

# St. Leo the Great Long Range Plan 2021 – 2025

October 23, 2021



## Change Log

Version	Date	Changes
1.0	10/23/2021	Initial Release

## St. Leo the Great Mission Statement

Provide a warm and supportive community to aid in the salvation of souls, to promote evangelization, and to serve God, our congregation and our world.

### The History of St. Leo the Great

The first Roman Catholic service within the Village of Hilton was August 1881, in Tennison's Hall at the corner of South Avenue and Main Street. The Reverend James Hartley, under whose leadership St. Leo the Great Church came into being, conducted the service. The parish began as a mission of St. John's in Spencerport in honor of St. Leo the Great. Services were first held in the summer of 1884. The original membership of St. Leo's included families of northern Parma and parts of Hamlin & Greece.

The cornerstone for our original building (The current Old Church Hall) was laid on November 1, 1882 by Bishop Bernard J. McQuaid. For the next sixty-four years priests from St. John's, Capuchin priests and priests from St. Bernard's Seminary in Rochester served the parishioners. The Church of St. Leo the Great was designated a parish by Bishop James E. Kearny on June 1, 1946, at which time Father John L. Maxwell, a former Navy Chaplain, was assigned as our first full-time pastor.

The Reverend Jacob R. Rauber succeeded Father Maxwell on June 30, 1954. Large numbers of summer beach residents often swelled attendance to the point where some churchgoers were forced to stand on the front steps and sidewalk in order to attend Mass. Parish leaders wisely anticipated continued growth in and around the village and set about planning a major expansion project. In August 1964, 9 1/2 acres of land west of the church building were purchased and a fund drive to finance the new complex was launched.

On Sunday, August 8, 1965 ground was broken. The original plan in 1965 called for a new church and the establishment of St. Leo the Great Catholic school, however it was recommended the full-time school be omitted. Rather than re-do all the architectural plans, construction continued, and the Sanctuary was located in what was designed as the school building; and the first Mass celebrated in the new complex on July 3, 1966. The first religious education sessions were held in the new classrooms on October 10, 1966 and the formal dedication of the Parish Center took place on December 3 that same year with Bishop Kearney presiding. The Old Church Building on Lake Avenue has since served as a Community and Parish Meeting Center.

In 1968 the Reverend Chester M. Klocek was appointed to St. Leo the Great as Father Rauber's successor. Around that time, the Carmelite Fathers began their ministry support. They continue to help out as needed. St. Leo the Great is very grateful for their ministry here. Ten years after Fr. Klocek came to St. Leo the Great in 1978, a modern Rectory and office complex was completed at the south end of the Parish Center. The church slated for construction in 1965 has never been built. Father Klocek had a great devotion to the Virgin Mary and in 1986, had a grotto and garden constructed in Her honor. A crew of St. Leo the Great parishioners performed most of the labor on the project and on Sunday afternoon, September 28th, it was formally dedicated to Our Lady. This beautiful addition to the sprawling St. Leo the Great grounds provides a secluded place for quiet meditation and prayer just steps away from the bustling activity of the village. In 2004, Stations of the Cross and benches were added in memory of a parishioner.

Reverend John J. Glogowski succeeded Father Klocek in June 1993. Sadly, just three weeks after his retirement, Father Klocek died unexpectedly. In recent years St. Leo the Great has been in the forefront of ecumenical activities within the Hilton-Parma community. Fr. Glogowski retired in June 2005 and was succeeded by our current pastor, Fr. Joseph Catanise In July 2006.

Since 2006, there have been many changes at St. Leo the Great. Among them was the sale of three acres of land for a much need new Firehouse for the village of Hilton and town of Parma. As our parish attendance increased, the parishioners felt a need for more space that would include a functioning kitchen. A campaign was held and resulted in our very wonderful Parish Life Center. Included in that was a state of the art kitchen, updated bathrooms that are handicapped accessible, and a nursery. Unfortunately, soon after that campaign, our flat roof began to leak. Again our parishioners came through and we were able to replace the flat roof, the Church roof, the office roof, and the rectory roof. But alas, one thing really needed repair. For years the parishioners of St. Leo the Great suffered from the bumps of a disintegrating parking lot. Again the parishioners banded together and today we have a wonderful new parking lot and a new entrance and address.

