

Saint Cecilia

P A R I S H

2022

Racial Equity Strategic Plan

Prepared by:



Health Resources in Action
Advancing Public Health and Medical Research

Submitted to:

Saint Cecilia Parish
18 Belvidere Street
Boston, Massachusetts 02115

**Saint Cecilia Parish
Racial Equity Strategic Plan Report**

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Dear Father John,

We are honored to present to you this ambitious three-year strategic plan for Saint Cecilia Parish. Saint Cecilia is firmly committed to advancing equity in all forms. To help you reach this goal, this plan builds on the parish's desire to become more inclusive while promoting equity and anti-racism in Boston as well as around the world.

The priorities set out in this plan are crucial to our success in creating a thriving, equitable and welcoming parish. The parish is committed to embracing Catholic Social Teaching, which guides the way we respond to one another and to the world around us. This report outlines how Saint Cecilia Parish will continue to be a leading voice in the promotion of community, spiritual connection, equity, and racial justice.

Positioning Saint Cecilia as a ministry that empowers lay leadership, makes data informed decisions and is known internationally as a collaborative, action-oriented ministry will be important outcomes from this plan that we are confident will drive equity and anti-racism forward.

The following pages contain steps toward enabling Saint Cecilia to successfully address the root problems that generate inequalities internally and externally.

We want to thank you, the parish staff and the parishioners of Saint Cecilia, all of whom offered their experiences and their prayers during this process.

Sincerely,

HRiA Team

Executive Summary

This Strategic Plan outlines a bold and action-oriented map that Saint Cecilia Parish will use to advance our mission through years 2022 – 2025.

A framework of input that incorporated ideas from a variety of internal and external sources and elevated those that were aligned with the parish mission was utilized in this plan's creation. There are three (3) priority areas:

- Improving Belonging and Inclusivity for Parishioners
- Parish Culture
- Solidary in Action

In the wake of uprising for social justice and the country's reckoning with systemic racism after the death of George Floyd in 2020, Saint Cecilia embarked on a mission of self-discovery to examine how we could further our commitment to antiracism and racial justice. The Racial Equity Team (RET), made up of parishioners, ministry leaders, parish council members, and staff, was developed to explore the parish's next steps.

Saint Cecilia partnered with the nonprofit organization Health Resources in Action (HRiA), to help facilitate an equity assessment and planning process. The goal of this effort was to develop a portrait of Saint Cecilia's climate related to equity and inclusion, as well as to establish a baseline understanding of the strengths and opportunities to advance racial justice in our parish. This initiative, known as, "The Road to Social Equity" examines our parish life and culture, aims to identify any blind spots when it comes to diversity, equity, and inclusion, and lays the groundwork for a strategic plan that will further our vision of being a parish where "no one is lost or forgotten." This effort is in line with the Parish's 2022 Vision, which outlines our goals for the church we strive to be one that welcomes and provides a place for all persons where the Gospel is put into action.

After prioritizing informatics (the process by which raw data is translated into actionable information), we were able to enhance Saint Cecilia's capacity to obtain, understand, and use data towards improving their efforts for a more equitable community. The priorities outlined in the report provide the framework that informed the goals that will propel Saint Cecilia to become a radically welcoming, inclusive, and anti-racist community that acts in solidarity with historically excluded communities working to eliminate the sin of racism. Objectives range from increasing the number and diversity of liturgical participation to increasing and diversifying educational opportunities and broadening the accessibility of parish programming. Major components of this effort will be establishing personal outreach and exploring different and intentional ways to connect to new and existing parishioners, identifying, and eliminating barriers to parish engagement, and partnering with other faith communities for collaboration, witnessing and solidarity.

The following plan outlines the priorities, goals and objectives that will strengthen Saint Cecilia's commitment to community building, social change, consciousness raising and put the parish on track to be best positioned to continue to advocate for racial and social justice.

Introduction

In 2020, Saint Cecilia Parish contracted with Health Resources in Action, Inc. (HRiA) to engage with the Saint Cecilia Race Equity Team (RET) and parish staff and volunteers making up an Advisory Committee, to conduct a racial equity assessment and develop a three-year strategic plan. The strategic planning process included participation of a diverse group of Saint Cecilia parishioners. This process, and the resulting plan, demonstrate the deep interest and commitment of parishioners to work together to advance the vision of the parish: to be a relevant parish of the present, grounded in a rich Catholic tradition with openness for merciful service to the most vulnerable.

