

# Cambridge Collaborative of St. Paul

## Vision Statement

Inspired by the witness of the early Christian communities, and under the patronage of St. Paul, our community of St. Paul’s Parish, Harvard Catholic Center and St. Paul’s Choir School seeks to grow together. We will invite more people to be drawn by God’s beauty, nourished by the truth of Christ, and strengthened to do every good work for others in the Lord. We strive to offer our gifts as mature disciples in mission radically reoriented to Christ, sustained by the Eucharist, and proclaiming the Good News of Christ and His Church to all we meet.

### Collaborative Priorities & Goals 2019 - 2023

In order to help the Cambridge Collaborative of St. Paul to continue to grow towards our vision, the parish pastoral planning team has identified five priorities and associated goals to pursue over the next three years: (1) Vocations, (2) Sacramental Life, (3) Discipleship, (4) Communications, and (5) Temporal Goods Management.

| Goal / Priority  | Start Month | End Month | 2019     |    | 2020 |    | 2021 |    | 2022 |    | 2023 |    |
|--|-------------|-----------|----------|----|------|----|------|----|------|----|------|----|
|  |             |           | Q3       | Q4 | Q1   | Q2 | Q3   | Q4 | Q1   | Q2 | Q3   | Q4 |
| <b>1 Vocations</b>   |             |           |          |    |      |    |      |    |      |    |      |    |
| 1.1 Prayer for Vocations   | Sep-19      | Jun-23    | [Active] |    |      |    |      |    |      |    |      |    |
| 1.2 Mobilize Vocation Team   | Jun-19      | Oct-19    | [Active] |    |      |    |      |    |      |    |      |    |
| 1.3 Publicity  | Sep-18      | Jun-21    | [Active] |    |      |    |      |    |      |    |      |    |
| 1.3 Vocation Awareness & Inviting                                    | Sep-18      | Jun-21    | [Active] |    |      |    |      |    |      |    |      |    |
| <b>2 Sacramental Life</b>  |             |           |          |    |      |    |      |    |      |    |      |    |
| 2.1 Mobilize Sacramental Life Committee and Capture Quick Wins       | Sep-19      | Jan-20    | [Active] |    |      |    |      |    |      |    |      |    |
| 2.2 Sacramental Life Education & Development Plan                    | Feb-20      | Oct-20    | [Active] |    |      |    |      |    |      |    |      |    |
| 2.3 Implement and Measure Sacramental Life Plan                      | Nov-20      | Jun-21    | [Active] |    |      |    |      |    |      |    |      |    |
| <b>3 Discipleship</b>  |             |           |          |    |      |    |      |    |      |    |      |    |
| 3.1 Form and Train Faith Formation Committee to shepherd the Process | Jun-20      | Dec-20    | [Active] |    |      |    |      |    |      |    |      |    |
| 3.2 Investigate and Select Focus Processes                           | Jan-21      | Dec-21    | [Active] |    |      |    |      |    |      |    |      |    |
| 3.3 Prepare and Implement Selected Process(es)                       | Jan-22      | Jan-23    | [Active] |    |      |    |      |    |      |    |      |    |
| <b>4. Communications</b>   |             |           |          |    |      |    |      |    |      |    |      |    |
| 4.1 Form a Communications Committee                                  | Oct-19      | Jan-20    | [Active] |    |      |    |      |    |      |    |      |    |
| 4.2 Research current comms and other examples                        | Feb-20      | Jun-20    | [Active] |    |      |    |      |    |      |    |      |    |
| 4.3 Write and implement Communications plan                          | Jul-20      | Jun-21    | [Active] |    |      |    |      |    |      |    |      |    |
| <b>5. Temporal Goods Management</b>                                  |             |           |          |    |      |    |      |    |      |    |      |    |
| 5.1 Form permanent stewardship committee                             | Sep-19      | Jun-22    | [Active] |    |      |    |      |    |      |    |      |    |
| 5.2 Capital Campaign Budget and Improvements                         | Sep-19      | Oct-22    | [Active] |    |      |    |      |    |      |    |      |    |
| 5.3 Stewardship Committee Review of Space Planning                   | Oct-19      | Jun-21    | [Active] |    |      |    |      |    |      |    |      |    |

### 1) Vocations

Goal: To promote vocations to the diocesan priesthood and foster a culture of vocational awareness by doing activities for the following: (1) Prayer for Vocations, (2) Vocation Team, (3) Publicity, and (4) Faith Formation from June 1, 2018 to June 30, 2022.

