage preparation and, when necessary, annulment process. Determines parishioner's needs and then develops and coordinates groups that will support these needs and foster parish community. Provides parish presence to senior citizens. Works closely with staff in the design of processes to welcome new parishioners and integrate them into the parish community. Provides pastoral care and ministers to persons in crisis. Position requires on-going personal attendance at parish events.

### **PASTORAL ASSOCIATE**

Full Time Position

Incumbent: Sheryl Zabel

Under the direction and guidance of the Pastor, implements parish mission and has a major leadership role in the collaborative effort of building Christian Community that includes a variety of aspects of parish life, such as: liturgical coordination and oversight; pastoral care; RCIA and sacramental preparation; adult faith formation; preaching; and evangelization. Oversees the training of Eucharistic ministers Assists couples with marriage preparation and, when necessary, annulment process. Shares in providing parish liturgical leadership and plans and coordinates liturgical celebrations .Serves as the staff liaison to the Parish Liturgical Committee. Responsible for the development and implementation of the Sacramental Preparation Program for Baptism and the RCIA program. Position requires on-going personal attendance at parish events.

### **PASTORAL MINISTER**

Part Time Position

Incumbent: Amy Fernaays

Works with families suffering the death of a loved one. Conducts Communion services on a regular basis. Collaborates in the building of the Christian Community in the parish through involvement in a variety of parish activities which may include: liturgy, visitation in homes, hospitals and/or nursing homes, social ministry and advocacy, evangelization, adult education and training parish volunteers for ministry through various parish committees.

## **DIRECTOR OF RELIGIOUS EDUCATION**

Full Time Position

Incumbent: Cathy Tocci

Responsible for the planning, overseeing and administering the religious education program for the children and young adults of the parish. Reports directly to the Pastor and is accountable to the Diocese for implementation of Christian formation policies. Duties include but are not limited to supervising support staff personnel; recruiting, training and personal growth encouragement of volunteers, planning and directing educational programs for children and teens, and evaluating program curricula. Prepares annual School of Religion budget. Works closely with the pastoral team to initiate new areas of focus and formulate programs to meet these needs. Develops alternative educational options for families unable to participate in traditional classes. Under the direction of the Pastor, is responsible for Sacramental Preparation Programs for Penance and Confirmation and assists with the First Communion Program. Requires close coordination with the Youth Minister.

## **COORDINATOR OF RELIGIOUS EDUCATION**

Three Quarter Time Position -

Incumbent: Chris Heisman

Under the supervision of the Director of Religious Education and working closely with that person, performs duties similar to those of Director for grades 1 through 6. Assists in Sacramental Preparation programs for First Penance and First Eucharist. Reports directly to the Director of Religious Education

## **DIRECTOR OF YOUTH MINISTRY**

Full Time Position

Incumbent: Marie Claus

Youth ministry provides educational, spiritual, social, and service opportunities for young people in grades 7 – 12. The Director provides an environment where youth are encouraged and supported as they grow in their personal relationships with the Lord and one another. Develop, implement and lead programs which consist of catechesis, evangelization, social action, community building, spirituality, liturgy, guidance, enablement, and advocacy. Oversees and coordinates the Life Teen program, Emphasis upon building up and challenging young people relationally, emotionally, spiritually and physically.

## **RELIGIOUS EDUCATION SECRETARY**

Full Time Position

Incumbent: Nora Root

Provides administrative and secretarial support for the Parish Religious Education program. Coordinates volunteer and substitute help. Reports to the Director of Religious Education. Incumbent currently serves as Bulletin Editor responsible for the weekly preparation and layout of the parish bulletin.