Saint Cecilia Overview

Saint Cecilia Parish is a Roman Catholic Parish established in 1888. The parish is in the heart of Boston and serves a diverse congregation both locally and from around the world, welcoming individuals from all walks of life. Steeped in a rich tradition of Catholic Social Teaching, Saint Cecilia is firmly committed to advancing equity in all forms.

There are many ways we live out our commitment to advancing equity—through our care for individuals who are unhoused or experiencing food insecurity or financial instability; by welcoming with open arms the LGBTQ+ community and being supportive allies and reminders of how much God loves those of us who are LGBTQ+; and by standing in solidarity with those of us who struggle with addiction. In addition to these areas, we are working at becoming a parish that is anti-racist in all aspects of what we do. To move in this direction, we are listening, reading to learn (and unlearn), reflecting together, educating ourselves, and taking actions as a parish. This equity assessment is one of the concrete ways Saint Cecilia is beginning to take an active part to better understand our role in the fight for racial healing and reconciliation.

In the wake of the uprising for social justice and the nation's reckoning with systemic racism after the 2020 of George Floyd, Saint Cecilia embarked on an initiative known as "The Road to Social Equity." This initiative is part of an effort to examine parish life and culture; to identify blind spots respective to diversity, equity, and inclusion; and to bring to life the vision of a parish where "no one is lost or forgotten." To help us achieve these goals, Saint Cecilia partnered with HRiA to help facilitate an equity assessment and planning process. The goal of this effort was to:

- Develop a portrait of the Saint Cecilia Parish climate related to equity and inclusion, and;
- Establish a baseline understanding of the strengths and opportunities to advance racial justice in the parish.

Strategic Planning Process

After the conclusion of the Assessment phase, the process transitioned to the Strategic Planning phase. While the assessment phase identified many opportunities for change, the Strategic Planning process was a collaborative effort to prioritize those opportunities and identify discrete and concrete strategies by which Saint Cecilia Parish will be able to make authentic and positive changes in their parish community.

Prioritization Meeting

The prioritization process identified areas of focus for planning efforts to best take advantage of the resources available for improving racial equity at Saint Cecilia. HRiA facilitated a two-hour Zoom meeting with the Advisory Committee, members of the RET and other key stakeholders to review assessment findings, themes and potential priorities. Selection criteria were established, and participants were lead through a prioritization exercise to select the priority areas for the strategic plan. Three (3) key areas of focus were identified by consensus and became the framework for the strategic plan.

Preplanning and Strategic Planning Sessions

The strategic planning process aimed to be both inclusive and focused. We engaged a small group of internal stakeholders to ensure support and buy-in as well as developed an actionable plan to meet the needs of Saint Cecilia. HRiA's facilitated approach permitted in-depth conversation, ensured feedback from multiple points of view, and allowed participants to have input on all elements of the strategic plan. While engaging with the Racial Equity Team (RET), it was identified that the planning process would benefit greatly by including diverse perspectives that would review the outputs of each strategic planning session and provide feedback. The RET reached out to Black, Indigenous and People of Color (BIPOC), LGBTQ+ parishioners as well as people with disabilities, youth and young families and formed the Advisory Committee made up of 10 members including Saint Cecilia Parish staff.

Using the key findings from the assessment and the identified priorities, HRiA developed agendas for four (4) Zoom planning meetings to be facilitated with Advisory Committee members and a cross-section of parish members and Saint Cecilia leadership. A preplanning session preceded the planning sessions to orient all working group participants to the planning process, terminology, and timeline. During the four planning sessions, HRiA staff guided conversations, captured key elements electronically, and developed the plan contents "live" during these working meetings. This facilitated process developed and identified the following:

- Priority areas that align with identified racial equity needs from the assessment
- Strategic plan components including goals, objectives, success measures, and strategies for each identified priority area
- Monitoring and evaluation approach
- Partners and resources to support the work outlined in the strategic plan

Between sessions, Advisory Committee participants provided feedback on the plan components drafted for all priority areas.

HRiA provided support from multiple staff for the strategic planning process; three (3) skilled facilitators, one per identified priority area, and one staff person to coordinate the technology for each Zoom session.

Development of the Strategic Plan Report

HRiA used the work outputs of the strategic planning sessions, as well as input from Saint Cecilia staff, the RET and the Advisory Committee to develop a 3-year strategic plan report with success measures. The plan is salient to Saint Cecilia Parish and written using the common language arrived at during the sessions, and with goals, actionable and measurable objectives, and strategies.

