

St. Joseph's Catholic Church Strategic Plan

Emmitsburg Maryland



*The purpose of this plan is to provide strategic direction for
the Parish of St. Joseph's Catholic Church in Emmitsburg, Maryland,
between 2022 - 2025*

June 10, 2022

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.



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*“One Lord,
One Faith,
One Baptism,
One God and
Father of All.”*

Ephesians 4.5-6

St. Joseph Catholic Church

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April 28, 2022

Dear Parishioners,

“May the love and grace of our Lord be with you all.”

As members of St. Joseph’s Parish, we have been a Church blessed with many parishioners who over the last 230 years offered their gifts of time, talent, and treasures. All have carefully built a foundation in Christ that has led to continual growth, transformation, and renewal under the direction of the Archbishop/Cardinal of Baltimore and from your many pastors, priests, and lay leaders.

Strategic planning is extremely important in our day to continue the mission of the Church and do all that we can for building of the Kingdom that Jesus proclaimed. This type of planning, with the Lord firmly in the center, began in various phases, first under Fr. Vincent O’Malley, C.M. and continued being substantially organized under the time of Fr. John Holliday, C.M. A final draft of the plan was completed in 2016 by the hard work of your fellow parishioners and certainly by the inspiration of the Holy Spirit. Due to numerous circumstances, the strategic plan could not be realized.

I am very grateful to the efforts of former and other dedicated parishioners who have decided to re-engage in this hopeful, creative, and Spirit led initiative who have re-invested in this somewhat arduous process but have refined and expanded upon the 2016 Strategic Plan. As a lay initiative and owned by the committee, we have come to present our new pathways, and vision to you. The plan we now offer, reaffirms, and builds upon the uniqueness that is St. Joseph’s while allowing for future growth and renewal to assist all of us to walk into a future whose heart will always remain with Christ and under the guidance of the Blessed Mother and St. Joseph.

The new Strategic Plan with the approval of the Pastoral Council, Finance Committee, our Lay Corporators, and your Pastor covers all the areas of parish life: Liturgical, Spiritual, Faith Formation, Outreach, Evangelization, and the Physical needs and ongoing projects that are deemed necessary.

Please take the time to review this document as a way we will see each other into the future and gather others to join us in all our efforts to remember and celebrate the gifts of our ancestors as well as those who take this faith walk into the future. May you always know the grace of being blessed as you have blessed so many with your life.

Sincerely in Christ,

Fr. William M. Allegretto, C.M. and the 2021-2022 Planning Committee.

Founded in 1792. Under the pastoral care of the Vincentian Fathers since 1852.



Implementation of the Plan

The responsibility for implementation of the plan rests with the parish 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 has the ultimate responsibility for the implementation of the plan with its inherent supporting goals.

Additionally, St. Joseph's Parish is administered to by a "board of directors" known as a Parish Corporation. There is a separate corporation for every parish in the Archdiocese of Baltimore. The members are the parish pastor, two members from the Archdiocese of Baltimore, and two lay corporators. They are responsible for assuring that matters such as safety, conditions of the physical plant, hiring of personnel, finances, security of parish assets, operation in accordance with archdiocesan policies, and compliance with state and federal laws are being dealt with in a reasonable and prudent manner. Corporators need not do these things themselves but must assure that they are being done. In summary, the parish corporation has oversight of the pastor, the pastoral council, the finance committee, and thereby has oversight and responsibility for the assurance of parish strategic plan implementation, as well as any future changes to the plan.

Bylaws specify that the lay parish corporators are nominated by the pastor and serve for a period of five years. Training for new corporators is held periodically at different locations within the archdiocese. Corporators meet quarterly with the pastor to ensure they receive all information necessary to accomplish their responsibilities; The pastor maintains a positive and collaborative relationship with the corporators in the oversight of the legal and financial matters attendant to parish administration. The pastor also ensures the minutes of the corporator meetings are properly recorded and sent to the chancery and to the other members of the parish corporation.

Finally, the plan is "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 which are continually changing.

It must be stated that these positions to include members of the pastoral council, finance committee, and lay corporators are all voluntary in nature, with no financial compensation received, and always serving in the best interest of the parish with no personal self-serving gain or interests other than the intended best outcomes for the parishioners and community of St. Joseph's.



Explanation of Strategic Parish Units (SPU's) Critical Success Indicators, Goals, and Prioritization

Four strategic parish unit areas or SPUs 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. For the purposes of this plan, there are four SPU areas that have been identified:

- SPU One: Liturgical and sacramental life
- SPU Two: Parish administration, financing, and fundraising
- SPU Three: Parish grounds and buildings
- SPU Four: Parish organizations, 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 period of 2022-2025 which will result in the critical success necessary to support the SPU 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.