But aside from the wonderful improvements made to our campus, our greatest growth has been in the ministries offered to the people. With a staff that consists of our pastor, two assisting deacons, two directors of Religious Education and Sacramental Preparation, a youth minister and a Director of Music and Liturgy, the parishioners have come forward to provide over 40 ministries. This is what makes a parish. We are proud to be a Stewardship parish, and we strive to have every parishioner share their time, talent and treasure.

We are proud that we are an alive welcoming parish. We strive to be the light of Christ and the Catholic presence in the Hilton – Parma area. We are introducing this five-year plan as a means to keep St. Leo the Great a vibrant and active part of our community, not for only five years, but for many years to come.

## Introduction

This purpose of this long-range plan is to create a set of goals that will keep St. Leo the Great an active and vibrant parish that will allow for the continuation of our mission. This plan will also include some of the planned steps designed to achieve those goals for the parish, i.e. the details behind the actions.

This plan was created by the 2019-2020 Parish Pastoral Council with significant contributions from many sources including the Stewardship Council, the Finance Council, the Buildings and Grounds Committee, Staff members and others. In the summer of 2019, a parish wide survey was taken to solicit information from the parish members concerning goals for the next five years. The survey focused on what people felt St. Leo the Great did well and what was important to them looking to the future. Priorities and information derived from this survey were integrated into the plan.

The plan is broken down into six areas of parish life. These areas are:

- Participation in the Sacraments
- Evangelization
- Ministries and Ministerial Responsibilities
- Financial Resources
- Infrastructure
- Shared Responsibility and Staffing

The plan will break down each area and provide specific goals as well as actions that should be taken to help us achieve those goals. You will also see that there is a great deal of interdependence in the goals of the six areas. Maintaining a high vitality parish requires the close and continual interaction of all the areas.

It is the intent of this plan to be continually reviewed by future members of the Parish Pastoral Council, the Stewardship Council, the Finance Council, the Buildings and Grounds Committee, Staff members and others to ensure that we are continually striving to achieve these goals. It is the responsibility of future Parish Pastoral Councils to maintain and update the plan as necessary. Updates will be required for a variety of reasons. Goals may be achieved or become outdated, steps needed to achieve specific goals may need to be modified or new goals may need to be added to the plan. New or modified goals need to have related text that provides sufficient detail to fully describe the goal as well as any related details and assumptions.

Unfortunately the COVID-19 pandemic of 2020 and 2021 has had a significant impact on many aspects of our lives including our faith. This caused us to take a some time to re-review all aspects of this plan. What we determined is that the

goals remained almost unchanged. What did change is how and when we will be achieving them. Reduced in-person Mass attendance, fewer face to face meetings and gatherings are a reality. We have to seek alternate paths to achieve our goals.

This five-year plan is a living document. As all living things do, it will grow and change over time. It also needs to be cared for and maintained. The Plan is meant to be a snapshot of those ideas that we are confronting right now and the ideals that we, as a parish, hold dear. It should be treated as both of those things by the Parish Pastoral Council and the members of this parish.

**Plan Goal 1:** Maintain and update the St Leo the Great Five-Year Plan as needed

- The Five-Year Plan will be reviewed in its entirety once per year
- Current Goals
  - Continue to monitor progress on goals and deadlines
  - Update goals and dates as needed.
  - Record progress and completion of goals
- New Goals
  - New Goals will be added as the council sees fit
  - This can include additions to existing goals or new goals as dictated by changes in our parish community

**Plan Goal 2:** Ensure the future of St Leo the Great parish

- Work will begin on the next Five-Year Plan no later than January 1, 2026.
- Goals not yet completed in this Five-Year plan shall be carried over to the next Five-Year Plan at the discretion of the Parish Pastoral Council at that time sufficient detail to fully describe the goal as well as any related details and assumptions.