Identification of Priority Areas

In March of 2022, HRiA presented the Saint Cecilia advisory committee with key themes from the data gathering efforts as well as recommended priority areas for planning based on those themes. The recommended priority areas were as follows:

- Increasing Diversity
- Improving Belonging and Inclusivity
- Exposure to More Cultural and Ethnic Traditions
- Partnerships with Multicultural Faith Communities
- Economic Commitments to Advancing Equity
- Standing in Stronger Solidarity with Anti-Racism Efforts

HRiA shared criteria for participants to consider as they ranked the topic areas presented. The Saint Cecilia Advisory Committee engaged with multiple parish ministries who participated collaboratively in a multi-voting process to determine the final Priority Areas for the Strategic Plan. As a result of this inclusive process, the following Priority Areas were selected:

- Improve Belonging and Inclusivity for Parishioners
- Parish Culture
- Solidarity in Action

Cross-Cutting Strategies

The following topic areas were identified as key focal points for integration across all the priority areas in the strategic plan and have been incorporated into each priority area as cross-cutting strategies to ensure consistency throughout the plan:

- Exposure to more cultural traditions and fostering partnerships with multicultural faith communities
- Economic commitments to advancing equity

Planning Sessions

The planning sessions proceeded the virtual Preplanning Session to orient all working group participants to the planning process, terminology, and timeline.

During the four planning sessions, HRiA guided the working groups through a facilitated process to develop/identify the following:

- Priority areas that align with identified racial equity needs from the assessment
- Strategic plan components including goals, objectives, success measures, and strategies for each identified priority area
- Partners and resources to support the work outlined in the strategic plan

Between sessions, the RET, Advisory Committee and working group participants also had opportunities to provide feedback on the plan components drafted for all priority areas.

Glossary of Terms

Throughout this planning process, it became apparent that a foundation of shared language would be helpful for planning participants, as well as Saint Cecilia members to understand and implement the strategic plan. A glossary of terms was compiled by HRiA and distributed to all planning participants and can be found in Appendix B.

Final Plan Development

Several facilitated review sessions involving staff and leadership were held to refine and align the goals, objectives and strategies across the plan. Based on the output from the planning sessions and feedback gathered during those sessions, HRiA developed a draft Strategic Plan. The draft plan was shared with the Saint Cecilia Advisory Committee and others parish leaders, planning session participants, and additional staff and volunteers for feedback. HRiA compiled the feedback, revised the plan for overall consistency, and made recommendations for final revisions to the Advisory Committee. The Advisory Committee completed a final review of the draft before finalizing the Strategic Plan outlined in this report.

The Strategic Plan

A strategic plan includes several key elements: a vision statement that describes a desired future; a mission statement that articulates a central purpose; and a set of core values that guide all aspects of planning and implementation. From that, specific goals, objectives, and strategies are developed to accomplish the mission and vision in alignment with the core values of the organization.

Priorities are key issues that provide a focus for planning. A goal is a broadly stated, non-measurable change in the priority area. It describes the desired outcome of a planning initiative. Objectives articulate goal-related outcomes in specific and measurable terms. Objectives are narrow, precise, tangible, concrete and SMARTIE (specific, measurable, achievable, relevant, time-phased, inclusive and equitable). Success measures are measure(s) of progress or completion of a goal or objective. These measures ultimately let your team know if the goal or objective was successful in impacting the priority. A strategy describes the approach to fulfilling the objective. It is less specific than action steps, but tries to broadly answer the question, “How can we get from where we are now to where we want to be?”

Strategic Plan Priorities & Goal Statements:

Priority Area 1: Improving Belonging and Inclusivity for Parishioners
Goal 1
Saint Cecilia is a radically welcoming and inclusive community with outstretched arms; inviting, and encouraging all to come as they are, as valued and beloved members of the Body of Christ.
Priority Area 2: Parish Culture
Goal 2
Saint Cecilia is on a journey to become anti-racist. We strive to embody God’s love by responding with humility to the Gospel call, by becoming more inclusive, welcoming, and caring with particular regard for BIPOC and other historically excluded communities.
Priority Area 3: Solidarity in Action
Goal 3
We will act in solidarity with historically excluded communities and those who are working to eliminate the sin of racism and all forms of discrimination to model inclusion in the City of God.

