

St. Joseph's Parish Strategic Plan

August 1, 2013 – July 31, 2016

The purpose of this plan is to provide strategic direction for the Parish of St. Joseph's in Emmitsburg, Maryland



Report Summary With Goal Statements and Critical Success Indicators

Mission Statement of St. Joseph's Roman Catholic Church

We, as a faith community under the patronage of St. Joseph, seek to continue the Mission of Jesus Christ. Through active participation in the Eucharist, we commit to share our faith, to evangelize, to build unity through acceptance and welcome, and following the spirit of St. Vincent DePaul to assist those in need.

Strategic Parish Units (SPU's)

Seven strategic Parish units or "SPU's" represent the major areas of purpose and activity within St. Joseph's Parish. Each SPU involves a commitment of time, knowledge and talent, along with financial resources to achieve and sustain.

They are:

- Liturgical and sacramental life
- Parish administration and financing
- Parish grounds and buildings
- Parish organizations and fundraising
- Religious education
- Parish ministries
- Community outreach

Critical Success Indicators listed within the plan are future estimates of "what success will look like or be" if the supporting goals for each are achieved. They are components of successful strategic direction.

Goals are action statements intended to be implemented and achieved between the time period of 2013-2016 which will result in the critical success necessary to support the Strategic Parish Unit identified. The "*narrative*" for each SPU area is a summary of assumptions and data that the Committee was presented with and discussed. It was from these areas of data and information that the goal statements were developed.

Implementation of the Plan: The responsibility for implementation of the plan primarily rests with the Pastoral Council and with direct cooperation, advice, and support of the Parish Finance Committee. Both the Pastoral Council and Finance Committee provide recommendations and guidance to the Parish Pastor who of course has the ultimate responsibility for the implementation of the Plan and its inherent elements. Finally, the plan is considered to be "a living document" subject to change. It is intended as a tool to achieve desired goals while anticipating to the best degree possible, future Parish needs and requirements.

Strategic Parish Unit: Liturgical and Sacramental Life

Critical Success Indicator #1:

St. Joseph's Church will have at least one Diaconate candidate participating within the Archdiocese of Baltimore process by 2016.

Goal #1: The Parish will create a culture of attracting men to seriously consider and discern the Diaconate as a vocation through a variety of activities.

Goal #2: Write a proposal to Archdiocese of Baltimore requesting an agreement that the first two Diaconate candidates from the St Joseph's parish to enter the Archdiocese program will be assigned to the Parish of St. Joseph's in 2019. This proposal should be written before the end of 2013 and responded to by July 2014. As a result then, time can be provided for prospective candidates to make a decision before the next cycle starts in 2015.

Goal #3: Develop a fund to be used to offset the costs of the Diaconate program. The fund should be established as a budget line item starting in the next fiscal year. Funds will be required by January of 2015. This amount will defray the cost for two candidates to participate in the Diaconate program.

The above three goals are the responsibility of the Pastoral Council to initiate/implement.

Narrative: Attainment of this CSI is entirely dependent on the Parish having at least one man (ideally two) of the Parish to initiate action to consider, apply for, and be selected to the Diaconate Program by the Archdiocese. The Diaconate program for the Archdiocese of Baltimore is a program with four areas of formation. It is a four year program with practicum starting two years into the program. A new class starts every two years. The theological program is predominantly taught by the faculty of Saint Mary's Seminary and University (Baltimore) on eighteen Saturdays during an academic year from 8:30 am—3 pm. The most recent class just started earlier this year. In the fourth year, the candidate meets with the Placement Committee. The candidate must be willing and able to make a life-long commitment to serve the Church of Baltimore as determined by the Archbishop of Baltimore. He must be willing to promise obedience to the Archbishop of Baltimore and be willing to accept any pastoral assignment that may be given to him by the Archbishop. It must be recognized that it takes four years from start of program to completion. And the next program starts beginning 2015. Second, under the current program, there is no guarantee that the Deacon will be placed in the St. Joseph's Parish. Third, no program has been found at Mount Saint Mary's to fulfill the Critical Success Factor. Resources are not necessarily the issue. The program does not necessarily support the objective to have a Deacon located in Emmitsburg. Furthermore, the program locations (formation and practicum) are not necessarily convenient for an individual who also has a vocation of married life. An option would be for The Archdiocese of Baltimore to allow some exceptions to their program with regard to location of formation and commitment to serve the Deacon's parish. Another option would be to accept the Archdiocese program and promote the Diaconate program within the parish realizing that the Deacon will be assigned where the Archdiocese assesses the greatest need to be.