## **PARISH SECRETARY**

Full Time Position

Incumbent: Shirley Stickles

Provides clerical and bookkeeping support to the pastor and staff. Answers telephone, handles mail, directs the preparation of mailings and schedules rooms and facilities. Provides assistance to all callers to the parish and directs them to the appropriate staff member for appropriate action. Ensures that all contributions to the parish are accounted for in an accurate and timely manner. Handles parishioner's Mass requests and information about stipends. Coordinates scheduling of weddings and funerals. Responsible for office records and filing systems. Serves as parish bookkeeper and assists the Business Manager and Pastor on administrative and financial matters.

## **ASSISTANT PARISH SECRETARY**

Part Time Position

Incumbent: To be determined

In collaboration with the Parish Secretary and the rest of the pastoral staff will provide assistance in for a full range of parish functions including administrative and secretarial assistance, communications, and office services..

## **BUSINESS MANAGER**

Full Time Position

Incumbent: Sam Samick and Bob Warth

Under the direction of the Pastor, provides accounting, finance, and facility management, financial reporting, purchasing, and operational direction for the parish. Reports directly to the Pastor. Works closely with legal and financial professionals when dealing with affairs of the parish and assures that Parish is in compliance with Diocesan and governmental regulations. Supervises secretarial, clerical, and maintenance staff members. Manages the affairs of all parish facilities and grounds and serves as staff to the Building and Grounds Committee. Ensures the maintenance of an appropriate system for recording offerings. Manages the financial resource systems of the Parish, Directs the preparation of the annual budget and serves as staff to the Finance Council. Collaborates in the development of personnel policies. Attendance at meetings held by Parish Council, Stewardship, and Long Range Planning as well as relevant Diocesan meetings also required.

## **ORGANIST AND MUSIC DIRECTOR**

Part Time Position

Incumbent: Dr. Thomas McGary

Responsible for planning and coordinating the development of a music program. This program may typically include several choirs/musician groups, supervision and training of a number of musicians and cantors performing at various liturgies. Directs the choir and recruits, trains and supports these ministers of the parish. Involved in musical performance at liturgies, facilitates the participation of the parish community in singing and provides assistance for parishioners needing music for weddings and funerals. Collaborates with staff members to ensure appropriate music for all sacramental celebrations and assures that a music budget is prepared and submitted in a timely manner.

## **MAINTENANCE DIRECTOR**

Full Time Position

Incumbent: James Robinson

Supervises the maintenance, renovation, restoration, and upkeep of the buildings, mechanical and electrical systems, and grounds. Conducts preventative maintenance and may personally perform or direct higher-level maintenance functions. Supervises one or more maintenance employees.

**CUSTODIAN**

Full Time Position

Incumbent: Don Schwingel

Provide cleaning and light maintenance for all areas of the parish campus.