Strategic Plan Elements by Priority Area

Priority Area 1: Improving Belonging and Inclusivity for Parishioners

Goal 1: Saint Cecilia is a radically welcoming and inclusive community with outstretched arms; inviting, and encouraging all to come as they are, as valued and beloved members of the Body of Christ.

Objective 1.1: Create and promote at least 1 new opportunity quarterly to make existing and new parishioners feel welcome by 2025.

Strategies

1.1.1 Employ more diverse and multicultural liturgies and music to reflect multiple experiences, particularly those who are underrepresented.

Potential Action Steps

- *Explore potential to increase /promote alternative prayer opportunities in the building (e.g., quiet time to pray without structure)*
- *Music in languages other than English*
- *Priest/Choir Swap (Fr. John invites Oscar Pratt, and another Sunday visits St. Katharine Drexel)*
- *Invite Spanish speakers to create a ministry/programming for themselves*
- *Resurrect Open Doors/Publicize that people can come by and pray throughout the week*
- *Partner with other churches, bringing in other types of music (e.g., Hispanic, Vietnamese, Kenyan churches) and singers/performers to highlight a variety of heritages*

1.1.2 Offer options of a buddy system and/or participation in a new and existing parishioners' group.

1.1.3 Establish personal outreach and explore different ways to connect to new and existing parishioners.

Potential Action Step

- *Utilize voicemail, card, e-mail, table with clipboard*

1.1.4 Explore food from different home countries of underrepresented parishioners.

Potential Action Step

- *Feature different types of sweet treats at coffee hour - a great avenue for supporting local vendors / BIPOC vendors*
- *Partner with Jen Fagle at Commonwealth Kitchens*
- *Whatever featured treat, there could be a small announcement/presentation about it*

1.1.5 Provide an opportunity for parishioners to give input and feedback on ways to improve belonging and inclusivity.

Objective 1.2: Increase the number and diversity of volunteers who participate in liturgical, hospitality, and service ministries for both in-person and virtual.

Strategies

1.2.1 Encourage and personally invite more volunteers to take on activities, with intentional outreach to underrepresented parishioners, being mindful of potential for tokenization (e.g., greeters, announcements).

- 1.2.2 Identify and work to understand and eliminate barriers to participating as a volunteer (e.g., time of day, day of the week, availability of childcare).
- 1.2.3 Promote ways people can volunteer for any of the ministries through multiple mediums.
Potential Action Steps
➤ Enhance the website, photo directory, etc.
- 1.2.4 Outline general expectations and roles when recruiting volunteers.

Objective 1.3: Increase the number and types of opportunities for people to learn about different roles, modes, methods, and preferences of how to be welcoming to the wider community, including BIPOC and other historically excluded communities by 2025.

Strategies

- 1.3.1 Include anti-racism, inclusivity, and Catholic Social Teaching in the Faith Formation Curriculum.
- 1.3.3 Invite guest preacher(s) that specializes in diversity and inclusion learning and/or racial equity.

Objective 1.4: Create more accessible and inclusive opportunities for engagement in church activities by 2025.

Strategies

- 1.4.1 Look to other parishes for other models and partner with them.
- 1.4.2 Work with virtual/remote parishioners to identify and implement ways to keep them engaged.
- 1.4.3 Explore and implement ways to make the ministry pages on the website more open and accessible to the development of new ministries.
- 1.4.4 Facilitate the inclusion of friends and family who are not parishioners and/or Catholics, in church activities.

Objective 1.5: Increase the accessibility of Saint Cecilia for people who are differently abled so that all may participate fully in our church life by 2025.

Strategies

- 1.5.1 Review data from the 2021 Racial Equity Assessment and gather additional information as needed to understand the accessibility needs for people with disabilities/people who are differently abled.
Potential Action Steps
➤ Learn from disability advocates -- e.g., Alice Wong (she/her) is a disabled activist, writer, editor, media maker, and consultant. Alice is the founder and director of the Disability Visibility Project, an online community dedicated to creating, sharing, and amplifying disability media and culture
➤ Explore intersectionality of people who are BIPOC and disabled with intention
- 1.5.2 Engage parishioners, especially those who are differently abled, to identify and address accessibility needs
Potential Action Steps
➤ Add functionality for sign language and/or captions for services
➤ Improve hearing technology (e.g., Explore adding Audio Looping technology in the church)
➤ Implement closed captioning – put in chat how people can turn that on and increase font size