Strategic Parish Unit: Parish Administration and Financing

Critical Success Indicator #2:

The Congregation of the Mission will have a presence at St. Joseph's Church. There is dialogue between the Congregation of the Mission (C.M.), the Daughters of Charity (D.C.), and St. Joseph's Parish.

Goal #4: Maintain a continued presence through visitation and constant dialogue with the Congregation of the Mission and the Daughters of Charity at St. Joseph's Catholic Church in Emmitsburg Maryland.

Narrative: The union of Mother Seton's Sisters of Saint Joseph with the Daughters of Charity of Saint Vincent de Paul occasioned the coming to Emmitsburg by the Priests of the Congregation of the Mission. The Vincentians had been serving as spiritual directors of the Daughters of Charity since the earliest days of both communities. The care of the parish was given over to the Vincentians by a directive of Archbishop Kendrick dated Pentecost, 1852. The Archdiocese of Baltimore and the Vincentians renew this contract every three years. The Vincentians and the Archdiocese of Baltimore sign a three-year contract to continue serving the needs of the parishioners of St. Joseph's Church in Emmitsburg. The current contract (Memorandum of Understanding) was signed on July 1, 2012. The Vincentians will most likely stay in Emmitsburg as long as the Daughters of Charity are located in this area. There are no immediate plans for the Daughters of Charity to leave. The parish pays the salary and room and board for the Pastor and Associate Pastor. There are adequate financial resources to maintain this. In addition, either a Lay Corporator or a Parish Pastoral Council Officer(s) will visit the Provincial of the Community of the Missions (Eastern province) and the Director of the Daughters of Charity on a yearly basis to maintain on-going dialogue between the Order and the parish. There are sufficient financial resources available. The primary problem confronting St. Joseph's, as in many Parishes, is the (lack of) personnel resources as there are not enough priests and vocations available.

Critical Success Indicator #3:

There is a program in place to support Congregation of the Mission African Seminarians who may be assigned to St. Joseph's Parish.

Goal #5: Support the proposal for Congregation of the Mission African Seminarians' assignments to St. Joseph's in Emmitsburg. This includes providing information and dialogue with parishioners regarding this formation program.

Narrative: The Congregation of the Mission accepted a proposal in January 2013 to assign African seminarians to the Eastern Province. The pastor and priests are interested in this and would support the endeavor. However, the actual implementation of the proposal would not be able to go into effect for at least ten years. The proposal has been accepted, but has not been implemented yet. Any seminarians in the program do the first five years of study in their home country. They would complete the remaining four years in the United States. The first candidates would not be available until ten years out. It would not be possible to achieve this within a three year time period! However, *within the next 1 to 3 years* we could begin *laying the ground work to prepare for this possibility*. Preparation might begin by (1) Educating the

community, (2) Expressing support for the program and (3) Having guest speakers come out and talk about the African seminarians. The Eastern Province would assume the cost of this project. Sufficient resources are available.

Critical Success Indicator #4:

The Pastor will have more time to minister to the Parish than perform administrative services because a Lay Business Manager has been hired.

Goal #6: The Pastor of St. Joseph's Parish should hire and employ a Lay Business Manager based on his judgment and discretion as to whether the position is required/needed.

Narrative: Arranging for more administrative help will allow the Pastor more time to minister to the parish. This can be accomplished by rearranging current staffing responsibilities, hiring a new full-time/ part-time position, a combination of both, or soliciting additional volunteer help. We believe this operational decision is the sole responsibility of the Pastor.

New funding based on the following is based on current salary guidelines from the Archdiocese of Baltimore:

- Redistribution of current staff - \$6,000 - \$12,480
- Part-time new position (\$12 p/h x 20 hours p/w) - \$12,480
- Minimum New full-time position (\$14.72 p/h & 25% benefits) - \$38,272
- Maximum New full-time position (\$22.11 p/h & 25% benefits) - \$57,486

Based on past operations, the operating budget has supported a full-time business manager, so there is an established precedent for the potential of a future position, either full or part-time. If one of the options above are chosen by the Pastor, the Planning Committee recommends that the finance committee advise on funding the decision; especially, since there might be other financial needs present as a result of this Strategic Plan (Ex: #4 - Capital & Operations/Maintenance Budget Plan).