Context: Promoting vocations to the priesthood and religious life is a major component to the work of evangelization at St. Paul Parish, the Harvard Catholic Center, and St. Paul’s Choir School. The interconnectedness that exists between our three institutions places us in a unique situation: the Choir School education revolves around the liturgy, the Harvard Catholic Center continually promotes discipleship formation, and both are all joined by the sacramental life and community of St. Paul Parish.

| Action   | Owner                                    | Start  | Due By   | Effort       | Cost     |
|--|--|--------|----------|--------------|----------|
| <b>1.1 Prayer for Vocations</b>  |  |        |          |              | \$0      |
| <b>1.1.1 Weekly prayer intentions for vocations</b><br><i>Inclusion of prayers for vocations as part of intercessory prayers at Sunday masses.</i>   | Parish Clergy                            | 9/1/19 | 6/30/19  | 1 hr wkly    | -        |
| <b>1.2 Mobilize Vocations Team</b>   |  |        |          |              | \$0      |
| <b>1.2.1 Form Vocation Team</b><br><i>Invite 2 members from each community (e.g. Catholic Center, Choir School, Parish) who are committed to advancing vocations from the collaborative to join Vocations Team. Team will meet each semester to discuss how the goal is being carried out in the respective communities, and how the activities of each can interact with one another.</i> | Parochial Vicar                          | 6/1/19 | 10/30/19 | 4 hrs        | -        |
| <b>1.3 Publicity</b>   |  |        |          |              | Per Plan |
| <b>1.3.1 Archdiocesan Vocation Poster</b><br><i>Prominent display of Archdiocese of Boston vocations poster in the church, student center, parish center, and choir school.</i>  | Parish Clergy                            | 9/1/18 | 6/30/19  | 1 hr         | -        |
| <b>1.3.2 Harvard Catholic Center Vocation Poster</b><br><i>Creation and yearly updating of a Harvard Catholic Center vocations poster, highlighting Harvard graduates who have gone on to the priesthood, religious life, and diaconate.</i>   | Parish Clergy                            | 9/1/18 | 6/30/19  | 1 hr wkly    | -        |
| <b>1.3.3 Vocation Information Bulletin Board</b><br><i>Creation and maintenance of an informational bulletin board near the student lounge, displaying flyers for upcoming discernment retreats</i>  | Parish Clergy                            | 9/1/18 | 6/30/19  | 1 hr monthly | -        |
| <b>1.3.4 Harvard Catholic Center Magazine</b><br><i>Yearly feature in the Harvard Catholic Center Magazine of priestly and religious vocations.</i>  | Development Staff / parish clergy        | 9/1/18 | 6/30/20  | 1 hr monthly | -        |
| <b>1.4 Faith Formation</b>   |  |        |          |              | Per Plan |
| <b>1.4.1 RCIA</b><br><i>Integration of lesson on vocations in RCIA program.</i>  | RCIA Coordinator / Parish Clergy         | 9/1/18 | 6/30/19  | 2 hrs        | -        |
| <b>1.4.2 Adult Confirmation</b><br><i>Integration of lesson on vocations in adult confirmation program.</i>  | Confirmation coordinator / Parish Clergy | 9/1/19 | 6/30/20  | 2 hrs        | -        |
| <b>1.4.3 High School Confirmation</b><br><i>Integration of lesson on vocations in high school confirmation program.</i>  | Confirmation coordinator / Parish Clergy | 9/1/19 | 6/30/20  | 2 hrs        | -        |
| <b>1.4.4 Religious Education</b><br><i>Integration of lesson on vocations in parish religious education program</i>  | CRE / Parish Clergy                      | 9/1/19 | 6/30/21  | 4 hrs        | -        |