Prioritization

While all the goals listed within the plan are important, some are more critical than others regarding the sequence of attainment. Therefore, the committee identified each goal as either “high priority” or “medium priority” to be defined as:

Prioritization Classification	Time for Completion
High Priority	Between now and July 1, 2023
Medium Priority	Between July 1, 2023, and December 31, 2024



Summary of the Strategic Planning Context (Environmental Analysis)

Any plan should be based on the environment or context in which an organization currently is a part of. For St. Joseph's Parish, this includes many elements, to include northern Frederick County Maryland, the State of Maryland, the United States of America, and the global environment. Additionally, St. Joseph's is administered to by the Vincentian Community, and is within the Catholic Archdiocese of Baltimore Maryland. The Archdiocese is directed and influenced by several church hierarchical entities including the Vatican-Church in Rome, and the United States Conference of Catholic Bishops. For years, St. Joseph's has enjoyed a very close relationship with Mother Seton School, both spiritually and physically, because of its nearby proximity to the parish. It is important for any planning effort to recognize its context, so the planning team followed a traditional planning model of discussing parish strengths, weaknesses, opportunities, and threats. From this facilitated discussion, the following narratives resulted regarding St. Joseph's Parish.

Strengths

The parish of St. Joseph's has a longstanding history and identity within the Emmitsburg Maryland and northern Frederick County Maryland communities. The parish is characterized by stability, continuity, and "having been there for the community" since 1792. The Emmitsburg area is a very Catholic community with the presence of both Mt. St. Mary's University and Seminary, along with a significant presence of the Daughters of Charity and Elizabeth Ann Seton Shrine and Basilica.

The parish is administered to by the Congregation of the Mission (Vincentians) and is within the Archdiocese of Baltimore. There is open access to the parish, and many parishioners have financially supported the parish, and continue to do so. There are many parish organizations and activities, with lay leadership, volunteerism and contributions of time and talent. There has been some growth in recent years to northern Frederick County, and St. Joseph's has welcomed several new families as parishioners. While mass attendance fluctuates for several reasons, on average during 2022 to date, there are 245 parishioners and guests who attend one of the three masses each weekend.

The current physical plant of St. Joseph's has no mortgages or debt. It features a very historic church building adequate for today's congregation with room for growth, a multi-purpose parish hall (which at the time of this planning received a new roof), a rectory, and two cemeteries. There has been financial support from parishioners regarding capital improvements in the past. The parish currently does have some financial savings. In recent years because of the covid pandemic, St. Joseph's has streamed mass and other services via the internet. This practice continues.



Weaknesses

In the recent two years, mass attendance and overall spiritual participation has declined. Some of this could be attributable to the pandemic, as faith communities both globally and nationally have experienced similar trends regarding their faith populations. This implicates a variety of parish areas to include overall spirituality, organizations, volunteerism, and financial stability.

St. Joseph's parishioners appear to be aging with fewer younger families replacing them as they either relocate or pass on. Some of these parishioners who have departed are the same members who may have volunteered time and talent, and/or financially supported the parish for many years. This has resulted in (some instances) both a decline in active participation with decreased levels of financial support.

The trend of decreasing vocations to the priesthood continues. While St. Joseph's currently has three priests in residence, only one is officially assigned (the pastor) to staff the parish.

The physical plant of the parish is presenting numerous vulnerabilities. The church building is very old and requires numerous improvements, to include enhanced fire protection, improved physical access to comply with the *Americans with Disabilities Act of 1990* (ADA) requirements, improved security provisions, and several structural repairs. There are other interior and exterior deferred maintenance issues. The church was last painted along with exterior rehabilitation (prior to painting) in 2006. It would require at least \$75K today just to erect the required scaffolding for any comprehensive restoration effort. The parish hall requires interior restoration projects. There are numerous sidewalks issues on both North Seton Avenue and DePaul Street in need of replacement. While the parish currently has two automatic external defibrillators (AED's), there are no current certifications for parishioners to use them in the event of a required medical emergency. St. Joseph's cemeteries are an ongoing resource requirement. There currently is a small perpetual fund for long term care of these properties. The cemetery on South Seton Avenue, while still offering the availability of approximately 220 burial graves, currently does not offer any adjoining or contiguous property for expansion. While the annual current rate of burials poses no immediate threat of plot unavailability cemetery expansion is a future reality. The cemetery surrounding the church building frequently requires leveling due to the settling of graves and maintenance of gravestones, along with normal lawn and turf care.