Critical Success Indicator #5:

There are Capital and Operating/Maintenance Budget Plans in place for the next one to three years to ensure that all buildings and grounds are in good condition and code compliant.

Goal #7: Develop and implement Capital and Operating/Maintenance Budget Plans for the next one-three years to ensure that all buildings and grounds are in good condition and code compliant.

Begin with the Prioritized List #1- 12. (This includes church roof; parish hall floors, drainage, all painted/stained surfaces, and parking.) Remove money from savings to create a "Maintenance Reserve Account" to draw from to complete the jobs. (Future fundraisers could help replenish such an account).

The below Prioritized List is a proposed, comprehensive picture of future Capital Projects of St. Joseph's Parish *between 2013-2016*. The following list of required repairs/upgrades was presented to the Strategic Planning Committee by Dennis Ebaugh, Facilities Manager.

Item #	Description	Estimated Cost
1	Replace roof on Church during summer of 2013. Annual roof inspection on church, hall..... (\$350 yearly, already hired)	\$50,000 - \$58,500
2	Re-paint entire Church ceiling..... Includes scaffolding.	\$3,000 - \$4,200
3	Complete repairs to front of church; paint front porch, and refurbish church doors.	\$4,400 - \$6,480
4	Complete refurbishing of four pairs of mahogany doors on Parish Hall.	\$2,500 - \$3,800
5	Paint exterior of Parish Hall.	\$10,000 - \$12,000
6	Refinish/Repair/Resurface Parish Hall Flooring Areas	Main Floor \$18,420-20,000 Restrooms: \$2,940-\$3,000 Dish room: \$930 - \$975
7	Trim all trees on the Church properties.	\$5,000 - \$6,500
8	Top coat parking lot and service drive with 2 in. of asphalt and re-direct water runoff from service drive to storm drain between hall and rectory.	\$18,400 - \$22,450
9	Install ramp/lift in front of Church to be compliant with American Disabilities Act.	\$10,000 - \$15,000
10	Install new sidewalks on south side of church. (Dependent of Item #9).	\$10, 000.- \$18,000
11	Expand Cemetery.	Amount unknown at this time.
12	Install new fence around old cemetery.	\$8,000 - \$10,000
	Total Range of Estimated Costs of Items 1-10, 12	\$73,690.00 - \$180,905.00

Narrative Concerning Church Access for the Disabled: The current disabled access ramp on the front/south door of the Church is too steep and causes problems for Parishioners who use wheelchairs, scooter, walkers, and canes for mobility. The ramp has been "grandfathered" via the county code. The solution is to install a lift/elevator next to the Church entrance to assist Parishioners with physical disabilities thereby providing safer access to the Church. A temporary alternative is to continue using the existing ramp and having a Parishioner at each service to assist anyone needing help.

Goal #8: Develop and implement Capital Budget Plans for the next five-ten years to ensure that the following long range capital requirements can be met and complied with.

Long Range Capital Items (2016-2023):

1. The Parish Hall will require a new roof. (Presently 22 years old.)
2. The Parish Hall will require a new Heating/Air Conditioning system. (Presently 22 years old.)
3. The Church may require a new musical organ or repair/rehabilitation of the existing instrument. (The present organ intermittently experiences some operational issues.)
4. Remove inoperable Church Bell from Tower and relocate to a ground-level location for display and preservation.
5. Replace Parish work truck. Presently 1993 Dodge truck is 20 years old.
6. Purchase the Rectory and Land (Waiting on approximate appraisal)
(Estimate- \$350,000 - \$550,000)

Narrative: St. Joseph's Parish has some financial reserves/savings. However, a measurable proportion of these resources are restricted either by the donor intent or from earlier campaigns for specific Parish purposes. Further, the remaining reserves are not sufficient to address the required items on page 5 (Items 1-12) and those long-range requirements cited above (Items 1-6). Additionally, unknown fiscal requirements could emerge at any time. Thus, these reserves must be managed prudently with due diligence and the appropriate stewardship honoring the required legal and moral accounting practices. The Pastor has the responsibility to consider guidance provided by both the Parish Finance Committee and the Parish Pastoral Council.