|   |                                      |        |         |               |                            |
|---|--------------------------------------|--------|---------|---------------|----------------------------|
| <b>1.4.5 Choir School Religion Class</b><br><i>Integration of lesson on vocations in Choir School Religion Class</i>  | Faculty / Parish Clergy              | 9/1/19 | 6/30/21 | 8 hrs         | -                          |
| <b>1.4.6 Discernment Groups</b><br><i>Establishment of vocational discernment prayer groups for men and women within the Harvard Catholic Center.</i>   | Undergraduate and Graduate Chaplains | 9/1/19 | 6/30/22 | 1 hr wkly     | -                          |
| <b>1.4.7 Discernment Retreat</b><br><i>Promotion of and invitations to the annual vocational discernment retreat for men from the parish, Harvard Catholic Center, and Choir School.</i>                  | Parish Clergy                        | 9/1/18 | 6/30/19 | 2 hrs monthly | -                          |
| <b>1.4.8 Seminary Visits for Harvard Catholic Center</b><br><i>Visit seminary for Vespers or Sunday Mass, meet and greet with seminarians, tour seminary.</i>   | Chaplains                            | 9/1/19 | 6/30/21 | 8 hrs         | \$50 (transportation)      |
| <b>1.4.9 Seminary Visits for Choir School</b><br><i>Visit seminary for Vespers, meet and greet with seminarians, tour seminary. Look into doing joint sung Vespers service with seminary choir.</i>       | Parish Clergy / faculty              | 9/1/20 | 9/1/22  | 20 hrs        | \$500 (bus transportation) |
| <b>1.4.10 Visitation of Vocation Directors</b><br><i>Archdiocesan vocations directors make formal and informal visits to Harvard Catholic Center for Masses, Holy Hours, retreats, and social events.</i> | Parish Clergy                        | 9/1/18 | 9/1/19  | 2 hrs monthly | -                          |

## 2) Sacramental Life

Goal: By June 30, 2021, intentionally enhance engagement in Sacramental Life by increasing (1) understanding of the Sacraments (2) personal reception of the Sacraments (3) willingness to serve in Sacramental ministries.

| Action   | Owner                  | Start    | Due By   | Effort | Cost |
|--|------------------------|----------|----------|--------|------|
| <b>2.1 Mobilize Sacramental Life Committee and Capture Quick Wins</b>  |                        |          |          |        | \$0  |
| <b>2.1.1 Form Committee</b><br><i>Invite 6-8 members of the collaborative from each of our constituent communities who care deeply about our sacramental life to join with the pastor in advancing our sacramental life.</i>   | Pastor                 | 9/1/2019 | 10/30/19 | 4 hrs  | -    |
| <b>2.1.2 Gather Data</b><br><i>Gather data on current reception of sacraments within the collaborative.</i>  | Volunteers             | 11/1/19  | 12/31/19 | 20 hrs | -    |
| <b>2.1.3 Outline objectives of Sacramental Life plan</b><br><i>Draft document outlining the objective of a Sacramental Life plan to be developed.</i>  | Volunteers             | 1/1/20   | 1/31/20  | 5 hrs  | -    |
| <b>2.1.4 Recruit Extraordinary Ministers &amp; Lectors</b><br><i>Present role &amp; theological basis for Extraordinary Ministers of the Holy Eucharist (e.g. via homilies, letter in bulletin, etc.) and host a training session for new Extraordinary Ministers in order to expand number of trained Extraordinary Ministers by five people.</i> | Pastor & Parish Clergy | 9/1/19   | 10/30/19 | 4 hrs  | -    |
| <b>2.2 Sacramental Life Education &amp; Development Plan</b>   |                        |          |          |        | \$0  |

|  |                           |         |          |          |          |
|--|---------------------------|---------|----------|----------|----------|
| <b>2.2.1 Develop Plan</b><br><i>Review current reception data and develop a plan to encourage a deeper understanding of the sacraments, ensure that it is clear to all members of our collaborative and community how they can request / access the sacraments, ensure that the collaborative has the adequate Ordinary and Extraordinary Ministers, and measure the health of our collaborative's sacramental life.</i> | Committee & Parish Clergy | 2/1/20  | 8/31/20  | 20 hrs   | -        |
| <b>2.2.2 Deliver Education Plan on Sacraments</b><br><i>Plan education series on the sacraments to encourage a deeper understanding of and more regular reception of Christ's grace through the sacraments.</i>  | Parish Clergy             | 8/1/20  | 10/30/20 | 20 hrs   | -        |
| <b>2.1.3 Recruit Extraordinary Ministers &amp; Lectors</b><br><i>Present role &amp; theological basis for Extraordinary Ministers of the Holy Eucharist (e.g. via homilies, letter in bulletin, etc.) and host a training session for new Extraordinary Ministers in order to expand number of trained Extraordinary Ministers by five people.</i>   | Parish Clergy             | 9/1/20  | 10/30/20 | 4 hrs    | -        |
| <b>2.3 Implement and Measure Sacramental Life Plan</b>   |                           |         |          |          | Per Plan |
| <b>2.3.1 Implement and Measure plan as laid out in Milestone 2</b>   | Per Plan                  | 11/1/20 | 6/30/21  | Per Plan | Per Plan |

### 3) Discipleship

Goal: Advance 15-20 adults along the Thresholds of Conversion and Phases of Intentional Discipleship by June 30, 2022.