Regarding parish staffing, there is a current need to provide maintenance and property care at least on a part time basis. One parish organization in recent years has ceased to exist, while a few others need a volunteer to chair and lead the group. One important group is the ushers where a parishioner is required to coordinate the group. Ushers are needed to provide vital services for each weekend mass offered. There also is a lack of a church organist.



Opportunities

The parish has an opportunity to develop and support its many ministries, organizations, and activities. A recent effort to categorize and publicize these (*Listing of Parish Ministries, 2022*) groups and their efforts could lead to further participation by currently uninvolved parishioners.

There is an opportunity within the post pandemic period to implement changes in a variety of parish areas.

With the availability of increasing levels of technology, the parish could expand its technology with minimal to moderate cost, to livestream and provide enhanced levels of programming and spirituality to both existing and potentially new parishioners.

There is an opportunity to be more creative in securing funds to support the many required projects. Consideration should be given to securing grants.

Overall, there is an opportunity to make needed physical improvements to parish buildings and grounds soon, thereby ensuring that these assets are safe, stable, and will serve St. Joseph's Parish for many years to come.

Capital projects such as a fire sprinkler system, enhanced security, and physical access enhancements may reduce insurance premiums. Some of these improvements may also promote a higher level of security comfort and awareness for parishioners.

There is an opportunity to create and maintain more financial stability for the cemeteries through a revised pricing formula and an increase of the perpetual care fund. There may also be the potential to acquire land near the existing cemeteries of St. Joseph's Parish.

There is also an opportunity to create parish relationships with young adults who are participating in a program held at the basilica.

The relationship with the Congregation of the Mission - the Vincentian Community, should be preserved and fully nurtured if possible. Recognizing the national, if not global challenge of decreasing vocations, there is an opportunity that future priests assigned to the parish could broaden the diversity of St. Joseph's and its faith community.

There is also an opportunity to encourage and support a man, or any interested men within the parish, to consider and aspire to the permanent diaconate.



Threats

A significant threat to St. Joseph's Parish is one that confronts many Catholic and faith communities today, the declining number of parishioners and members who regularly attend services, support parish organizations, willingly volunteer their time and talent, and financially contribute to support the parish.

An additional correlative threat is if there is another covid/pandemic related incident that would impose safety and health restrictions on the population, thereby implicating further declines in parishioner mass attendance, parish activity, and fiscal stability.

Regarding mass participation and parish membership, there are several other churches or locations in the immediate area of Emmitsburg where parishioners may attend on a regular basis, other than their own parish of St. Joseph's. This has many implications which threaten the viability of St. Joseph's as a self-sustaining parish.

During 2021, St. Joseph's Parish operated on a deficit basis and was required to withdraw money from savings to fund unplanned expenses. The current rate of inflation, and costs of both goods and services is impacting St. Joseph's Parish. As the parish contemplates and attempts to plan for the issues identified in both weaknesses and threats, and to further capitalize on strengths and opportunities, these costs provide additional complexity. The current operating budget of St. Joseph's will be further impacted by the fiscal environment which is impacting all Americans and the world.

In recent years, some faith communities have been the target of active shooters, resulting in horrific outcomes. The parish has a responsibility to prepare for such an incident, to prevent and/or mitigate this threat.

As earlier noted within "weaknesses", the church building is very old, and especially vulnerable to fire. The loss of the historic church building would be catastrophic to the parish. Vigilant Hose Company #6 (Emmitsburg) has advised the parish to consider the installation of a partial fire sprinkler system, at least in the areas of the building where a fire typically would originate and spread. It has also been noted and brought to the attention of the parish that many of the (buried) town water lines around parish buildings are very old. A failure of any of these lines could have a financial impact along with safety and health implications, at least for a period.

There has been an increased level of crime within the Emmitsburg area. All the parish buildings and cemeteries are at some level of risk, particularly from vandalism and theft.