- *Have dispersed sections for visually impaired or users of wheelchairs to sit and communicate the availability.*
 - *Work with Cantors to be more consistent in having them sing close to the microphones and not backed far away from them*
 - *Provide visual resources such as putting books back in the pews for people to read the readings.*
 - *Ensure that there is open access to the elevators (the door isn't always opened)*
 - *Have additional greeters to facilitate access to the building and to direct people to accessible entrances*
 - *Strive to use more inclusive language in Masses and parish communications.*
- 1.5.3 Make signage more inclusive in various church areas (e.g., bathrooms, accessibility entrances).
- 1.5.4 Explore and implement ways to make the website more accessible and representative of our parish community.
- 1.5.5 Explore ways to address transportation needs.
- Potential Action Steps
- *Add information on the church website on public transportation and accessibility of nearby T stops (see Cambridge Mutual Aid Spreadsheet, Brookline and Newton do this)*
- 1.5.6 Examine the liturgy with the lens of different neurodiverse perspectives to find ways to make the Mass experience feel less chaotic/distracting.
- Potential Action Steps
- *Examine the music with the lens of different neurodiverse perspectives to find ways to make the Mass experience feel less chaotic/distracting (e.g., Have one cantor/clearly delineate the main singer so attendees aren't having to refocus their attention)*
 - *Include communications about Masses that are more sensory friendly*
 - *Sensory Mass or Prayer service*

Potential Partners & Resources for Priority 1

- Sensory Friendly Mass
 - *References for creating a Sensory Friendly Mass, Diocese of Des Moines Ministry https://www.dmdiocese.org/filesimages/Disability%20Ministry/awareness/Sensory%20Friendly%20Mass_diocesedm_jan2022_accessiblepdf.pdf*
 - *Sensory-Friendly Mass, Archdiocese of Cincinnati <https://resources.catholicaoc.org/offices/office-for-persons-with-disabilities/media-events/sensory-friendly-mass>*
- Mobility Impairments
 - *Utilize the Roman Catholic Archdiocese of Erie Parish Physical Accessibility Survey to provide a comprehensive report on areas needing improvement for Saint Cecilia parishioners with mobility problems. <https://www.eriercd.org/images/sections/charities/pdf/Accessibility%20Survey%20Parishes.asd.pdf>*
- Vision Loss/Blindness
 - *Utilize Resources from the National Catholic Partnership on Disability, *Blind/Vision Loss* <https://ncpd.org/disability-ministry/blindvision-loss>*
- Deaf and Hard of Hearing
 - *Utilize How Accessible is Your Church? Determining the Needs and Resources for Ministry & Mission with Hard of Hearing and Late-Deafened People Survey (pp. 12-13) https://ccncn.org/ministries/Congregational_Care/breaking_sound_barrier_church.pdf*

- *How Can I Make My Church More Accessible to the Deaf and Hard of Hearing* <https://www.spf.io/2020/02/20/church-accessibility-deaf-hard-of-hearing/>

Priority Area 2: Parish Culture

Goal 2: Saint Cecilia is on a journey to become anti-racist. We strive to embody God’s love by responding with humility to the Gospel call, by becoming more inclusive, welcoming, and caring with particular regard for BIPOC and other historically excluded communities.

Objective 2.1: Increase the number of learning opportunities that help people better understand the connection between the Catholic Church, racism, and their faith by 2025.

Strategies

2.1.1 Identify topics for learning opportunities, particularly existing resources from other churches and other organizations

Example Topics:

- *The history of race and BIPOC individuals in the Catholic Church and where the Catholic Church contributed to slavery and racism*
- *Include history of Catholic Church in racial and social justice efforts (E.g., Civil rights, immigrants’ rights, anti-apartheid in South Africa)*
- *Speakers and movies through Adult Faith Formation Commission which address BIPOC history*
- *Ways to name white privilege*
- *Segregation of neighborhoods in Boston*
- *Church’s role with indigenous peoples*
- *Being comfortable with being uncomfortable*
- *Re-enter conversation about how spaces will be utilized – connect conversations with parish staff and ministries*

2.1.2 Identify facilitators and budget to conduct trainings.

2.1.3 Identify ways to embed learnings into all elements of parish life.

2.1.4 Establish legend with icons in written communications to highlight when groups are talking about topics related to the strategic plan implementation.