# Participation in the Sacraments

## Worship and Liturgy/Faith Formation

Encountering God through the Sacraments is a cornerstone of a strong and vibrant parish and faith life. We at St. Leo the Great Parish strive to deepen our faith life and strengthen our faith community through these encounters. Faith Formation and Youth/Yong Adult ministries play a key role in that effort.

**Participation in the Sacraments Goal 1:** Increase catechesis and opportunity for all age groups throughout the parish and community

- Work with the directors of Faith Formation and Youth Ministry to identify and implement programs
- Measurement Tools
  - Obtain Long Term and Short Term plans from these ministries
  - Receive monthly updates from these ministries to the Parish Council
  - Meet with these ministries on a yearly basis to monitor progress of current programs and learn of new upcoming programs
  - 3-4 question survey to be completed by participants at the end of every program/event
    - What did we do well?
    - Where can we improve?
    - What was your favorite part or biggest take away?
    - Do you feel your relationship with God is deeper, lesser or unchanged after this program?
- Current Programs
  - Include adult catechesis as part of the religious education/family faith formation program
    - Begun in 2019
    - Measured by the number of attendees. Currently 35/70 parish families who could benefit attend. Updated numbers for 2021-22 (45) participants! Higher number than pre-pandemic.
    - Goal – Increase percentage of families to 75% by 2025
  - Continue existing Bible studies and expand available opportunities; Currently doing a study on the Eucharist.
  - Increase participation and spiritual growth of parish members
    - Currently evaluating new programs especially for Lent 2022 With St. Mark's
    - Book study, Lent, Give up Worry for Lent



- Chosen Series Viewing at St. Leo's for Lent
  - Possible Program of 33 Days to Divine Mercy- Lent
- RCIA (Rite of Christian Initiation of Adults) now has summer and school year programs
- Youth Ministry
  - Expanding opportunities for Young Adults after Confirmation
  - Increasing age groups for Summer Intensive Program to run Pre-K through Junior High. Focusing on St. Leo's twice monthly and online FF program. St. Mark's will offer Summer Intensive and St. Leo's parishioners can attend. Have expanded program from K-6th grade.

**Participation in the Sacraments Goal 2:** Continue and improve communication in the parish and the community about current and upcoming events, classes, etc.

- Use available means of communication to effectively broadcast information to the parish and the community
  - Bulletin
  - Pulpit Announcements
  - Minute Ministries
  - Flyers
  - Message Boards (Physical and Electronic) in the Church
- Develop new ways to broadcast information
  - Flocknotes
  - Social Media

**Participation in the Sacraments Goal 3:** Help develop and monitor the financial viability of the Youth Ministry and Faith Formation ministries

- Work with the Finance Council and Faith Formation/Youth Ministry to ensure and communicate the financial status of these programs
- Develop a program where registration for programs could be completed and paid for through the parish website
  - Payment is currently collected at the time the application is turned in
- Increase communication with the parish and the community
  - Annually communicate how the money collected is utilized
  - Substantial savings for these programs at St. Leo the Great

**Participation in the Sacraments Goal 4:** Continue and improve opportunities for the parish and the community to encounter the Sacraments

- Work with Liturgy and Faith Formation ministries to increase awareness of current opportunities within the parish and community and find new ways to offer more and different times to encounter the sacraments
  - Currently have started offering Confession during Family Faith Formation
  - As Shared Services become available, make times and locations available to all parishes within the group
- Celebrate a “Teaching Mass” twice a year to deepen our understanding of the Mass
  - Alternate between Liturgy of the Word and Liturgy of the Eucharist
  - Provide opportunity for follow-up with video series from Bishop Baron

**Participation in the Sacraments Goal 5:** Increase the number and type of retreats/speakers/events available to the parish and the community

- Continue offering current retreats
  - Men’s and Women’s Retreat
  - Cursillo
- Increase the number of retreats/speakers/events offered through St. Leo the Great by a minimum of 1 every two years over the next five years
- Investigate other types of retreats/speakers/events that we can offer
  - “Morning for Catechesis Development” program being planned by Faith Formation
  - Weekend Retreats (Non-overnight)
    - Ex.) Deacon Poyo
- Look into combining with other parishes in our area to combine resources/audiences Have significantly started working with St. Mark’s in combining events such as: Gary Zimak – speaker/author- Overcoming Pandemic Stress (Nov. 12 and 13/ 2021, NCYC Virtual Event (Fall 2021), Steubenville Virtual Event (Summer 2021)
- Many of these events have been funded (in part) by the Diocese. We are all working to keep costs down and work with other parishes and the diocese when appropriate.

