

Pillar #1

Liturgical and Personal Development

Vision: St. Ignatius Church will continue to offer a variety of liturgical celebrations that meet the needs of a diverse Jesuit parish. We foster opportunities for prayer and spiritual development as individuals and as a faith community.

Goal	Responsible Party	Time Horizon	Cost/Resources*	Staff/Volunteer Intensity*	Success Metric
Periodically evaluate how well the celebrations of Masses are meeting the needs of the parish.	Pastor, Staff and Spirituality Committee	1-2 years	Low	Medium/High	Introduction of new/altered elements into Mass
Continue and expand in-parish retreats (Advent and Lent), off-site retreats (Faulkner), parish lectures, and other opportunities focusing on prayer and reflection.	Pastor, Spirituality Committee and Staff	Annually	Medium	Medium	Increased number of retreatants
Continue to include prayer as part of parish activities, such as committee meetings, to demonstrate the need for God’s blessing on our work and acknowledge that our activities are rooted in the Gospel message.	Committee chairs and Parish leaders	Annually	Low	Low	Survey of committee leaders
Strengthen the parish Spirituality Committee.	Pastor and committee members	On-going	Low	Medium	Evaluate functioning of the committee
Support the development of a Women’s Bible Study and discussion group.	Spirituality Committee	On-going	Low	Low	Number of participants
Continue to offer, on a regular basis, at-home directed retreats under the direction of ordained and trained lay ministers.	Pastor and Coordinator of Ministries	On-going	Low	Medium/High	Count participants

Pillar #2

Faith Development (Adult, Youth and Family)

Vision: In the spirit of Ignatian spirituality, we lead our parish (adults and youth) in faith development by encouraging a life of prayer that stimulates the mind through education in our Catholic heritage, provides a sense of God’s continuing presence in our lives, touches our spirituality through shared worship, develops a more complete understanding of the meaning and traditions of our Catholic faith, and experiences our call to mission as a pilgrim church through service.

Goal (Adult):	Responsible Party	Time Horizon	Cost/Resources*	Staff/Volunteer Intensity*	Success Metric
Nurture personal spirituality within our parish community and CCCC cluster. Formulate and support programs that offer opportunities for greater knowledge and insight into our faith.					
Encourage interest in personal spiritual direction. Expand participation in the Advent and Lenten individual prayer programs over the next 3-5 years.	Pastor, Coordinator of Ministries	Annually	HR - Medium; Capital – Low	Medium to Low	Attendance
Sponsor and promote spirituality programs that are responsive to parishioners needs and ensure the professional development of lay and clergy to support this goal.	Pastor, Coordinator of Ministries, Spirituality Committee	Annually	Medium	Medium	Participant feedback
Sponsor and promote educational lectures and programs through the establishment of an Education Committee.	Pastor, Education committee	Annually	Capital – Medium to High	High	Number of events, Attendance
Promote ordained vocations (Priests/Deacons) and lay ministries.	Pastor, Spirituality Committee	3-5 years	Low	Low	Number of those pursuing vocations, Ascertain parish awareness
Provide parishioners with information from Archdiocese, CCCC and other parishes regarding spirituality programs.	Pastor, Parish staff	3-5 years	Low	Medium	Number of events Participation Info. channels

Pillar #2 (Continued)

Goal (Adult):	Responsible Party	Time Horizon	Cost Resources*	Staff/Volunteer Intensity*	Success Metric
Nurture personal spirituality within our parish community and CCCC cluster. Formulate and support programs that offer opportunities for greater knowledge and insight into our faith.					
Continue opportunities for non-Catholics to learn about our faith and enter the Church through the RCIA program.	Pastor, RCIA team, Parish staff	Annually	Medium to high	High for RCIA instructors	Count number of confirmations
Sponsor programs focused on the spiritual maturity of young adults (post-graduation through middle-age).	Coordinator, Young Adult Team	Annual; 3-5 years	Medium	High	Number of events Attendance
Goal (Youth):					
Nurture the spirituality of youths within parish community through education and encourage family participation through a supportive network.					
Offer catechesis and sacramental preparation for children and youth each Sunday, September through May, via the Parish Religious Education Program (PREP).	PREP, Coordinator, Parish staff	Annually	High	High	Number of Participants (62 in 2012-2013)
Continue to provide the Archdiocesan Benziger family-life ¹ curriculum via the PREP program.	PREP, Coordinator	Annually and 3-5 years	Medium to low	Low to medium	Number of recipients
Establish a PREP parent advisory committee, with members appointed by the Pastor	Pastor	By January 2014, and then every September	None	Medium	Establishment of an active committee