Under current organizational structure, the planning committee recommends the Parish Finance Committee advise the Pastor on funding the list of projects on page 5 and to incorporate as much as possible in the next three year operational budgets - if possible.

Therefore, the committee believes that the implementation of the plan will be a series of executive decisions, requiring the Pastor, the Parish Finance Committee, and the Parish Pastoral Council to pursue and act collaboratively in the best interests of the Parish. Further, planning and capital needs should be communicated to the Parish in the form of the general goals of this plan while soliciting feedback/recommendations.

Critical Success Indicator #6:

St. Joseph's Parish will have attained its goal of raising \$405,000.00 in support of the Archdiocese of Baltimore Capital Campaign entitled "*Embracing Our Mission & Shaping Our Future*" in 2014.

Goal #9: The Parish Pastoral Council will include the Capital Campaign as one of its primary activities during the 2013-2014 Council year.

Goal #10: The Pastoral Council with the support of the Pastor will organize and administer the Campaign to raise \$405,000.00 in compliance with the quota assigned to the Parish by the Archdiocese.

Narrative: For over a year now the Parish has been made aware of the forthcoming Archdiocesan Capital Campaign which is entitled "*Embracing Our Mission & Shaping Our Future*". This is a non-negotiable duty on the part of the Parish to participate in this campaign. The campaign is projected to commence in January of 2014 and to conclude in June 2014 of the same year. The Parish has already agreed to the Archdiocese in earlier held meetings and discussions to adhere to the Archdiocesan protocols for fundraising which includes personal calls and visits along with other measures to Parishioners to request pledges/funds. *By committing to this approach, if the target goal of \$405,000.00 is not reached, then the Parish will not be responsible to the Archdiocese for any shortfall less than \$405,000.* The direct benefit to the Parish as a consequence from this campaign is a return of 20% of all funds donated by St. Joseph's Parishioners. For example, if all of \$405,000 is pledged by Parishioners to the Archdiocese, St. Joseph's would recover \$81,000 of this amount. The Pastor of St. Joseph's is considering the majority of this returned funds amount to be allocated for tuition assistance to support scholarships for Catholic education

Strategic Parish Unit: Parish Grounds and Buildings

Critical Success Indicator #7:

There is a permanent, part-time facilities assistant.

Goal #11: The Pastor of St. Joseph's Parish should hire and employ a permanent part-time Facilities Assistant based on his judgment and discretion as to whether the position is required/needed.

Narrative: The part-time Facilities Assistant should be a 2-3 day per week staff member, especially in the spring and summer months and be on call for winter storms and when the Facilities manager is on vacation. In regards to salary costs, the Hi-Low range estimate is \$5,860 - \$7,700/year based on \$12-\$15 per hour with no benefits for 18-20 hrs/week.

Critical Success Indicator #8:

There are currently 250 additional lots available in the New St. Joseph's Cemetery. (Note: This CSI relates to Item #11 within Goal #7, page 5)

Goal #12: Acquire the necessary property for an expansion of the New St. Joseph's Cemetery. Continue discussion with the Daughters of Charity and be open to other alternatives.

Goal #13: Investigate the possibility of erecting a Mausoleum and/or Columbarium which would minimize land space requirements as a suitable burial location within new or existing Cemetery space.

Goal #14: Establish and codify through committee a set of rules, regulations and procedures for cemeteries owned and operated by St. Joseph's Parish.