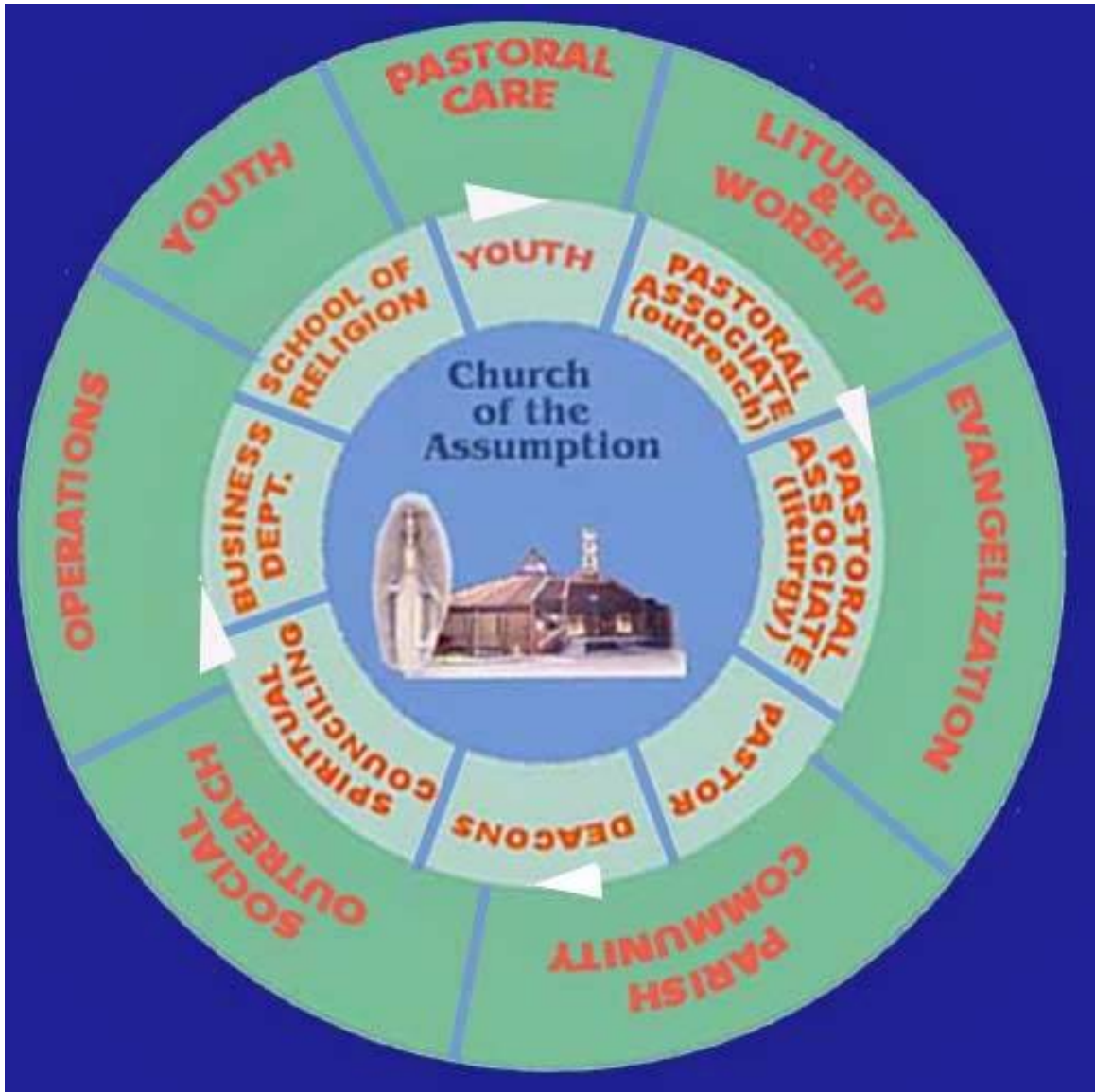
**ASSISTANT CUSTODIAN**

Part Time Position

Incumbent: None

Provide cleaning services for all areas of the parish campus.

Exhibit C  
Organization Chart



## **Buildings & Grounds Committee / Five Year Action Plan – March 2005**

At the request of the Long-Range Planning Committee, the Buildings & Grounds Committee (B&GC) researched the physical needs of our parish facilities and determined the following:

- 1) The staff needs to document a preventative maintenance program that will enhance and protect our existing facilities. This document will also assist lay people and newly hired maintenance staff in their training and knowledge of facilities management. The B&GC is developing this document which will be available this year. It will also contain all warranty and/or maintenance manuals obtained from the improvements made in 2001/2002.
- 2) All outstanding facilities improvements need to be prioritized for completion over the next five (5) years. These improvements will be reviewed on a regular basis by B&GC and updated.
- 3) The B&GC needs to walk the facilities as a group annually and document any issues. This will again assist the staff and provide a fresh review of our campus facilities. As our parish population changes, our facilities need to be adjusted.
- 4) The B&GC toured our facilities in March of 2005 and formulated the attached list of action items. These items are broken down by physical area, prioritized using a listing of 1 meaning to be completed the first year; 3 meaning to be completed within 1-3 years, and 5 meaning to be completed from 3-5 years. Also listed is the cost each items. The B&GC will annually update this listing.