1. The RCL Benziger *Family Life* K-8 program consists of materials for parents to work with their children to provide them with a wholesome understanding of human sexuality, based on Catholic Church moral principles. Working with their parents, children develop better communication skills, healthy family relationships and a formation in chaste living.

Pillar #2 (Continued)

Goal (Youth):	Responsible Party	Time Horizon	Cost Resources*	Staff/Volunteer Intensity*	Success Metric
Nurture the spirituality of youths within parish community through education and encourage family participation through a supportive network.					
Establish and maintain a communication system between PREP leaders and parents, including an electronic and/or print publication, directory, calendar and two-way communication, with input from the parent advisory committee.	PREP, Coordinator	Sept-May	None	Low	Parent Feedback
Continue to provide the Children’s Liturgy during the 10:30 Mass. Recruit and support volunteers by establishing procedures, scheduling, and support materials.	Coordinator of Ministries	Annually	Low	Medium	Liturgy provided
Provide catechesis and opportunities outside of catechesis for youth via the <i>Youth Ministry</i> . Initiate service projects, social interaction and education and explore international projects of service.	Coordinator of Ministries, Youth Ministry leaders	Annually	High	High	Number of events Number of youths
Provide parental participation for feedback of PREP via survey and discussion during a scheduled PREP class.	PREP, Coordinator	April/May	Low	Medium	Parent Feedback Number
Goal (Family):					
Cultivate family and faith development in daily life through opportunities within and outside of (post) catechesis.					
Offer resources and support to foster faith development. Develop an online PREP Newsletter with hard-copies accessible to parents and teachers on Sundays during PREP class.	PREP, Coordinator	Annually	Medium	Medium	Family feedback
Integrate families and PREP students into 10:30 Masses by providing a timely procedure that coordinates with the liturgy support group.	PREP, Coordinator	Annually	None	Low	Number of participants

Pillar #3

Community-Building: Hospitality of Inclusivity and Diversity

Vision: St. Ignatius Church will grow as a welcoming community that meets the needs of our own parishioners and the larger city in which we live through word, sacrament and service.

Goal:	Responsible Party	Time Horizon	Cost/Resources*	Staff/Volunteer Intensity*	Success Metric
Enhance communication within the parish and local community. Increase sense of community and inclusivity within the parish on the website and local community.					
Increase online communication with a redesign of the Parish website; create accessible forms; add pictures and links; and change over the web publishing platform to WordPress, a content management system, which allows publishing, editing and modifying content as well as maintenance from a central interface. Implement search engine optimization strategies and security measures.	Parish staff	In Progress	\$3,000 for the Parish Website Redesign project; Hire a full time Communications administrator to execute and manage communications plan and goals. [Salary range TBD]	Medium-High	Improved overall appearance and navigation; access and transparency; Security; and a straightforward web format. Increased followers on Facebook - focus on young adults.
Initiate social media communication via www.facebook.com/stignatiusparish ; weekly updates of parish events; share a link via Fr. James Martin, S.J. on and experiences of Ignatian spirituality from Jesuit and Ignatian sources around the world.	Coordinator of Ministries				
Include Parish's position on the STAND ² process and its compliance.	Parish staff				
Expand email messaging, announcements and updates of parish events via Parish@st-ignatius.net	Parish Staff				

² STAND for the Protection of Children and Youth is a training program of the Archdiocese of Baltimore for volunteers who will interact with children and youth.