## Evangelization

Evangelization is at the core of making St. Leo the Great a successful parish. Reaching out to our members, potential members as well as people outside of St. Leo the Great community is part of our Evangelization mission.

**Evangelization Goal 1:** Increase the number of weekly Mass participants by 10% per year.

The number of weekly Mass participants (in person and on-line) is one of the most important metrics that we have. It is tracked by both St. Leo the Great and the Diocese of Rochester and is one of the fundamental measures of parish vitality. This number represents the result of many ministries and councils and groups that make up our parish. Note that these metrics will need to be monitored updated as we get through the COVID-19 pandemic. Populations will be vaccinated and social gathering guidelines may change affecting attendance patterns.

The goals of this topic are broken down into three different categories: **Feeding the Multitudes**, **Feeding the Sheep** and **Feeding the Shepherds**.

### **Feeding the Multitudes**

As Christians, we are all called to spread the Good News of Jesus Christ in all areas of our lives, not just in our parish. As a rural parish, we hope to reach out to the wider community and meet people where they are in their spiritual journey to provide faith-based resources. We strive to provide events and a welcoming atmosphere that invite and inspire all who wish to learn about our Faith as they walk through the doors of our church.

**Evangelization Goal 2:** Increase awareness of St. Leo the Great and its mission in the local community by implementing at least two efforts by December 31, 2021.

This can be done in a variety of ways. Here are a couple examples.

Design a postcard and flier/folder to invite community to visit St. Leo the Great. Place our website address on it, Mass times, advertise a special event. Like our Lenten lunches flier last year. (in progress, need to form committee to create text for flier/poster/email)

Work with Social Justice Committee to ensure that social justice activity has an evangelization component when possible. Also work with teams in existing activities (Apple Fest, Hilton Hullabaloo, Car Show, etc.) to disseminate evangelization efforts in these opportunities. Work with Social Events Committee to offer additional opportunities for family-oriented events such as movie night, game night, potluck dinners, etc. These will be more difficult to hold due to the COVID-19 virus.

### **Feeding the Sheep**

Parishioners, in order to evangelize, must first start with themselves. This section outlines how an individual can identify their different gifts from the Holy Spirit that can be utilized in serving their church and greater community. It also offers a way that individuals can come together to lend and gain support of others in their spiritual journey. Each of us needs to feel that we belong and assist in the mission of the parish.

**Evangelization Goal 3:** Create a small group to implement the Living Your Strengths program. This goal has already begun to be met by the members of the Evangelization Committee.

Create a team to lead parishioners through the Living Your Strengths Catholic Edition (from Gallup, Albert Winseman, Donald Clifton, and Curt Liesveld) process to develop each individual's core strengths to guide them into the correct ministries. This could become part of the first small group.

**Evangelization Goal 4:** Evaluate and create as needed, small groups by December 1, 2021, that further evangelize a sub-group of our Parish (i.e. Catholic Moms of Young Children, Catholic Parents of Teens, RCIA graduates, LifeTeen members, etc.).

These groups inspire and support people in their desire to experience authentic Christian community, to grow in their relationship with God, and to serve others. They are self-contained and self-directed (not tied to existing group or ministry) that are content driven and encourage faith-sharing and accountability. Will need to reevaluate the need for other small groups along the way and establish a process for matching parishioners to a small group. This goal would be an effort of the Evangelization Committee.

**Evangelization Goal 5:** Reach Out on an annual basis to recent RCIA participants and any new parishioners during the previous year to evaluate their inclusion in the parish community and ministries.