Strategic Parish Unit One: Liturgical and Sacramental Life - Critical Success Indicators with Goals

- **Critical Success Indicator 1-A:** There are programs in place which have been created to recruit and retain those who minister within the Parish, to include:
 - Ushers and greeters
 - Readers
 - Altar servers
 - Sacristan(s): Those who volunteer to prepare the church, -for both weekend and daily mass
 - Extraordinary ministers of the eucharist
 - Music
 - Youth who serve and participate in the liturgy
 - Catholics returning home
 - Bereavement committee

Goal 1-1:

Establish a liturgy committee to consist of all coordinators of the liturgical ministries (not necessarily the sacristan) This committee will meet monthly and reports to the Pastoral Council. (Priority: High)

Goal 1-2:

There is a coordinator for each liturgical ministry. (Should there be a need for a ministry coordinator, the incumbent from that specific ministry will attempt to recruit her/his replacement in concert with the Pastor for final approval.) (Priority: High)

Goal 1-3:

The coordinator of each ministry will actively work to recruit parishioners to participate in their ministry by personal invitation, holding a liturgical ministry fair once or twice a year in the spring and/or fall and speaking of the need for ministers at mass. (Priority: High)

Goal 1-4:

The coordinators, with the pastor's assistance, will provide a training manual for each minister. (Priority: High)

Goal 1-5:

The coordinator of each ministry will provide training and any materials for new members. There will be periodic training sessions at least once per year. (Priority: High)

Goal 1-6: All liturgical ministers will be commissioned. (Priority: High)



Goal 1-7: The coordinators of each liturgical ministry will develop programs for ongoing education and retreats and will gather all ministers for a spiritual retreat each year. (Priority: High)

Goal 1-8: The liturgy committee, working with the pastor will recruit a director of music ministry. (Priority: High)

- **Critical Success Indicator 1-B:** There are developmental programs in place for both musicians and art (decorations for the interior environment of the church.)

Goal 1-9:

Have a coordinator and group for decorating to prepare the decorations in the church each week and especially for liturgical holydays; Advent, Christmas, Lent, Easter, and Pentecost. (Priority: High)

Goal 1-10:

The Parish will ensure that musical Oregon Catholic Press and World Public licenses (and any additional if necessary), have been obtained for printing, downloading, and streaming of copyright music with all accompaniments for organ, piano, guitar and any other needed instruments and choral arrangements. (Priority: High)

Goal 1-11:

Any licenses acquired and paid for by the parish will be appropriately documented and filed in the parish office. (Priority: High)

- **Critical Success Indicator 1-C:** There is a male parishioner of St. Joseph's who is formally aspiring to be ordained as a permanent deacon within the Archdiocese of Baltimore.

Goal 1-12:

There is continued messaging from the parish in support of men to consider a vocation for aspiration and ordination to be a permanent deacon. (Priority: Medium)

Goal 1-13

The pastor approves and recommends this candidate for the program and supports the sponsorship of the parishioner aspiring to be ordained as a permanent deacon. (Priority: Medium)

Goal 1-14:

The parish provides any necessary financial support for this candidate. The finance committee will assist to provide a budget for any necessary financial support. (Priority: Medium)



Goal 1-15:

The parish provides spiritual assistance to this candidate through prayers. (Priority: Medium)

Goal 1-16:

Any candidate is exposed to the ministries by inviting him to become a Reader of the Word and/or Extraordinary Minister. (Priority: Medium)

- **Critical Success Indicator 1-D:** There is an organist at St. Joseph's Parish who will serve as necessary in support of selected masses and liturgical holydays.

Goal 1-17:

The pastoral council will form a committee to facilitate a search for an organist. Working with the pastor, the committee shall develop a job description, compensation plan, hours of work and liturgical requirements, and the desired qualifications with experience. (Priority: High)

Goal 1-18:

The committee will publicize and advertise the position. The finance committee will assist in determining an available budget for any paid advertising. (Priority: High)

Goal 1-19:

The committee will assist the pastor in screening and interviewing candidates who meet the previously identified qualifications. Actual demonstration of playing the organ may be a part of the selection process. (Priority: High)

Goal 1-20:

At the discretion of the pastor, the committee will review, and contact references provided by applicants. The committee will recommend to the pastor their recommendation(s) and an offer will then be extended to the selected applicant. (Priority: High)

Goal 1-21:

The pastor and other liturgical leaders will assist in the orientation of the selected organist within the parish community. (Priority: High)

Goal 1-22:

The parish will rely on the organist for Christmas, Easter, Holy Week, weddings, and funerals. (Compensation to the organist for weddings and funerals will be provided from the families.) (Priority: High)

Goal 1-23:

The liturgical committee, in addition to the parish staff, will develop and maintain a substitution list (either paid or volunteer) for organists in support of the primary parish organist. (Priority: High)



- **Critical Success Indicator 1-E:** There is a resource music library for both choral and instrumental ministers.

Goal 1-24:

The director of the music ministry will be responsible for ordering, organizing, and maintaining all music resources which will be in files located in the choir loft.

(Priority: Medium)

- **Critical Success Indicator 1-F:** There is increased participation by parishioners within the music ministry of the Parish.