Pillar #3 (Continued)

Goal:	Responsible Party	Time Horizon	Cost/Resources*	Staff/Volunteer Intensity*	Success Metric
Enhance communication within the parish and local community. Increase sense of community and inclusivity within the parish on the website and local community.					
Explore online video platform on the website to include a welcoming video, film excerpts of homilies, special Masses and lectures in addition to YouTube.	Coordinator of Ministries and Lay	In Progress	\$3,000 for the Parish Website Redesign project; Hire a full time Communications administrator to execute and manage communications plan and goals. [Salary range TBD]	Medium-High	Improved overall appearance and navigation; access and transparency; Security; and a straightforward web format. Increased followers on Facebook - focus on young adults.
Establish a communications committee to routinely review and assist in the development of the Parish website, weekly bulletin, and printed materials.	Parish Staff and Lay				
Provide name tags for ushers, greeters and others.	Parish staff	Spring 2011 and Ongoing	\$200	Low	Support welcoming
Develop community album/bulletin board (photo display). Focus on key events, e.g., Christmas; Angel and Jesse Trees; Easter; Feast of Pentecost; 5K Run; Family Mass and PREP activities; and New Parishioner Meet and Greet; just to name a few.	Parish staff and Lay	Summer 2013 upon review by Parish Staff	\$250 for pictures and digital photo frames	Medium	Digital photo frames posted on bulletin board in the Gallery.
Continue annual parish picnics	Lay and Parish Staff	Annually 7/13/2013	\$500	Medium	Support community building

Pillar #3 (Continued)

Goal: Enhance communication within the parish and local community. Increase sense of community and inclusivity within the parish on the website and local community.	Responsible Party	Time Horizon	Cost/Resources*	Staff/ Volunteer Intensity*	Success Metric
Look to expand to Sunday morning and Sunday evening Hospitality after Mass: Continue coffee, cake and conversation program after 9:30 am and 10:30 am Masses.	Parish Staff and Hospitality Committees	Ongoing and Expanding; based on volunteers	\$5,000	Medium	9:30 am & 10: 30 am Mass – weekly; 8 am & 6 pm Mass - once a month
Continue to hold semi-annual town-hall parish meetings at various times to update parishioners on the financial status of the parish, religious education, Archdiocesan matters, etc. and get parishioner feedback.	Pastor, Pastoral Council and Parish Staff	Winter and-Spring for planning semi-annual events	Time	Medium-High	Publish schedule of events as well as parishioner feedback; track progress and update strategic plan goals as needed

Pillar #4

Social Responsibility

Vision: We want to ensure the most needy people have a claim on our times and resources by advocating the Ministry of Matthew 25:35, 36
 “For I was hungry and you gave me food, I was thirsty and you gave me something to drink, I was a stranger and you welcomed me, I was naked and you gave me clothing, I was sick and you took care of me, I was in prison and you visited me.”

Goal:	Responsible Party	Time Horizon	Cost/ Resources*	Staff/ Volunteer Intensity*	Success Metric
Increase parishioner awareness of the needs of our neighbors in Baltimore City who are hungry, homeless, imprisoned and in need. Create opportunities for fellowship between our neighbors in the city and the St. Ignatius community.					
Loaves and Fishes Ministry	Lay	Ongoing	\$1100 per month	Monthly commitment of volunteers and team leaders	Annual updates from Ministry Coordinator
Maintain Jesse Tree and Angel Tree programs	Lay, Coordinator and Ministries	Ongoing	None at this time	High for coordinating individual/easy means of parish involvement	Inventory of collected items as an indicator of growth from year to year
Maintain our close relationship with Viva House with food assistance.	Pastor Parish staff	Ongoing	None at this time	Low at this time	Conversation with Viva House and count of collection
Support the Esperanza Center to assist the ministry is served.	Lay	1-3 years	None at this time	Low at this time	Start a committee, track number of parishioners contacted and engaged.