Parish Pastoral Council to form a team to coordinate with Mary Lou Rosien (RCIA Coordinator) to evaluate the needs of RCIA graduates and create goals for evangelization team to reach out to them.

### **Feeding the Shepherds**

Bishop Francis Xavier Nguyen Van Thuan writes, “The greatest failure of leadership is for the leader to be afraid to speak and act as a leader” (The Road to Hope, p. 192). The goal(s) of this section is to empower and encourage the “Shepherds” to govern, teach, and sanctify those in their care (tending to their flock).

Our parish has a group of very dedicated leaders and volunteers. Without everybody’s efforts our parish would not be able to function and grow. Each individual that supports our parish as staff, ministry leaders, or volunteer participants contribute greatly to the mission of the parish. These individuals all need to feel supported and receive spiritual sustenance in order to continue their work.

**Evangelization Goal 6:** Keep Parish Leadership engaged, informed and energized about their missions.

Parish Leadership is defined as Members of the Parish Pastoral Council, Finance Council, Stewardship Council, Staff, and ministry leads. This can be done in a variety of ways and will overlap with other goals within this plan.

## Ministries and Ministerial Responsibilities

St. Leo the Great has a long history of providing a wide variety of ministries. There are ministries available for people of all ages and talents. These are vital to executing our mission within the parish community, the local community and beyond.

The St. Leo the Great Stewardship Council is the engine behind the various ministries. They hold an annual Stewardship weekend to promote the individual ministries and publish a directory of them. The Stewardship Council will play an important role in defining and carrying out the goals of this section.

**Ministries Goal 1:** Parish Pastoral Council, in coordination with Stewardship Council to review the current offerings of St. Leo's Ministries & Programs to ensure sufficient leadership and attendance by November 15, 2021. The objective of this will be to identify ministry leadership needs and eliminate any overlap that may currently exist – **not to actually eliminate ministries.** (Example: Hilton East Drivers and Hilton East Communion Service – combining to name Hilton East Support). The description of the service would include transportation and communion service. Once a finalized list of ministries exists – create a list of these finalized ministries and programs (which includes contact person and summary of the ministry and what it does) that can potentially be combined with other parishes in geographical proximity (re: DOR Clustering). This goal was originally completed in March of 2021, but undergoes continual evaluation.

**Ministries Goal 2:** Parish Pastoral Council, in coordination with Stewardship Council to create a list of criteria/procedures for forming new ministries and programs by October 31, 2021.

**Ministries Goal 3:** Parish Pastoral Council, in coordination with Stewardship Council and staff to review St. Leo the Great Greeting procedures by November 15, 2021, to evaluate the need improve our Welcoming and Hospitality efforts. This should also cover an on line perspective. This is also how people view our parish.

If determined to be needed, create Greeting Ministry in conjunction with Ushers, maybe incorporate Teens and develop a Hospitality Folder to be handed out to visitors and interested individuals. This could include pamphlet-like pages with basic church info (Mass and Confession times, list of contact people/ministries, info about Our Beliefs, etc.). Also, during Mass, acknowledge visitors and new parishioners. Maybe provide name tags so others can recognize new members and newly initiated parishioners.

**Ministries Goal 4:** Establish the baseline of how many parishioners are involved in one or more ministries by November 15, 2021. Increase parishioner participation in Ministries & Programs by 5% annually. Percentages could be calculated at the time this goal is being worked on by taking the ratio of the number of members in each ministry to the number of parishioners.

Participation is a key metric of how active our Ministries and Programs are. A baseline number needs to be determined prior to defining any specific future goals.

## Financial Resources

This is an important area that will impact almost every aspect of parish life. A solid financial balance sheet is critical to parish survival. The Dioceses uses the financial performance of a parish as an important vitality indicator.