Goal 1-25:

Continue to encourage parishioners to have a full and active participation when saying the prayers, responses and singing. (Priority: High)

- **Critical Success Indicator 1-G:** Mass attendance for the weekend masses has increased from 2022 for each successive year through 2025.

Goal 1-26:

The parish will consider the availability of transportation for parishioners to mass and other liturgical functions for those who do not have the means and capability to be self-sufficient. (Priority: High)

Goal 1-27:

The finance committee will assist in determining an available budget to support the transportation of parishioners requiring assistance (either by a Parish van or other modes of transportation). (Priority: High)

Goal 1-29:

Develop a phone tree among the parish organizations to reach out to their members who are no longer attending. (Priority: High)

Goal 1-30:

Parishioners will reach out to family and friends who they know have stopped attending or to people who are new to the area. (Priority: High)

Goal 1-31:

The pastoral council will develop a series of critical success indicators with supporting goals to evangelize future parishioners of St. Joseph's Parish (Priority: High)



Strategic Parish Unit Two:
Parish Administration, Financing, and Fundraising
Critical Success Indicators with Goals

- **Critical Success Indicator 2-A:** There is a capital and budget plan, which anticipates any significant necessary expenditures over an outyear period of three years. The plan is updated on an annual basis.

Goal 2-1:

Have the parish bookkeeper and finance committee to develop capital and operating budget using “zero dollar” budget methodology for fiscal year beginning July 1st. (High priority)

Goal 2-2:

Have the routine in place to review on an annual basis for a 3-year outlook. (High priority)

- **Critical Success Indicator 2-B:** There is an annual major fundraising event with widespread parishioner participation. The purpose of the fundraising event is “earmarked” for specific projects as identified in the annual capital plan.

Goal 2-3:

Define a prioritized list of annual projects and hold specific annual campaign. (High priority)

Goal 2-4:

Develop an annual campaign committee not chaired by, but with participation in committee from the pastor. (High priority)

- **Critical Success Indicator 2-C:** On an annual basis, a financial report is presented to the parish.

Goal 2-5:

On an annual basis, the finance committee will develop a simple operational expense report to be published in the bulletin. (High priority)



- **Critical Success Indicator 2-D:** There is an adequate contingency fund to sustain the parish.

Goal 2-6:

Outline a dollar amount needed to sustain the operations of the parish at a minimal level for defined period. (High priority)

Goal 2-7:

Replenish the contingency fund upon use if the need arises. (Medium priority)

- **Critical Success Indicator 2-E:** For each significant capital decision, the parish finance committee will advise the pastor.

Goal 2-8:

Determine a threshold for which defines a “significant capital decision” to be used in the parish governance (i.e., advice from the parish finance committee and review of the corporator board). (High priority)

Goal 2-9:

Outline and implement the process. (High priority)

- **Critical Success Indicator 2-F:** Every Parish family contributes some amount financially to the Parish on a regular basis, even if only one dollar a week.

Goal 2-10:

The finance committee will develop “own our parish” campaign. (High priority)

Goal 2-11:

Remind parishioners that there are multiple ways to give from “on-line” to “in-the-basket”. (High priority)

Goal 2-12:

Create an even more anonymous method to contribute, so that small amounts are not judged. (High priority)

Goal 2-13:

Create a mechanism to accept loose change, reminiscent of previous “change for the change” campaign. (High priority)



- **Critical Success Indicator 2-G:** The parish sponsors and holds periodic “community building events”, co-sponsored by parish organizations, for which funds that are raised are earmarked to a specific project.

Goal 2-14:

Build a fellowship committee with the objective to organize parish community events around pop-up projects. (High priority)

Goal 2-15:

Invite participation from the greater Emmitsburg community. (Medium priority)

- **Critical Success Indicator 2-H:** St. Joseph’s has developed and maintains a current and vibrant “web-based presence”, which includes all parish organizations and ministries. It includes a consolidated calendar of events, offers a variety of links, and may feature an application(s) which can be directed to the parish website.

Goal 2-16:

Develop a continuing “web presence” senior student project in cooperation with Mt. St. Mary’s University. (High priority)

- **Critical Success Indicator 2-I:** There is an existing strong relationship to the Congregation of the Mission (Vincentian Community) with St. Joseph’s Parish.

Goal 2-17:

On an annual basis, invite the Vincentian superiors and confreres to meet with representatives from the St Joseph’s Parish community (small intimate setting). (High priority)



Strategic Parish Unit Three:
Parish Grounds and Buildings
Critical Success Indicators with Goals

- **Critical Success Indicator 3-A:** Within the church, there is a fire protection sprinkler system located in the mechanical and electrical areas where fire origination and any other areas whereby statistically is of higher risk.