2.1.5 Create race-based affinity groups.

2.1.6 All Saint Cecilia staff, parish council and finance council members participate in a multi-day anti-racism training.

2.1.7 Have learning opportunities be open to friends and family who may not be parishioners or Catholics.

2.1.8 Establish a Parish Liturgy Committee or Ministry to work with Fr John and staff on various aspects of our liturgies.

Objective 2.2: Commit to inviting at least 3 BIPOC organizations to use our space by 2025.

Strategies

2.2.1 Identify times, spaces, opportunities for partnership and the process for requesting the use of parish facilities by BIPOC individuals and organizations and find ways to make that known.

2.2.2 Identify the BIPOC organizations that we would like to reach out to.

Example Organizations:

- *BIPOC organizations at local colleges and universities.*
- *Local college/university black student groups (e.g., Berklee)*
- *Nearby community groups or another local church*
- *Local synagogues (lots of experience with racism) and mosques (have diverse BIPOC populations)*

2.2.3 Conduct outreach to the organizations.

- 2.2.4 Conduct a census of which communities are represented in the church community.
- 2.2.5 Renew connection with David Wright and the Black Ministerial Alliance (and ministers of other churches).
- 2.2.6 Communicate with parishioners about how our facility is being used by other organizations.

Potential Action Steps

- *Highlight events and activities in the bulletin, including ways parishioners might be able to support them*
- *Establish a bulletin board to share information and activities about other organizations using our space.*

Priority Area 3: Solidarity in Action

Goal 3: We will act in solidarity with historically excluded communities and those who are working to eliminate the sin of racism and all forms of discrimination to model inclusion in the City of God.

Objective 3.1: Increase educational opportunities for anti-racism education and programming for families and young people by 2025.

Strategies

3.1.1 Offer a platform for the youth in the community to create a ministry around how they would like to influence the community.

Potential Action Steps

➤ *Research on the best/appropriate training for us (e.g., Storytelling Training)*

3.1.2 Offer childcare so families can participate in activities.

3.1.3 Integrate anti-racist education and Catholic Social Teaching into the Religious Ed program.

Potential Action Steps

➤ *Share learnings from parish members (no experts) with directed/facilitated storytelling sessions to build community (e.g., witnessing)*

➤ *Base on Biblical references*

➤ *Consult and review program on Racial Justice in place for the Children's Religious Education Program at the Paulist Center*

Objective 3.2: Host 3 programs and events within the church for food, dance, culture, and art for encounter activities by 2025.

Strategies

3.2.1 Host multi-cultural Mass twice each year.

Potential Action Steps

➤ *Production that will take significant planning, asking people who represent different cultures to participate in the Mass (e.g., various songs and Mass parts sung in the languages from cultures represented in the parish: Haitian-creole, Spanish, English, Portuguese)*

➤ *Lift up Saints that are meaningful in other cultures*

➤ *Align and commemorate the social justice anniversaries during Mass and integrate cultural significance (e.g., El Salvadorian and Haitian leaders who will be canonized soon, host discussion afterwards – important to allow these events to arise organically and not be performative)*

3.2.2 Partner with other churches for an interfaith event.

3.2.3 Collaborate with Saint Katharine Drexel to support their initiatives and build relationships.

3.2.4 Explore and propose opportunities for witnessing and telling personal stories.

3.2.5 Partner with other churches' music directors to share ideas and contacts (e.g., dance ministries, hospitality group, etc.).

Objective 3.3: Support 2-3 social justice issues for meaningful impact in Greater Boston to repair inequities by 2025.

Strategies

3.3.1 Select 2-3 issues to support.

Example Issues

Criminal Justice reform

Health care reform

Food insecurity

Housing, immigration reform/refugees

Environmental Justice

- 3.3.2 Leverage Church space for action groups with whom we are in solidarity (see also objective 2.2).
- 3.3.3 Partner with BIPOC groups who are already doing work in our communities.
- 3.3.4 Promote opportunities for our parish to go out into historically excluded communities for solidarity activities.

Potential Action Steps (dependent on issues identified):

- *Support the Mothers Walk for Peace (Violence against children), groups creating more green spaces*
- *Offer training(s) – NVC, community organizing, non-violent action, restorative justice*

Parking Lot: Strategy Retention

(It was determined that these ideas would take longer than three years to implement, and thus wouldn't be appropriate to include in the strategic plan. In an effort not to lose track of them or take steps toward them in the next three years, they are being preserved here.)

