

TO: Parish Corporators, Parish Pastoral Council Members, Finance Committee Members, Former Members of the *ad hoc* Parish Strategic Plan Committee, Parish Staff

FROM: Rev. John J. Holliday, C.M.

DATE: February 15, 2017

SUBJECT: Final Report on the Parish Strategic Plan 2013-2016

On June 4, 2014, I reported on the progress made during the first year of St. Joseph's Parish Strategic Plan 2013 - 2016. Here is a final summary of the status of this plan as of its concluding date of July 31, 2016. Please accept my sincere apologies for the delay in getting this final report back to you.

I will discuss what has been accomplished, what has been left unfinished, and some items requiring our parish's attention in the near future.

CSI #1: St. Joseph's Church will have at least one Diaconate candidate participating within the Archdiocese of Baltimore process by 2016.

Goals #1 and #2 were discussed in the June 2014 report. The parish remains committed to Goal #3 should any candidates enter the program.

All of the facts noted in the "narrative" remain. The parish currently has two men who are discerning a vocation as a permanent Deacon but neither man will be entering the program in the near future. I expect that the parish will be able to offer financial support to any candidate in the future.

CSI #2: The Congregation of the Mission will have a presence at St. Joseph's Church. There is a dialogue between the Congregation of the Mission, the Daughters of Charity, and St. Joseph's Parish.

No progress made on this item.

The current strategic plan of the Eastern Province of the Congregation of the Mission (2014) states that in regard to St. Joseph's Parish in Emmitsburg "that one priest be assigned to work in the parish as its pastor. He will have communal support because of the presence of other men in Emmitsburg who are working with the Daughters of Charity." There will be no replacement for our current assistant pastor, Fr. Charles Krieg, CM, upon his retirement.

As the "narrative" notes, the Eastern Province of the Congregation of the Mission and the Archdiocese renew an agreement, called a Memorandum of Understanding, every three years.

The current Memorandum of Understanding between the Archdiocese of Baltimore and the Eastern Province of the Congregation of the Mission regarding the administration of St. Joseph's Parish, dated July 1, 2015, expires on June 30, 2018.

The continued presence of the Vincentian priests at St. Joseph's Parish could be affected by the current Archdiocese Pastoral Planning process.

CSI #3: There is a program in place to support the Congregation of the Mission African Seminarians who may be assigned to St. Joseph's Parish.

I was appointed the chairman of an *ad hoc* committee of the Eastern Province to ascertain whether it would be recommended to proceed with a program to recruit seminarians from Africa. This committee made a presentation to our Provincial Assembly in June 2015. There was a vote to send the proposal to our Provincial as "advice to the Provincial." The proposal is now under consideration by our Provincial Formation Committee. I met with the Formation Committee on January 21, 2017, to follow up on this. We await a decision. As previously discussed, this is a very long term goal.

CSI #4: The Pastor will have more time to minister to the Parish than perform administrative services because a Lay Business Manager has been hired.

I felt that there was no urgency on the implementation of this goal as long as I had an Assistant Pastor. It was my plan that when the Eastern Province was no longer able to assign an Assistant Pastor to the parish that we would implement this goal. The elimination of the salary of the Assistant Pastor will make funds available for the hiring of a business manager.

All decisions on creating a new parish staff position will have to be postponed indefinitely. All parish planning for the future will be dependent on the Archdiocese Pastoral Planning process. An announcement regarding the new "pastorates" is expected at the end of February 2017.

CSI #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.

All parish buildings and grounds are in good condition and code compliant. The following funds in our savings account with the Archdiocese (IPLF) are set aside for these specific uses (as of October 31, 2016):

- \$250,000 which is an amount equal to 50% of the current year operating budget as an operating fund reserve line item. This would provide six months of funding for the parish in case of a serious emergency, such as a natural disaster.
- \$50,000 as an emergency reserve fund (aka rainy day fund).

- \$51,147 for improvements to our cemetery or for purchase of land and development of a new parish cemetery.
- \$181,129 for unrestricted use, including remaining items from the 2013-2016 strategic plan.
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In addition, a legally required Cemetery Perpetual Care Fund has been established with the Catholic Community Foundation in the amount of \$25,000. It is estimated that the parish's Cemetery Perpetual Care Fund should be \$250,000. We have a long way to go to meet this responsibility. Interest earned in this account is being reinvested. In 2017, we will begin a second collection for the Cemetery Perpetual Care Fund. The accrued interest and second collections are expected to add approximately \$8,000 per year to the fund.

Regarding the Prioritized List on page 5 of the Parish Strategic Plan, the following items have been completed:

Item #1: New church roof was completed in the fall of 2013. Total cost: \$68,000

Item #2: Re-paint church ceiling. Have had some difficulty in getting contractors to submit proposals. Proposal from Nussbaum & Ott was accepted for \$17,000. Work should be completed in the summer of 2014.

Items #3-4: Paint church front porch, refurbish church and parish hall doors. Work was completed in the fall of 2013. Total cost: \$9,150.

Item #6: A beautiful new wood floor was installed on the main floor of the parish hall in December 2014. This work was very generously donated to the parish and saved the parish the estimated cost of \$20,000. The actual value of the floor was much more than that amount.

Item #7: Trim all trees on church property. Work completed during winter 2013/2014. Total cost: \$3,485.

Item #10: New sidewalks on the North Seton Avenue side of the church were installed by the Maryland Department of Highways in 2016.

The following items remain to be done:

Item #5: Paint exterior of parish hall.

Item #6: Repair/replace parish hall floors in restrooms and dish room.