The most critical item is the ongoing search for and awareness of added parking space for more parishioners. Seating capacity is also important; this needs to be monitored closely as we plan for additional parishioners with fewer masses.

**Exhibit D**

BUILDINGS & GROUNDS COMMITTEE									
FIVE YEAR PLAN - CAPITAL AND MAINTENANCE									
MAY, 2005									
			TOTAL	CAPITAL	MAINT.	WORK	PRIORITY	STATUS	LRPC
	ITEM		COST			DAY			TIMING
General	HVAC ventilation/upgrades		4,000	***			no. 1		5 years
	Light dimmer system		25,000	***					5 years
	Computer replacement		12,500	***			no. 4	5 year rotation	all years
	Replace piano		15,000						3 years
	Audio/visual equipment		5,000	***			no. 3	A V team	1 year
	Electric heat tape on roofs		2,500		***				1 year
	Roof over HVAC-back of church		250		***		no. 2		1 year
	Columbarium plates		2,000	***			no. 5		1 year
	Exit / emergency lights on schedule				***				1 year
	Maintenance on central printed schedule				***			partial	1 year
	All thermostats on remote control		1,000		***				3 years
	Digital camera		450	***			no. 8		3 years
	Aerial view of property		50		***				1 year
	Security inspection schedule				***			done	1 year
Basement	Added storage racks		500		***				1 year
	Improve space utilization				***				3 years
	repair/paint drywall		450		***				1 year
	HVAC inspection on regular schedule				***			done	1 year
	Fire extinguishers-inspect on regular schedule				***			done	1 year
	Backflow testing schedule				***			done	1 year
	Recaulk dissimilar materials		300		***				1 year
	Clean out storage area				***				1 year
Stairway	Repair/paint walls/ceiling		1,250		***				1 year
Lofts	Added storage racks		150		***				1 year
Sanctuary	Remove efflorescense		450		***				1 year
	Light bulb replacement schedule				***				1 year
	Schedule caulking/weatherstripping review				***				1 year

**Exhibit D**

	Add striping to new windows	50	***				1 year
	Paint rear walls	50	***			ongoing	1 year
#44 High St	Replace siding	12,000	***				3 years
	Add insulation	1,000	***				3 years
	Interior paint-lobby, stairs	150	***				1 year
	Electric heat tape on roofs	200	***				1 year
	Repair/re replace parking lot	20,000	***			done	3 years
Great hall	Sound system in great hall	500	***		no. 6	J Barnes	1 year
General	Lettering on High St sign	800	***				3 years
Ministry cen	Switch from electric to gas	15,000	***			justify	5 years
School	Expansion/control joints	1,500	***				1 year
	Holes in hallway & living room		***			Ken Vasile	1 year
	Corner guards/wainscoting	1,250	***				3 years
	Replace furniture	3,000				6 year cycle	All years
General	Pamphlet rack in foyer	1,100					1 year
Parking lot	Replace fence-East side	2,750	***			Vinyl or trees	1, 3 years
	Fire lane striping	500	***				1 year
General	Donor recognition plaque	2,000					3 years
Stairway	Improve lighting	200	***				1 year
Great Hall	Banners/ sound mufflers	400	***				1 year
All	Repaint all walls	6,000	***				1. 3 years
	Roof leaks solution	4,000					1 year
	Remove efflorescense	250					
School	Adult coat racks in hall	150					
CYO	Basket ball storage	100					
Parking lot	Annual repairs	10,000	***		no. 6		All years
	Total	\$153,800					
Cemetary	Develop plan for improvement	5,000	***	***	Repair stones, lots	Separate corp.	1 year

## **Exhibit E**

### **Technology issues to be addressed:**

#### **1. Web site**

- A. Generate a 5 year plan.
  - Submit roadmap to PPC with annual(?) updates
- B. Obtain usage statistics regularly and use as a guide to updates.
  - Provide usage information to PPC periodically

#### **2. Streaming**

- A. Provide projection of capacity requirements (e.g., 10 users, 50 users, 100+ users, more) over time
- B. Provide projection of interactive capabilities and how best to utilize

#### **3. Technology Sharing**

- A. How can we share technologies with other parishes
  - a. web server
  - b. resources (volunteers, equipment, tools, etc.)
- B. Sharing opportunities with the diocese?
- C. Sharing opportunities outside of the diocese?
- D. Sharing opportunities with other denominations (e.g. shared cost of T1 line)?