(Note Regarding this CSI and supporting goals: The installation of a fire protection sprinkler system, partial or full, is dependent on the Town of Emmitsburg replacing a water main on DePaul Street. Based on current information, this will not occur until calendar year 2024. Therefore, the goals of 3-1, 3-2, and 3-3 are noted medium in priority, and not high.)

Goal 3-1:

The parish will obtain permission from the Archdiocese of Baltimore Buildings and Grounds office to pursue the feasibility of increasing the level of fire protection and life-safety within the church building. (Priority: Medium)

Goal 3-2:

The parish will hire an engineer or architect to recommend and design the type of system(s) that will adequately and effectively provide an enhanced level of fire protection to the church building. (Priority: Medium)

Goal 3-3:

Once the design with specifications is determined, the parish will solicit estimates for the work to be completed. (Priority: Medium)

- **Critical Success Indicator 3-B:** Sidewalk areas on parish property which are unsafe and/or deficient have been replaced. Access to the church and any other parish buildings comply as specified within the *Americans with Disabilities Act* (ADA).

Goal 3-4:

The parish will obtain permission from the Archdiocese of Baltimore Buildings and Grounds office to replace all deficient sidewalks on DePaul St., and all sidewalks around St. Joseph's Church. Permission will also be obtained to design and install a new ramp that is compliant with (ADA). (Priority: High)

Goal 3-5:

The parish will solicit and obtain three bids or estimates for this work to be performed. (Priority: High)

Goal 3-6:

Sidewalks and ramp installation will be completed by the fall of 2022 or spring of 2023. (Priority: High)



- **Critical Success Indicator 3-C:** Parking areas and driveways have been repaired and resealed.

Goal 3-7:

The pastor or parish appointee will seek approval from the Archdiocese of Baltimore Buildings and Grounds office to solicit estimates for the repair and resealing of parking areas and driveways. (Priority: High)

- **Critical Success Indicator 3-D:** Property has been identified and purchased for the purposes of expanding the parish cemetery.

Goal 3-8:

Conduct a search for available property within the Town of Emmitsburg area which meets the following criteria: (Priority: Medium)

- Affordable.
- Facilitates the removal of earth for graves and burial of vaults/caskets.
- Earth which drains well and is not swampy and/or retains water.

Goal 3-9:

Publicize to the parishioners of St. Joseph's that the parish has the intent of expanding the current cemeteries and needs property to do so. Acquisition can be made either through donation or via purchase at a reasonable price. (Priority: Medium)

Goal 3-10:

Ensure that any property received through donation or purchase will comply with the Town of Emmitsburg zoning requirements. (Priority: Medium)

- **Critical Success Indicator 3-E:** Within the parish hall building, flooring areas in the restrooms, kitchen, and dish-room have been replaced.

Goal 3-11:

The parish will decide the type of flooring to be installed within the restrooms, kitchen, dish-room among available choices of vinyl, ceramic tile, or other commercial grade flooring materials. (Priority: Medium)

Goal 3-12:

The flooring work and replacement will be completed by December 31, 2024. (Priority: Medium)



- **Critical Success Indicator 3-F:** The presence of security systems is continually evaluated, and if necessary upgraded, to achieve a safe and secure campus in support of life-safety and all physical assets protection.

Goal 3-12:

There is currently a proposal (which has been presented to the Pastor) for the installation of security cameras, to be completed soon. (Priority: High)

Goal 3-13:

The funding for the installation of security cameras will either be secured by a grant or withdrawn from parish savings. (Priority: High)

- **Critical Success Indicator 3-G:** The automatic external defibrillators (AED's) located in the church and parish hall are properly maintained, and if necessary, when used, are done so by trained parish staff and/or parishioners.

Goal 3-14:

Identify a volunteer who will provide training to staff and parishioners. (Priority: High)

Goal 3-15:

Conduct recertification of training to staff and volunteers when necessary. (Priority: High)

Goal 3-16:

Parish staff will identify any ongoing device replacement or maintenance as required. (Priority: High)



Strategic Parish Units Area Four:
Parish Organizations, Religious Education, Parish Ministries,
and Community Outreach
Critical Success Indicators with Goals

- **Critical Success Indicator 4-A:** The St. Vincent DePaul Society has enough members to provide services in support of their purpose.