- 3.1.3 Use the Young Neighbors in Action model locally (like with our partnerships in Haiti, Red Cloud, Pine Street Inn, etc.).
- 3.1.4 Extend and promote antiracist youth-centered events to the general public.
- 3.1.5 Partner with Catholic families with young children (infants – 6th grade) to develop intersectional youth programming.

Potential Partners and Resources

- Utilize the weekly newsletter of the Boston branch of SURJ (Showing Up for Racial Justice) which outlines issues that currently need support and action <https://newsletter.surjboston.org/lateSainthtml>

Strategic Plan Implementation

Once the 3-year strategic plan is in place, an action planning process will identify the key actions to take place during the first year to ensure that the plan is implemented effectively. This annual planning process is essential in moving a multi-year plan to a defined one-year plan for execution that provides the steps, resources and partners needed in a defined roadmap.

Action Planning

As part of the action planning process, priority area working groups identify strategies for Year 1 of implementation and develop action steps, timelines, persons responsible, anticipated product or result, potential partners, and resources for each Year 1 strategy. Outcomes are captured by the facilitators on Action Planning templates provided by HRiA.

Monitoring, Evaluation and Reporting

The purpose of monitoring and evaluation is to track implementation and outputs systematically and measure the effectiveness of the strategies being implementing. Monitoring and evaluation activities help to track progress and identify when course corrections may be needed to guide implementation activities. This process also serves to inform subsequent, annual implementation planning.

The process of having priority area leads complete qualitative and quantitative reporting on a quarterly basis is an opportunity to record and share successes achieved and challenges encountered. Various approaches can be used to track progress on strategies and activities (e.g., quarterly reports, participant evaluations from trainings). Progress should be broadly communicated internally throughout the parish, and to external key stakeholders as appropriate.

Appendices

A: Action Plan Template

Priority 1:					
Goal 1:					
Objective 1.1:					
Success Measures <i>(can be at the goal level or by objective, depending on the measurability of the objectives)</i> 1. 2.					
Strategies	Actions	Person(s) Responsible <small>L=Lead, M=Manage, I=Implement</small>	Timeline		
			Y1	Y2	Y3

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Advancing Public Health and Medical Research

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Priority 1:					
Goal 1:					
Resources Required (human, partnerships, financial, infrastructure or other)					
•					
Monitoring/Evaluation Approaches					
•					
Objective 1.2:					
Success Measures					
1.					
2.					
Strategies	Actions	Person(s) Responsible L=Lead, M=Manage, I=Implement	Timeline		
			Y1	Y2	Y3
Resources Required (human, partnerships, financial, infrastructure, other)					
•					
Monitoring/Evaluation Approaches					
•					
Objective 1.3:					
Success Measures					
1.					
2.					
Strategies	Actions	Person(s) Responsible L=Lead, M=Manage, I=Implement	Timeline		
			Y1	Y2	Y3

Priority 1:					
Goal 1:					
Resources Required (human, partnerships, financial, infrastructure, other)					
•					
Monitoring/Evaluation Approaches					
•					

	Term	Definition/Description
Strategic Plan	Priority	A category of focus.
	Goal	A projected state of affairs that a person or a system plans or intends to achieve. Identifies in broad terms how your initiative is going to change things in order to solve the problem you have identified. A result that one is attempting to achieve.
	Objective	Objectives articulate goal-related outcomes in specific and measurable terms. Objectives are narrow, precise, tangible, and concrete. Objectives are SMART (specific, measurable, achievable, Relevant, time-phased)
	Success Measures	Measure(s) of progress toward the objective. These measures ultimately let your team know if the plan was successful in impacting the objective. This may help you identify activities that are useful in meeting your objective(s), and those that are not. Success Measures are NOT how you will know that the strategy has been implemented.
	Strategies	A strategy describes your approach to getting things done. It is less specific than action steps but tries broadly to answer the question, "How can we get from where we are now to where we want to be?" The best strategies are those which have impact in multiple areas, also known as leverage or "bang for the buck."
Action Plan	Actions	The actions/activities outline the specific, concrete steps you will take to achieve each strategy. It is best to arrange these chronologically by start dates.
	Person(s) Responsible	Identify by name the key person(s)/group(s)/department(s) that will lead the activity, provide support for the work, and implement the strategy.
	Timeline	State the projected date of completion for each activity (e.g., Q1, Q2, Q3, or Q4 for Y1, or check Y2 and/or Y3)
	Resources Needed	The human resources, partnerships, financial, infrastructure or other resources required for successful implementation of the strategies and activities.
	Monitoring/Evaluation Approaches	The approaches you will use to track and monitor progress on strategies and activities (e.g., quarterly reports, participant evaluations from training)

B: Glossary of Terms

Equality: Aims to ensure that everyone gets the same things in order to live full and healthy lives. Assumes that everyone is starting from the same place in society and needs the same things.