| Action  | Owner                               | Start   | Due By  | Effort | Cost  |
|---|-------------------------------------|---------|---------|--------|-------|
| <b>3.1 Form and Train Faith Formation Committee to shepherd the Process</b>   |                                     |         |         |        | \$300 |
| <b>3.1.1 Form Committee</b><br><i>Identify and recruit 5-8 "Commissioned Disciples"</i>   | Pastor                              | 6/1/20  | 9/30/20 | 25     | -     |
| <b>3.1.2 Train Committee on RCAB's Forming Disciples</b><br><i>Train committee members based on RCAB's Forming Disciples (or relevant approved model)</i>   | Liaison with RCAB staff (or others) | 10/1/20 | 12/8/20 | 20     | \$300 |
| <b>3.2 Investigate and Select Focus Processes</b>   |                                     |         |         |        | \$0   |
| <b>3.2.1 Research Intentional Discipleship Programs</b><br><i>Research processes that lead to Intentional Discipleship and select or develop one for use at St. Paul's. Possible programs to review: ACTS, Alpha, Christ Renews His Parish, Cursillo, Evangelical Catholic, Light of World, Renew, etc. Selected processes) should include initiatory event/retreat/course/etc. and plans for follow-up and continuation.</i> | Faith Formation Committee           | 1/1/21  | 6/20/21 | 60     | -     |
| <b>3.2.2 Develop Pre- &amp; Post- Program Discipleship Surveys</b>  | Faith Formation Committee           | 8/1/21  | 12/8/21 | 3      | -     |

|  |                           |        |          |                |              |
|--|---------------------------|--------|----------|----------------|--------------|
| <i>Prepare a survey to measure levels of discipleship for future participants.</i> |                           |        |          |                |              |
| <b>3.3 Prepare and Implement Selected Process(es)</b>                              |                           |        |          |                | Program Dep. |
| <b>3.3.1 Prepare program/processes</b>   | Faith Formation Committee | 1/1/22 | 5/23/22  | Program Dep.   | Program Dep. |
| <b>3.3.2 Advertise and invite participants</b>                                     | Faith Formation Committee | 1/1/22 | 5/23/22  | 3 hrs / person | -            |
| <b>3.3.3 Implement selected programs/process</b>                                   | Faith Formation Committee | 6/1/22 | 12/31/22 | Program Dep.   | Program Dep. |
| <b>3.3.4 Evaluate and adjust as needed</b>   | Faith Formation Committee | 1/1/23 | 1/30/23  | Program Dep.   | -            |

#### 4) Communication and Outreach

Goal: Create and implement a comprehensive communications plan in our parish, school, and Catholic Center by June 30, 2021.

| Action   | Owner                       | Start   | Due By  | Effort | Cost     |
|--|-----------------------------|---------|---------|--------|----------|
| <b>4.1 Mobilize Sacramental Life Committee and Capture Quick Wins</b>  |                             |         |         |        | \$0      |
| <b>4.1.1 Form Committee</b><br><i>Identify and Recruit 2-3 members from the parish, choir school and Catholic Center to participate on the Communications Committee</i>                    | Pastor & Chair of Committee | 10/1/19 | 1/31/20 | 5 hrs  | -        |
| <b>4.2 Research current comms and other examples</b>   |                             |         |         |        | \$0      |
| <b>4.2.1 Survey each of our communities</b><br><i>Create a survey for each entity to identify preferred means of communication and what content parishioners want to know about.</i>       | Comms Committee             | 2/1/20  | 3/31/20 | 10 hrs | -        |
| <b>4.2.2 Review Survey Results</b><br><i>Tally results of survey</i>   | Comms Committee             | 4/1/20  | 5/15/20 | 5 hrs  | -        |
| <b>4.2.3 Interview Priests, Staff, Lay Leaders</b><br><i>Interview priests, staff and lay leaders about current and future communications needs.</i>                                       | Comms Committee             | 2/1/20  | 5/1/20  | 20 hrs | -        |
| <b>4.2.4 Collect any existing utilization data</b><br><i>Collect any utilization metrics from existing communication vehicles (e.g. website visits, email newsletter open rates. Etc.)</i> | Parish Staff                | 3/1/20  | 5/1/20  | 4 hrs  | -        |
| <b>4.2.5 Research communications methods used by other parishes</b><br><i>Research methods of communications used in other parishes</i>  | 2-3 Members of Committee    | 2/1/20  | 5/1/20  | 10 hrs | -        |
| <b>4.2.6 Compare survey results with research &amp; interviews</b><br><i>Compare survey results with research and interviews</i>   | Comms Committee             | 5/1/20  | 6/30/20 | 3 hrs  | -        |
| <b>4.3 Write and implement Communications plan</b>   |                             |         |         |        | Per Plan |