St. Leo the Great parish has been able to meet its financial obligations in the past. This has been accomplished primarily through the weekly contributions of the parishioners and the management of expenses. Larger non-operating expenses have successfully employed the use of special giving campaigns. The Finance Council has been and will continue to be important to maintaining the financial stability of the parish. Many of the goals and methods below will be defined and implemented by them. The financial year in St. Leo the Great runs from July 1<sup>st</sup> to June 30<sup>th</sup>.

The COVID-19 pandemic has resulted in a significant change in the way our parishioners have supported the church. With Masses suspended for almost three months in the spring of 2020, there were no in-church collections. Parishioners have been very faithful and adapted their giving patterns and methods. Online donations were up 288% in April 2020, compared to the same time period from the previous year.

The staff and Finance Council had a very challenging 2020-2021 budget year with contributions down and the limited ability to hold fund raisers. The parish still finished the year with an approximate \$21,000 surplus. This is a testament to the hard work of the staff and the generosity of our parishioners.

**Finance Goal 1:** Review the financial reporting of the parish. Implement the following items by the end of the 2020-2021 budget year, which is June 30, 2021.

Present an annual budget to major stakeholders 30 days prior to the start of the financial year. Major stakeholders would include staff, Parish Pastoral Council, Stewardship Council and Building and Grounds committee.

Publish a mid-year report with year-end predictions for major stakeholders and be available for meetings to discuss or present results. Publish a high level mid-year report to the general parish.

Publish an annual Year End report and present to the parish within 3 months of the close of the Fiscal Year End. (October – in accordance with Diocesan Guidelines)



Mid-year and year-end reports should compare actual income and expense numbers to budgeted numbers to provide a detailed assessment of current financial state. Comparisons to previous years are valuable in providing insight into financial status.

**Finance Goal 2:** Successfully execute Phase I and Phase II of the Repair Campaign by December 31, 2022.

Phase I of the Buildings and Grounds Campaign is intended to run from November 2019 to October 2021. This phase of the campaign is intended to address the highest priority need. At this time that need is repairing the flat roof that is over the classrooms. This effort was kicked off October 16, 2019.

- ✓ The repair of the flat roof - completed in May 2020.
- ✓ 2019 CMA funding was included – completed

Phase II of the Repair Campaign is designated for the repair of the parking lot and completion of the driveway to Old Hojack Trail.

- ✓ Initial mill & fill base course of the parking lot & new entrance - completed in September 2020.
- ✓ Final top course of asphalt for the parking lot & driveway completed in July 2021.

**Finance Goal 3:** Integrate the schedule of replacement and/or repair items into the annual budget cycle by July 1, 2021.

Buildings and Grounds maintains a list of items that will require maintenance or replacement. This information and any related recommendations need to be presented to the Finance Council for consideration as part of the annual budget preparation.

These items were included as part of the budget process. This practice will continue as future budgets are created.

**Finance Goal 4:** Establish a dedicated planned savings fund and a method to provide the funds by the end of the 2020-2021 fiscal year. This is a goal for the Finance Council. The Finance Council will need to determine a realistic goal that can be set aside for the dedicated fund.

A potential example of this could be placing the dedicated repair second collection funds in a separate account, independent of the general parish checking account. If not spent in the current fiscal year, this money would roll-over to the next year to be used to finance repairs in the future.

**Finance Goal 5:** Monitor and implement methods to increase parish giving.

Monitoring of giving can be accomplished by reviewing parishioner contributions over time. The data is available and can be extracted and analyzed through the parish database. A monthly average can be determined and tracked in order to monitor and evaluate current conditions.

Implementation of increased parishioner giving can be accomplished in a variety of ways. The Stewardship Council should take the lead on this effort. Some these may include but are not limited to:

- Establishing a parish wide suggestion to increase annual contributions by a specific percentage. We can also update the suggested contribution numbers on the printed envelopes
- Continue to promote the increase of electronic giving participants by 10% per year. This would go hand in hand with educating the parish on the benefits of electronic giving (envelope cost savings, steady income stream for planning, etc.)
- Investigate and continue to promote alternative ways of giving (texting program currently in place, Amazon Smile)

**Finance Goal 6:** Evaluate the cost/benefit of offering the Financial Peace University program to the parish on a periodic basis. This goal should be deferred until in person meetings and gatherings are allowed.