Goal 4-1:

A designated person on the liturgical committee will meet with current contact leaders of the St. Vincent DePaul Society/Our Lady of Grace Conference, to determine their needs and what help they need from St. Joseph's. (Priority: High)

Goal 4-2:

The committee (designated person from St. Joseph's liturgical committee, and St. Vincent DePaul Society/Our Lady of Grace Conference) will meet to create a plan to generate ways to continue to help and support the St. Vincent DePaul Society/Our Lady of Grace Conference. (Priority: High)

Goal 4-3:

The committee will receive input from the pastor of St. Joseph's and include his ideas into the plan. (Priority: High)

Goal 4-4:

The plan will be implemented beginning with the September 2022 school year. (Priority: High)

- **Critical Success Indicator 4-B:** Young adults are provided with participation opportunities (within the parish). This participation includes activities that are both spiritual (e.g., May procession, stations of the cross, etc.) and entertaining (movie/pizza nights, field trips, carnival, etc.) in nature.

Goal 4-5:

A committee of four to five (to include a mix of adults and teens) will be formed to generate ideas of both spiritual and entertainment ideas that would encourage young adults to become more active participants in the parish. (Priority: High)

Goal 4-6:

The formation of a committee to generate ideas of both a spiritual and entertainment genre for young adults will be advertised in the church bulletin. (Priority: High)



Goal 4-7:

Those responding to our search for a committee will be presented to the pastor. (Priority: High)

Goal 4-8: The ideas proposed by the committee will be reviewed by the pastor. (Priority: High)

Goal 4-9:

The ideas approved by the pastor will then be implemented by the committee by September 2022. (Priority: High)

- **Critical Success Indicator 4-C:** There is a strong and vibrant Youth and Young Adult Ministry Organization serving the youth and young adults of the parish.

Goal 4-10:

Provide cooperation with St. Anthony Shrine and Our Lady of Mt. Carmel for the continuation of the middle and high school Youth Ministry Organization. (Priority: High)

Goal 4-11:

A paid staff position for an Adult Minister of Youth and Young Adult program will be implemented. (Priority: High)

Goal 4-12:

The liturgical committee will meet with the director of Youth and Young Adult Ministry to see how the parish can support the program. (Priority: High)

Goal 4-13:

The liturgical committee will advertise on social media to reach out to youth and young adults in our area. (Priority: High)

Goal 4-14:

The youth and young adult's director will contact other churches, (i.e., St. John's in Westminster, etc.), who have a vibrant program in place for youth and young adults. (Priority: High)

- **Critical Success Indicator 4-D:** Altar servers will increase in number with enough participation to support serving both daily mass (adults) and weekend Masses (youth).

Goal 4-15:

The contact person(s) for altar servers and director of faith formation will be invited to share their ideas and suggestions to the committee involved in setting goals to accomplish this CSI. (Priority: High)



Goal 4-16.

The liturgical committee will reach out to the parents in the Home School Organization to promote the need of altar servers and seek the participation from students for both daily and week-end Masses. (Priority: High)

Goal 4-17:

Adults will be invited to become altar servers. A notice in the church bulletin will invite adults to participate as altar servers at daily weekday masses or when needed on weekends. (Priority: High)

Goal 4-18:

Training for adults will be facilitated by the altar service ministry coordinator and any volunteers whom the coordinator is seeking assistance from. (Priority: High)

Goal 4-19:

Daily mass attendees will be identified and invited to consider training to serve as an altar server. (Priority: High)

- **Critical Success Indicator 4-E:** There is greater parental participation and involvement in the Catholic Faith Formation Program.

Goal 4-20:

A committee will be formed to review what has been done in the past to encourage greater parental participation. (Priority: Medium)

Goal 4-21:

The director of faith formation will be included on this committee. A list of innovative ideas to try to encourage greater parental participation will be generated. (Priority: Medium)

Goal 4-22:

The committee will reach out to the Home School Organization to solicit the parents' cooperation in a higher degree of parental involvement. (Priority: Medium)

Goal 4-23: The committee will meet with the principal of Mother Seton School to discuss the possibility of opportunities to involve more parents in Catholic faith formation. (Priority: Medium)

- **Critical Success Indicator 4-F:** There is a "greeter coordinator" who schedules and coordinates enough greeters to staff weekend masses, holydays, and other special liturgical occasions.

Goal 4-24:

A list of current members who greet parishioners each weekend will be generated by a volunteer to work on this committee. (Priority: Medium)



Goal 4-25:

The Pastor will select a candidate from the list of greeters and invite her/him to consider the role of coordinator for the greeters. (Priority: Medium)

Goal 4-26:

Greeters will wear identifying name tags. (Priority: Medium)

Goal 4-27:

Greeters will participate in training at least once a year. (Priority: Medium)

- **Critical Success Indicator 4-G:** There are scheduled training sessions for ministry groups, such as for readers of the word, extraordinary ministers of the eucharist, altar servers, and other ministries.