|  |                 |         |          |          |          |
|--|-----------------|---------|----------|----------|----------|
| <b>4.3.1 Identify and document Key Audiences/Persons</b><br><i>Identify key audiences (or personas) that the collaborative should regularly communicate with and their information needs (e.g. Regular Parishioners, Families of the Choir School, Catholic Students at Harvard, Visitors/Tourists Members of the Harvard and Cambridge community, etc.)</i> | Comms Committee | 7/1/20  | 10/30/20 | 40 hrs   | -        |
| <b>4.3.2 Identify official communication vehicles &amp; processes</b><br><i>Identify the primary official communication channels that the collaborative will use and provide clear guidance on the editorial and review processes to be used.</i>  | Comms Committee | 7/1/20  | 10/30/20 | 10 hrs   | -        |
| <b>4.3.3 Identify supplemental vehicles &amp; processes</b><br><i>Identify and supplemental communication channels that will support our mission and augment official communications.</i>  | Comms Committee | 7/1/20  | 10/30/20 | 5 hrs    | -        |
| <b>4.3.4 Draft Implementation Plan</b><br><i>Outline an implementation plan, including any necessary investments and/or process changes required to enable communications plan.</i>  | Comms Committee | 11/1/20 | 12/31/20 | 5 hrs    | -        |
| <b>4.3.5 Implement Plan</b><br><i>Implement Plan</i>   | Comms Committee | 1/1/21  | 6/30/21  | Per Plan | Per Plan |

## 5) Temporal Goods Management

Goal: To support our mission and call more people into a closer relationship with the Lord Jesus, we will improve our management of financial and physical resources by June 2023.

| Action   | Owner                                | Start             | Due By             | Effort        | Cost        |
|--|--------------------------------------|-------------------|--------------------|---------------|-------------|
| <b>5.1 Form permanent stewardship committee</b>  |                                      |                   |                    |               |             |
| <b>5.1.1 Ongoing Planning for Capital Campaign and annual Offertory Pledge</b>                                       | Pastor & Stewardship Committee       | 9/1/19<br>Ongoing | 6/30/21<br>Ongoing | 5 hrs / month | -           |
| <b>5.2 Capital Campaign Budget and Improvements</b>  |                                      |                   |                    |               | As Budgeted |
| <b>5.2.1 Monitor capital improvements and deferred maintenance items (repeat annually)</b>                           | Parish Staff & Stewardship Committee | 9/1/19<br>ongoing | 6/30/22            | 2 hrs/ month  | -           |
| <b>5.2.2 Allocate budget for capital improvements and deferred maintenance (repeat annually)</b>                     | Pastor & Stewardship Committee       | 9/1/19            | 9/30/22            | 1 hr/ month   | -           |
| <b>5.2.3 Create capital improvements and deferred maintenance projects schedule for current FY (repeat annually)</b> | Parish Staff & Stewardship Committee | 10/1/19           | 10/30/22           | 1 hr/ month   | As Budgeted |

| <b>5.3 Stewardship Committee Review of Space Planning</b>   |                                |         |          |          | <b>As Budgeted</b>  |
|---|--------------------------------|---------|----------|----------|---------------------|
| <b>5.3.2 Hold community meeting and invite feedback</b>   | Pastor Convenes                | 10/1/19 | 10/31/19 | 3 hrs    | \$100 (hospitality) |
| <b>5.3.3 Draft plan for use of space</b>  | Pastor & Stewardship Committee | 1/15/20 | 4/1/20   | 10 hrs   | -                   |
| <b>5.3.4 Determine budget for proposed plan in FY 2021</b>  | Pastor & Parish Staff          | 5/1/20  | 6/30/20  | 10 hrs   | -                   |
| <b>5.3.5 Host second community meeting to present draft plan (schedule before exams and end of school year)</b> | Pastor Convenes                | 5/1/20  | 5/15/20  | 1 hr     | \$100 (hospitality) |
| <b>5.3.6 Implement plan</b>   | Pastor & Parish Staff          | 7/1/20  | 6/30/21  | Per Plan | As Budgeted         |

Submitted Respectfully,

Cambridge Collaborative of St. Paul Pastoral Planning Team  
August 2019