**Finance Goal 7:** Establish a fundraising committee by December 1, 2021.

Generate a charter for the fundraising committee. The committee would report through the Stewardship Council. Membership should include Parish Pastoral Council and Finance Council representation and follow applicable DOR Policies and Procedures. The fundraising activities would be considered part of annual activities and contribute to the annual budget.

Capital Campaigns can be implemented on an as-needed basis for larger cost items. These efforts are separate from the fundraising committee.

**Finance Goal 8:** Become a tithing parish

This is a long-term goal for the Stewardship Council, but should be mentioned in this plan. This goal is for both parishioners tithing to the parish and also includes the parish tithing its own resources in support of the mission statement.

## Infrastructure

**Infrastructure Goal 1:** Parish Pastoral Council, in coordination with Stewardship Council, to create and publish a Parish Organizational Chart by April 1, 2021. This will include an organizational chart to be maintained along with an overview of the ministries and programs.

- ✓ This goal was completed prior to the release of this plan.

Buildings and Grounds Related:

**Infrastructure Goal 2:** In conjunction with Buildings & Grounds and the Finance Council, Parish Pastoral Council will receive an outline of the current financial year's projects, and have input on current and future projects. This is closely related to Finance Goal 1 where the Finance Council will be presenting a proposed budget to the stakeholders 30 days prior to the beginning of the financial year.

**Infrastructure Goal 3:** Assist with the development of current and future Capital Campaigns. As mentioned in the Financial section, Capital Campaigns can be implemented on an as-needed basis for larger cost items.

Parish Pastoral Council participation includes, but is not limited to, planning, implementation and monitoring recent history has shown that new campaigns need to be considered every 3-5 years.

**Infrastructure Goal 4:** In concert with being good stewards of the earth, we will strive to reduce our parish environmental footprint

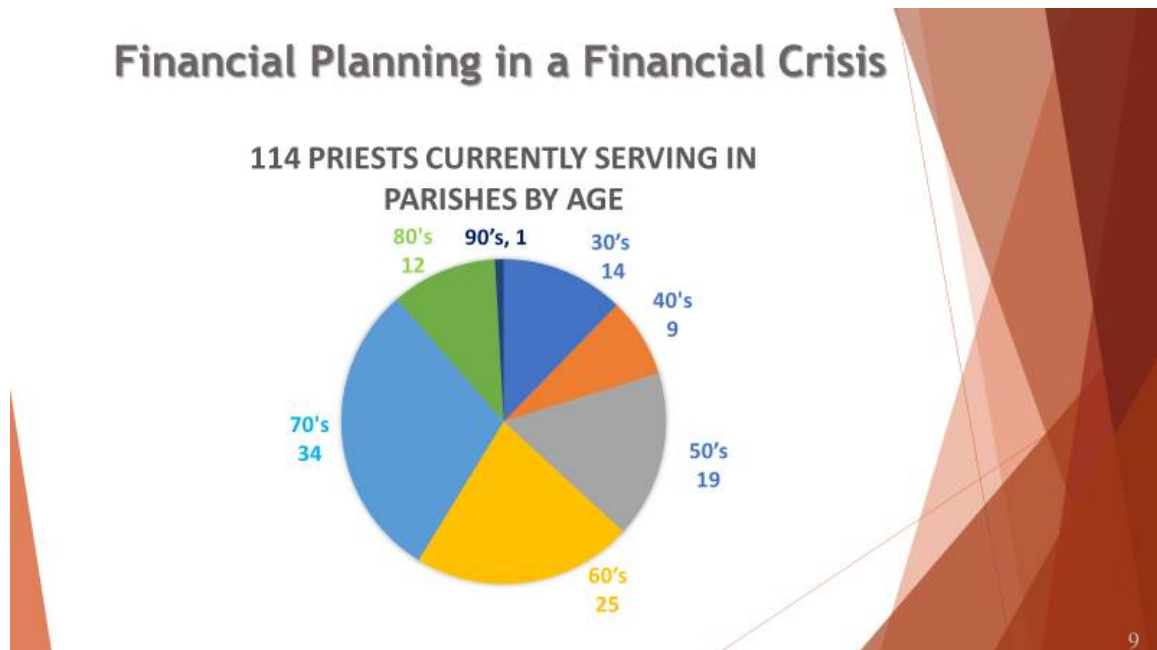
- Water Consumption
  - i. Reduce water consumption 10% by December 31, 2023 (Ex – Low Flush Toilets, Tankless Hot Water Heater)
  - ii. Analyze cost/benefit of installing a cistern
- Energy Usage
  - i. Reduce energy usage by 10% by December 31, 2023 (Ex – LED Lighting and Fixtures, STAR Appliances, Review HVAC System)
  - ii. Energy Efficient Windows
  - iii. Solar Panels
- Waste Reduction and Recycling
  - i. Discourage/Limit the use of non-biodegradable objects