#### **4. Staffing**

- A. Do we need an IT staff position?

#### **5. Load Sharing**

- A. Volunteers
- B. Training
  - a. staff
  - b. committees
  - c. parishioners (in order to become PTC members)
- C. Tools
  - Wiki (see <http://en.wikipedia.org/wiki/Wiki>)
  - PDF (see <http://www.adobe.com/>)

#### **6. Production Facilities**

- A. Production equipment (camera, director's board, etc)

**Exhibit F**

CHURCH OF THE ASSUMPTION  
SIX YEAR PROJECTIONS  
JULY 1, 2005 TO JUNE 30, 2011

(ooo) omitted

	Actual 7/1/04-6/30/05	Projected	-----					TOTAL	
		Fiscal 06	Fiscal-07	Fiscal-08	Fiscal-09	Fiscal 10	Fiscal 11		factor
<b>INCOME</b>									
Collections	\$782	\$807	\$847	\$890	\$934	\$981	\$1,030	\$6,271	plus 5 %
Other income	691	169	177	186	196	205	216	1,841	plus 5 %
Capital Improvements	98	36	40	44	48	53	59	378	
Partners in Faith	95	60	60	36	36			287	
<b>TOTAL</b>	<b>1,666</b>	<b>1,072</b>	<b>1,125</b>	<b>1,156</b>	<b>1,214</b>	<b>1,240</b>	<b>1,304</b>	<b>8,777</b>	
<b>EXPENSE</b>									
Wages	365	378	389	401	413	425	438	2,810	plus 3 %
Benefits	98	101	110	120	131	143	155	858	plus 9 %
Other	486	457	471	485	499	514	530	3,442	plus 3 %
Capital	65	42	53	55	57	58	60	390	plus 3 %
Debt-principal	559	36	37	38	40	42	44	796	20 East and
Debt-interest	32	46	46	45	43	41	39	292	44 Hi St
Reserve	6	12	12	12	12	12	12	78	
<b>Total</b>	<b>1,611</b>	<b>1,072</b>	<b>1,118</b>	<b>1,156</b>	<b>1,195</b>	<b>1,236</b>	<b>1,278</b>	<b>8,666</b>	
<b>Net</b>	<b>55</b>	<b>0</b>	<b>6</b>	<b>0</b>	<b>20</b>	<b>4</b>	<b>26</b>	<b>111</b>	
<b>Cumulative</b>	<b>55</b>	<b>55</b>	<b>61</b>	<b>62</b>	<b>81</b>	<b>85</b>	<b>111</b>		
<b>Debt Balance</b>	<b>676</b>	<b>640</b>	<b>603</b>	<b>565</b>	<b>525</b>	<b>483</b>	<b>439</b>		

# Long Range Planning Committee

**“My Dream for Assumption”**

To increase ownership in our parish and include the entire community in the long range planning process, I propose that we use the following question in our September report to the parish on the work of our Long Range Planning Committee Report.

***“Ten years from now, my greatest dream for the Church of the Assumption is...”***

This question is open ended and is intended to give people the maximum opportunity to express their minds and hearts about what we should be doing as a community of faith in the future.

It is intended to be anonymous to encourage people to speak their minds in a positive way so that it is not just an opportunity to complain (although it would be OK to offer a constructive critique).

- We could invite this in several ways:
- Part of the report to the parish
- Papers in the pews on several weekends
- Buy space in the local newspaper
- Use the website
- All the above