Goal 4-28:

The Liturgical committee will invite the associate pastor to be part of the committee to create a training manual for a ministry. (Priority: High)

Goal 4-28:

Each ministry contact person will oversee a committee to create a *training manual* for their ministry. (Priority: High)

Goal 4-29:

The ministry contact person will schedule training sessions for all new members prior to their becoming active in this ministry. In addition, all volunteers who serve in this ministry, will be required to attend a yearly scheduled session to up-date any changes that have occurred during the year. This could be a “day of reflection” or a “one-day retreat”. (Priority: High)

Goal 4-31:

Training Sessions will be scheduled by the ministry contact person(s) no later than September 2022. These are to be scheduled through the office manager in the rectory and may be held in the hall or church. (Priority: High)

- **Critical Success Indicator 4-H:** The Saturday vigil mass (4:30 p.m.) will have a full choir.

Goal 4-32.

A committee consisting of members of the current “Joyful Noise Choir” and their leader will meet to brainstorm ideas on how to encourage parishioners to join the choir. (Priority: Medium)



Goal 4-33.

Several members of the committee will visit Mount St. Mary's University to explore inviting students to join our 4:30 p.m. choir. (Priority: Medium)

Goal 4-34.

The priests will present a homily on the theme of "when you sing, you pray twice" as a means of encouraging the congregation to join the choir in singing. (Priority: Medium)

Goal 4-35.

A liturgical based lesson on "why we sing in church" will become the reason for a series of meetings for parishioners. These meetings will include a time for group singing, socializing and refreshments. (Priority: Medium)

- **Critical Success Indicator 4-I:** Compared to 2022 mass attendance data, there will be increased attendance, demonstrating a more robust and active participation within the parish by both existing and new parishioners.

Goal 4-36:

A committee will be formed to address mass attendance at St. Joseph's. (Priority: Medium)

Goal 4-37:

The liturgical committee will research best practices from the Archdiocese of Baltimore regarding evangelization. (Priority: Medium)

Goal 4-38:

The liturgical committee will visit area churches to generate an idea bank of what works for each parish around their evangelization efforts. (Priority: Medium)

Goal 4-39:

The committee will prioritize goals and focus on accomplishing the top three goals by August 2022. (Priority: Medium)

- **Critical Success Indicator 4-J:** The parish outreach program will continue to be supported (dental services assistance, family assistance, etc.).

Goal 4-40:

The liturgical committee will identify needs in support of the Seton Center. (Priority: Medium)

Goal 4-41: The liturgical committee will report their findings to the pastor and assist in sharing the findings with the parishioners.



- **Critical Success Indicator 4-K:** There is an established committee with the purpose of welcoming and familiarizing new members of the community to St. Joseph's Parish.

Goal 4-42:

A committee will be formed to welcome new members to the Emmitsburg community. (Priority: High)

Goal 4-43:

The committee will contact the Town of Emmitsburg to see if there is a plan in effect to welcome newcomers to Emmitsburg. (Priority: High)

Goal 4-44:

A plan will be created for procedures to put into place to welcome new residents to the Emmitsburg community and to St. Joseph's Parish. (Priority: High)

Goal 4-45:

The committee will also explore how the Emmitsburg Council of Churches welcomes new residents to the Emmitsburg community. (Priority: High)

Goal 4-46:

The committee will implement the plan with the approval of the pastor. (Priority: High)

- **Critical Success Indicator 4-L:** Parents are encouraged to bring their children to the Sunday 10:30 a.m. mass and actively participate in the liturgy of the mass.

Goal 4-47:

When new parishioners register in the parish, the parish secretary will encourage *parents with children*, to attend the Sunday 10:30 a.m. mass. The parents will know that children are invited to participate in the Children's Liturgy of the Word program. (Priority: Medium)

Goal 4-48:

An announcement will be placed in the church bulletin encouraging parents to bring their children to the 10:30 a.m. Sunday Mass and to participate in the Children's Liturgy of the Word. This bulletin announcement will appear at least three times during the year beginning with May 2022. (Priority: Medium)

Goal 4-49:

An announcement from the ambo by the Reader of the Word, will include the invitation to parents with young children to attend the 10:30 a.m. Sunday Mass and participate in the Children's Liturgy of the Word Program. (Priority: Medium)



St. Joseph's Parish (2022) Strategic Planning Process
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