- ii. Better awareness and usage of recycling bins
  - iii. Composting
- Parish Involvement
  - i. Encourage parishioners to follow environmentally conscious behavior at home
  - ii. Hold bi-annual events such as Recycling Fairs and Earth Stewardship Awareness Days
- Benchmark current usage for the above goals by June 30, 2021
- Investigate opportunities for grants and other programs to aid in this process

## Shared Responsibility and Staffing

This is an area of concern not only for our parish but for all parishes. The number of priests is shrinking dramatically with no turnaround in sight. This is not a matter of if this will impact St. Leo the Great but when. There will be some type of consolidation that will affect our parish.

The graph below that shows the current ages of the 114 priests serving the Diocese of Rochester in 2019. Forty-seven out of 114 (over 41%) are 70 years old or older. With the mandatory retirement age of priests being 75, there will be a significant impact to the availability of priests over the next five years.



Our current pastor, Father Joe Catanise is 75 years old. This puts St. Leo the Great in the category of needing a priest during the execution of this 5-year plan. This is something that the parish needs to anticipate and prepare for.

**Shared Responsibility and Staffing Goal 1:** Explore the option of Shared Services, including resource sharing, staffing/attrition, joint ministries/programs, a Pastoral Administrator or consolidation of St. Leo the Great with another parish in the 2021-2022 time period. Form a committee in conjunction with Finance, Stewardship and other members of the parish to speak with other parishes who have gone through this process and provide a report by March 31, 2022.

One of the key aspects of successfully achieving this goal is for St. Leo the Great to take a proactive role in the process. It is possible that the Diocese of Rochester will view this proactive role in a positive light and be supportive of any recommendations that are provided to them.

Preparation for consolidation would likely include the creation of some type of parish fact sheet that would provide key background information about the parish (i.e. number of parishioners, buildings and grounds information, financial statements, etc.). Once a potential shared services or consolidation partner has been identified a “get to know you better” process would need to be established. Father Joe will be a significant contributor to this.

We also need to prepare our parishioners for the potential consolidation. This would consist of education and communication of any status as well as collecting feedback.

**Shared Responsibility and Staffing Goal 2:** Complete the consolidation process of St. Leo the Great. Timeline is TBD.

The successful completion of this goal will be highly dependent on the preparation put into the consolidation process by St. Leo the Great and any decision of the Diocese regarding the future consolidation of parishes in and around Hilton.

**Shared Responsibility and Staffing Goal 3:** Maintain the presence of a Deacon in the parish.

**Shared Responsibility and Staffing Goal 4:** Ensure all staff and volunteers are adequately trained and certified in Creating a Safe Environment on an annual basis (CASE) by May 1st. This will give the Finance Council the opportunity to budget the appropriate amount of funding in the following year’s budget.

**Shared Responsibility and Staffing Goal 5:** Goal: Meeting of all ministry heads to communicate and coordinate parish activities.

Meet three times a year: Aug/Sept (Start the year), Dec/Jan (Monitor progress and collaborate) and May/June (Wrap up the year and begin planning for the next fiscal year. Also get meetings on the following year’s parish calendar)