Narrative: The parish needs additional property to accommodate future purchases/leases of cemetery plots. There are 1,858 lots on 1.9 acres of property on South Seton Avenue. The "New St. Joseph's Cemetery" is running out of space. There are approximately 250 lots still available. The front section of the current cemetery is over the old Emmitsburg Railroad cut and was filled in with varying material and has a drainage problem. This is where most of the unsold lots are located. The Pastor has been in contact with the Daughters of Charity to acquire another section of property adjoining the current cemetery. The addition would be south of the current cemetery. It has not yet been determined if the Daughters of Charity are willing to donate or sell the property to St. Joseph's Parish. If the property is to be purchased, the Parish would need to provide the finances. The Parish would need to put up a fence and provide a road in the new section. Perpetual care for the old and new cemeteries creates a large expense. According to the Archdiocese the cemetery *around the church* requires approximately \$400,000 with a 3% annual interest return to cover the operating expenses. If all the plots in the new additional cemetery were sold at the current rate of \$675 per plot it would yield over \$1,200,000. This would not include a mausoleum and a columbarium. After all expenses were paid the balance would be put into a fund to help pay for perpetual care. The Town of Emmitsburg has stated that it would consider (and not impose any restriction) on the building of a mausoleum and/or columbarium. To increase the number of burials (for Parishioners) St. Joseph's could elect to build a mausoleum and/or a columbarium which would result in greater utilization of the limited ground area. There is a columbarium in the Mt. St. Mary's cemetery which is a 12 foot square and has space for 144 urns which would require only 4 traditional grave sites.

There is a need for a cemetery committee to establish and set up rules, regulations and fees to help maintain the cemetery. St. Joseph's should continue to pursue the possibility of purchasing additional property from the Daughters of Charity. If this would fail, then the Parish should seek to purchase property elsewhere.

Strategic Parish Unit: Parish Organizations and Fundraising

Critical Success Indicator #9:

There is greater vitality within Parish Organizations and there is a Parish plan for all organizations regarding any fund-raising efforts and activities to ensure timing and overall coordination.

Goal #15: Increase the number of Parishioners who are actively supporting and participating in Parish Organizations.

To achieve this goal, examples of activities which could be performed are:

- A. Each organization will host a Donut Sunday encouraging and welcoming parishioner participation; and, be open to new ideas.
- B. Create a fund raising committee which will coordinate all fund raising efforts within the Parish resulting in less redundancy of effort and promoting overall efficiency and effectiveness.
- C. Post information on fundraising activities on the Parish website, the weekly bulletin, and through announcements from the pulpit.

Narrative: Organization membership activity is low and most have older Parish members. There is little participation of the young/new parishioners involved in activities. In order to increase participation of more parishioners in fundraising, it is suggested that a representative from each organization address the congregation and present the organization's purpose. All parishioners are invited to participate in parish functions. Experienced and involved parishioners can mentor new members to various Parish organizations. There are sufficient resources with the increase of families in the Parish.

Strategic Parish Unit: Religious Education

Critical Success Indicator #10:

St. Joseph's Parish is providing more financial support to Mother Seton School (MSS) than in 2013.

Goal #16: Increase financial Support from St. Joseph's to Mother Seton School from \$18,000 to \$30,000 per year, \$1,950 to \$2500 per month. The Finance committee will need to place tuition/scholarships in the budget as a high priority. The Finance Committee will need to determine if this is a priority and how best to allocate funds to meet the needs.

Goal #17: Parish Organizations such as the Sodality of the Blessed Virgin Mary and the Knights of Columbus will recognize that Catholic Education is a top priority of the Parish and be encouraged to pledge at least \$2000.00 a year to this fund.

Narrative: Currently St. Joseph's Parish has one collection per month that is allocated to support Mother Seton School. The Parish collects approximately \$1,500 per month/\$18,000 per year. The tuition for MSS for 2013 -2014 school year will be \$4,700. The second collection over the last three years has averaged \$14,000 per year. St. Joseph's currently has some money that which has been donated specifically for scholarships for Catholic Education. Over the last 3

years the Parish has provided approximately \$30,000 per year for assistance. The number of students assisted has increased 50% over the last 4 years. If the Parish is to provide more financial support to MSS, correlatively more effort is required to promote Catholic Education and increase the financial giving. If St. Joseph's Parish believes Catholic education is important then every effort should be made for Parishioners to prioritize accordingly.

Critical Success Indicator #11:

St. Joseph's Parish leverages the availability of programs and resources from Mt. St. Mary's University and Parishioners in regards to religious education, faith formation and parishioner education.

Goal #18: Recruit and sustain two teachers in each Religious Education classroom and ten teachers for Children's Liturgy of the word. St. Joseph's can and should continue to utilize Mount St Mary's theology students, seminarians and campus ministry/community service members and keep communication open with them, and the Parish needs to be able to rely on Parishioners.