Item #8: Top coat parking lot and service drive (the storm drainage problem mentioned was repaired in 2016)

Item #9: Install ramp in front of church to be in compliance with American Disabilities Act (There is currently \$46,175 in the 200 Club account which the 200 Club committee has asked be used for this purpose.)

Item #10: Install new sidewalks on south side of church.

Item #11: See CSI #8

Item #12: Install new fence around old cemetery.

Total estimated cost of remaining projects is approximately \$80,000.

Long Range Capital Items (2016-2023):

Item #1: The parish hall roof is still holding up. This remains a long-range capital item for the future.

Item #2: The parish hall HVAC is also still operational. Only a few minor repairs have been necessary to keep it running. This remains a long-range capital item for the future.

Item #3: The church will need a new organ. During the summer of 2016 I asked our music directors, Joe Ritz and Tony DiIulio, to do research on a new organ and to secure bids from at least three companies. A contract was signed with R.A. Daffer Church Organs of Jessup, MD. The cost of a new organ will be \$59,700. The parish obtained the approval of the Archdiocese for a fundraising campaign for the new organ that will begin in late April. It is expected that the fundraising campaign will be completed by June 2017 and the organ will be installed at that time.

Item #4: This item was a "luxury" and is not necessary. If a donor were to step forward to sponsor this project, then we may proceed.

Item #5: The parish needed to purchase a new pickup truck. Total cost was \$10,000.

Item #6: This may remain as a long-range capital item. This will depend on the outcome of the current Archdiocese Pastoral Plan.

CSI #6: St. Joseph's Parish will have attained its goal of raising \$405,000 in support of the Archdiocese of Baltimore Capital Campaign entitled "*Embracing Our Mission—Shaping Our Future*" in 2014.

We did not meet the goal of raising \$405,000 for this campaign. The parish raised a total of \$248,915 in pledges. As of January 31, 2017, \$150,459 was received and a balance of \$98,456 in pledges remains. 92% of the pledge payments are current.

CSI #7: There is a permanent, part-time facilities assistant.

Goal #11: The parish has met this goal. David Little is the current part-time facilities assistant.

CSI #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: Please review my 2014 report on the Parish Strategic Plan for a detailed summary of what happened from 2013-2014.

We were not able to complete negotiations with the Daughters of Charity on the cemetery acquisition during 2015 and 2016. This item remains as a long-range planning item. The construction of a new Seton Outreach Center on the grounds of Mother Seton School should begin in the spring/summer of 2017. When that new building is completed, the old Seton Outreach Center will be torn down. We are hopeful that we will be able to discuss the acquisition of land for a third cemetery in 2018.

Goals #13: The parish has investigated the possibility of erecting a columbarium in the parish cemetery on South Seton Avenue. This goal remains unfinished. There is \$51,148 in the parish IPLF savings account designated for cemetery improvements that could be used for this purpose.

Goal #14 will be postponed until the completion of all of goals #13 and 14.

CSI #9: There is a greater vitality with Parish Organizations and there is a Parish plan for all organizations regarding any fund-raising efforts and activities to ensure timing and overall coordination.

Nothing has been done on this CSI as of this date.

CSI #10: St. Joseph's parish is providing more financial support to Mother Seton School than in 2013.

Goal #16: The parish has met the goal of providing at least \$30,000 per year in financial support to Mother Seton School each year. The funds have primarily come from the monthly School Support collection and from parish rebates from the Embracing Our Mission capital campaign and the Annual Archbishop's Appeal.

Goal #17: The Sodality of the BVM and the Knights of Columbus have met this goal of providing at least \$2,000 each year to this fund.

CSI #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 continues to be a challenge. In September 2016 the parish began a collaboration with St. Anthony's/OLMC parish to operate one Religious Education program. This has helped the parish to meet the goal of having sufficient teachers. Mount St. Mary's Seminary continue to provide seminarians each year to teach one class.

We need volunteers for the Children's Liturgy of the Word. At present, we are only able to schedule one teacher at the 10:30am Mass each Sunday.

No progress made on goals 19-21 at this time to report.

CSI #12: There is a strong and vibrant youth and young adult ministry organization serving the youth/young adults of the Parish.

Goal #22: Our cooperation with St. Anthony Shrine/Our Lady of Mt. Carmel in their middle-school and high-school youth continues.

The paid staff position of Young Adult Minister was eliminated in 2015 after a two-year trial period. We were never able to get any significant participation from college students and young adults of the parish. Theresa Buchheit has very generously continued to work in this ministry as a volunteer. She is now working with the high school youth ministry group.

CSI #13: There is a part-time Music Director who coordinates and provides direction.

Goal #23: Bev Adams retired from the position of Music Director in 2015 after 30 years of service to the parish. We were very blessed to have her for so many years.

As noted in the 2014 report, this goal was re-visited in 2015. The Parish Finance Committee budgeted \$18,500 for the salary of a part-time paid Music Director. I did begin a recruitment process during the spring of 2015 but hesitated to spend the budgeted funds. The Parish Finance Committee and I wanted to make an effort to recruit volunteers from the parish to contribute their musical talents. We were very successful in this effort to recruit volunteers.

CSI #14: 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.

Fr. Krieg has made excellent progress in this area with recruiting ministers for home visits.

CSAI #15: 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: No progress to report on a "formal" plan. The monthly second collection for the Poor continues to be very well funded and the parish has continued to contribute at least \$18,000

from this collection each year to the Seton Center. We have made smaller donations to the Catoctin Pregnancy Center and the Emmitsburg Food Bank.

The funds collected from the poor boxes in the church are kept on hand during the year to meet immediate parish needs.