Equity: Strives to understand and give everyone what they need to enjoy full and healthy lives. Assumes that unique needs are largely determined by historical and present-day experiences of systemic oppression.

Race: A socially constructed system of categorizing humans largely based on observable physical features (phenotypes) such as skin color and ancestry. There is no scientific basis for or discernible distinction between races. *(Source: Race Forward)*

Racial Equity: Just and fair inclusion into society in which all people can participate, prosper, and reach their full potential.

“The active state in which race does not determine one’s livelihood or success. It is achieved through proactive work to address root causes of inequities to improve social outcomes for all individuals; that is, through the elimination or shifting of politics, practices, attitudes, and cultural messages that reinforce differential outcomes by race or fail to eliminate them.” -City of Boston Executive Order on Resilience and Racial Equity

Racism: A system of power and oppression that structures opportunities and assigns value based on race, unfairly disadvantaging people of color, while unfairly advantaging whites. *(Source: Adapted from Dr. Camara Jones and The People’s Institute)*

- Racism=a system of **oppression** based on race
- Racism=a system of **advantage** based on race
- Racism=race **prejudice** + institutional **power**

Internalized Racism: The expression of racism within individuals. A set of unconscious or private beliefs, prejudices, ideas, and biases about race and racism, influenced by our culture.

Interpersonal: The expression of racism between individuals. It’s when we bring our private beliefs and biases into our communications and interactions with others of a different race. This can be intentional or not intentional.

Institutional Racism: Discriminatory treatment, unfair policies and practices, and inequitable opportunities and impacts within organizations and institutions (including schools, the education system, organizations, companies, the criminal justice system, media), based on race.

Systemic Racism: Racial bias across institutions and society over time. The cumulative and compounded effects of an array of factors such as policies, institutional practices, cultural representations, and norms that work in various, often reinforcing ways, to perpetuate racial inequity.

Anti-racism: The policy or practice of opposing racism and promoting racial tolerance. “Supporting of anti-racist policy through their actions or expressing an anti-racist idea that yield racial equity.” - Ibram X. Kendi, *How to Be an Anti-Racist*

Intersectionality: The complex, cumulative way in which the effects of multiple forms of discrimination (such as racism, sexism, and classism) combine, overlap, or intersect especially in the experiences of marginalized individuals or groups.

The term was coined by Kimberlé Crenshaw who explains further in a [recent interview](#), “It’s basically a lens, a prism, for seeing the way in which various forms of inequality often operate together and exacerbate each other. We tend to talk about race inequality as separate from inequality based on gender, class, sexuality or immigrant status. What’s often missing is how some people are subject to all of these, and the experience is not just the sum of its parts.”

Minoritize: To make (a person or group) subordinate in status to a more dominant group or its members.

Privilege: Unearned social power accorded by the formal and informal institutions of society to ALL members of a dominant group (e.g., white privilege, male privilege, etc.). Usually invisible to those who have it because we’re taught not to see it.

White Privilege: “I have come to see white privilege as an invisible package of unearned assets that I can count on cashing in each day, but about which I was “meant” to remain oblivious. White privilege is like an invisible weightless knapsack of special provisions, assurances, tools, maps, guides, codebooks, passports, visas, clothes, compass, emergency gear, and blank checks.” -Peggy McIntosh, [White Privilege: Unpacking the Invisible Knapsack](#)

White Fragility: White fragility refers to feelings of discomfort a white person experiences when they witness or participate in discussions around racial inequality and injustice.

The term was coined by Robin DiAngelo in her book *White Fragility: Why It's So Hard for White People to Talk About Racism*. For more information, consider [this article](#) by DiAngelo.

White Supremacy Culture: White supremacy culture is the idea (ideology) that white people and the ideas, thoughts, beliefs, and actions of white people are superior to People of Color and their ideas, thoughts, beliefs, and actions. For more information on the Characteristics of White Supremacy Culture, consider [this article](#) by Tema Okun.