Pillar #4 (Continued)

Goal: Increase parishioner awareness of the needs of our neighbors in Baltimore City who are hungry, homeless, imprisoned and in need. Create opportunities for fellowship between our neighbors in the city and the St. Ignatius community.	Responsible Party	Time Horizon	Cost/ Resources*	Staff/ Volunteer Intensity*	Success Metric
Provide information about Social Ministry services throughout the city.	Lay, Coordinator of Ministries	1 year	\$0	Low	Information available on website, possible links, notice on bulletin board, possible survey of social engagement.
Ensure sufficient parishioner involvement in the outreach ministries and develop succession plans to enable the on-going development of these ministries.	Coordinator of Ministries	1 Year	\$0	Medium	Create a master chart of ministry leaders, number of volunteers, biannual publication of Ministries Report, survey of volunteers.
Provide parishioners with the opportunity to promote advocacy in issues of Peace and Justice .	Committee Chairperson	1 Year	TBD	Medium	Continuation of well attended programs: Movie Night Program, 25th Anniversary of Jesuit Martyrs in El Salvador, Bread for the World Advocacy Program, St. Ignatius 5k etc. Number of Attendees Diversity
Encourage relationship with the Franciscan Center to assist the ministry that is served.	Coordinator of Ministries, Lay	1-3 years	None at this time	Low at this time	Lenten collection count, collection of men & women's clothing
Continue to support My Sister's Place to assist the ministry that is served.	Lay	Ongoing	None at this time	Low	Lenten collection count, count participation in various activities and projects

Pillar #5

Fiscal Soundness and Stewardship of our Facilities

Vision: Manage parish financial operations in a manner consistent with the values of our faith, with a focus on maintaining fiscal soundness within the parish and promoting effective stewardship of parish financial resources.

<p>Goals: Prepare and operate the Parish pursuant to an annual Budget that achieves, at minimum, break-even financial operation. Financial operations of the Parish shall include the annual operating budget as well as stewardship activities.</p> <p>Maintain the physical plant of the parish and periodically review usage of the facilities so that we can ensure the physical plant supports the activities of the parish. Generate financial resources necessary to support parish ministries, educational programs and community-building activities.</p> <p>Generate financial resources to support parish outreach activities, including support St. James and John School, St. Wenceslaus Parish, Saint Ignatius Loyola Academy, Cristo Rey Jesuit High School and other stewardship initiatives deemed appropriate by the Pastor and Pastoral Council.</p>	<p>Responsible Party</p>	<p>Time Horizon</p>	<p>Cost/ Resources*</p>	<p>Staff/ Volunteer Intensity*</p>	<p>Success Metric</p>
<p>Encourage full use of Faith Direct transfer for offertory Contribution.</p>	<p>Pastor, Deacon, Finance Committee</p>	<p>Annually</p>	<p>Annual fee</p>	<p>Low</p>	<p>Percentage of parishioners using system. Increase in revenue</p>
<p>Encourage full parish participation in order to achieve our goal in the Archbishop's Annual Appeal.</p>	<p>Pastor, Deacon, Finance Committee</p>	<p>Annually</p>	<p>\$0</p>	<p>Low</p>	<p>Percentage of parishioners contributing, Ability to meet stated goal</p>

Pillar #5 (Continued)

Goal:	Responsible Party	Time Horizon	Cost/ Resources*	Staff/ Volunteer Intensity*	Success Metric
Provide annual or semi-annual financial reports to the parish.	Finance Committee	Annually, Semi-Annually	\$0	High	Attendance at town-hall meetings
Support Archdiocesan/parish capital campaign.	Pastor, Deacon, Chairs of the Capital Campaign Committee**	Ongoing	\$0	High	Participation in campaign and amount of collections
Initiate a periodic physical plant assessment and inventory of assets.	Staff, external consultant	Every 3 years	Per bids	Low	Measuring of annual capital expenditure needs
Continue to inform parishioners about how parish resources are utilized.	Pastor, Finance Committee	Semi-Annually on formal basis, and ongoing informally	\$0	High	Town-hall meeting attendance and/or letter
Assess capital projects for feasibility: Landscaping and lighting-front on Annex Stained Glass Window Project Elevator Upgrade Pre-School feasibility-upgrades to Annex Purchase of 104, 110-112 Madison St and major repairs	Pastor, Deacon, Finance Committee	1-3 years	Estimates on record with Finance Committee	High	Project completion

*Low, Medium and High are used here in a relative context to rate projects based on the perception of time and money needed to achieve them. As the plan progresses, more specific costs can be quantified and added.

** Chairs of the Capital Campaign Committee are Ted Wiese and John Cameron