Goal #19: Have periodic "Time and Talent" sessions to provide information to Parishioners on Parish programs and to recruit new teachers, aides and a Youth Committee. (The parish can accomplish this by setting up a table on Donut Sundays periodically throughout the year. The Parish needs to look at young adults who are graduating with degrees in ministry to assist and work with the youth group. The Parish has parishioners with many skills and talents and needs to take advantage of this resource.)

Goal #20: Conduct a survey asking St. Joseph's Parishioners to list their skills and talents with a request to consider being a part of the Religious education ministry. This would be accomplished by the Director of Religious Education and the Coordinator of Children's Liturgy of the Word.

Goal #21: Work with Mount St. Mary's and St. Joseph's Parishioners who are Theology instructors at Mount St. Mary's to hold periodic formation workshops for Parish teachers.

Narrative: There are two teachers for St. Joseph's seventh and eighth grade Religious education classes and one for each of the other classes grades K-6. Seven of the teachers are Parishioners, two are seminarians that alternate each week and three are Mount St. Mary's students. St. Joseph's has six teachers for Children's Liturgy of the Word. The Archdiocese holds periodic formation workshops around the state but few teachers are able to participate due to the locations and times.

Critical Success Indicator #12:

There is a strong and vibrant youth and young adult ministry organizations serving the youth/young adults of the Parish.

Goal #22: St. Joseph's shall continue to support youth ministry with neighboring parishes.

There are incentives for youth/young adults to participate in our youth program. There is a full time Director of this Ministry. Youth of the Parish are active and support all Parish Ministries.

St. Joseph's youth group has joined neighboring parish youth groups (of St. Joseph's) and it appears to be working quite well. Have Parish youth continue to join in activities with the neighboring Parishes. Resources are in place and functioning well with local parishioners of St. Joseph's.

Strategic Parish Unit: Parish Ministries

Critical Success Indicator #13:

There is a part-time Music Director who coordinates and provides direction.

Goal #23: St. Joseph's will search for and hire a part-time music director.

Narrative: There is a need for a part-time Music Director to coordinate and oversee music for all Masses. The part-time music director would have an assignment to coordinate and provide direction/oversight for music for all Masses. A salary of approximately \$3,000.00 a year will be required. This amount should be added to the 2014 fiscal year budget.

Critical Success Indicator #13: There is an active "lay-based" *Ministry to the Sick* providing ministry to the sick and shut-ins (e.g. as at St. Catherine's).

Goal #24: A lay based ministry to the sick and shut-ins has been established and staffed.

Narrative: The Associate Pastor needs help with ministries to the shut-ins and sick. There should be a presentation at the Masses to explain the ministry of the sick and how important it is to have assistance with this Ministry. The assumption is made that there are Parishioners willing to be trained to assist with ministering to the sick. Other activities to promote the development of this ministry could include a table to be set up at the monthly coffee & donut Sunday in order to attract volunteers to assist with this ministry. Additionally, information about this ministry and all others should be added to the website.

Strategic Parish Unit: Community Outreach

Critical Success Indicator #14:

There is a formal plan regarding how St. Joseph's (according to its Mission) uses its available financial resources to support the Community.

Goal #25: St. Joseph's Parishioners will provide additional support to the Seton Center through volunteering & drives. Examples of activities to achieve this goal are the following:

- A. Communicating to the Parish that the poor collection is designated for Seton Center.
- B. Making a prior week announcement in the church bulletin when the second collection is for the poor.
- C. Coordinating the presence of a Seton Center representative to be available at a coffee and donut Sunday event to provide information regarding volunteering.

- D. Coordinating with the Seton Center to provide a survey to be distributed at the Masses regarding volunteer opportunities to assist the poor of the community.

Narrative: The Seton Center is the primary outreach supporter for the poor in northern Frederick County and the Town of Emmitsburg. Financial support originates from grants, private donations the Council of Churches, and St. Joseph's Parish. Volunteers provide some transportation for clients. Additional volunteers are needed to assist the Seton Center with their clients. St. Joseph's parishioners could participate in a food and clothing drives. The Parish could explore new avenues for grants and bequests made to the Seton Center. There may be volunteers from the Parish and the community who would be able to assist with writing grants. Additional financial support from St. Joseph's Parish could also assist the Seton Center.