

The background of the slide is a grayscale photograph of a stone wall. Large, light-colored letters are carved into the stone. The letters 'A' and 'M' are in the upper left and right quadrants, respectively. The letters 'D' and 'G' are in the lower left and right quadrants, respectively. The letters are arranged in a 2x2 grid pattern.

# ST. LEO FIVE YEAR PLAN

March 31, 2017

Five Year Planning Committee

April 2017

Dear St. Leo Community,

It has been a year since we entered a discernment process of co-creating a Five Year Plan with you.

During this period you have most generously given your time and your thoughtful comments. You have told us what you most love about your worshipping community, what keeps you here, and what you see as the challenges facing us over these next five years. You have offered suggestions on how we might move forward together.

So, in collaboration with you, the Five Year Planning Committee prayerfully and respectfully presents the fruits of our labor.

The plan consists of the analysis of our in-pew survey, to which 528 of you responded, our listening to the approximately 250 of you who made up 20 focus groups, and archdiocesan data provided over the past five years including demographics.

As in any good discernment, the committee came into this free of any particular outcomes or agendas of our own; that is to say, we trusted the Spirit to guide us with this sacred information that you so willingly gave us.

We now return it to you, the St. Leo Community, to help us implement this plan with your continued generosity of stewardship in the sharing of your gifts.

The Five Year Planning Committee

- ▶ Parish Leadership Retreat – February 2016
  - ▶ Pastoral Council Response: Primary Areas of Concern
  - ▶ Five Year Planning Team Formed
- ▶ Current State and Trends
- ▶ Community Input
  - ▶ Focus Groups
  - ▶ In-Pew Survey
- ▶ All Parish Meeting – January 2017
- ▶ St. Leo Five Year Plan

# PLANNING PROCESS

- ▶ Participants – approximately 60
  - ▶ All Commission and Council Leaders
  - ▶ St. Leo Staff
- ▶ Pastoral Council Guidance and Response
  - ▶ Focus on four specific areas
  - ▶ Response: Primary areas of concern
- ▶ Recruit Five Year Planning Work Team Members

# PARISH LEADERSHIP RETREAT FEBRUARY 27, 2016

Pastoral Council Guidance to retreat participants:

- ▶ Focus on four specific areas
  - ▶ Our Ignatian Spirituality
  - ▶ The commission model – our organizational structure since 1998
  - ▶ Latino Ministry
  - ▶ Five Year Plan

# PARISH LEADERSHIP RETREAT FEBRUARY 27, 2016

## Pastoral Council Response

### ► Primary areas of concern

1. Communication needs to be improved in all directions between and among commissions, councils, staff and the parish community.
2. Administrative leadership is needed to increase accountability of all, follow-through, implementation of five year plan/vision, and training of commission and council members.
3. When integrating the Latino community into the larger St. Leo community, it is important to follow a process that is compassionate, inclusive, and takes into consideration the desires of the Latino community, our present community, the language and the cultural shift for our community.

# PARISH LEADERSHIP RETREAT FEBRUARY 27, 2016

▶ Team Formed and Work Initiated – April 2016

▶ Team Members:

Gilda Warden, Cappri Boitano, Matthew Kunkel, Mike Hoag, Linda Lou Miller-Bever, Barb Gorzinski, Carolyn Blasdel, Marilyn Gooley, Kevin Glackin-Coley, Judy Jones, Artee Young, Colleen Mulligan, Fr. Steve Lantry, James Harper, Anna DeFoe, Peggy McEntee

▶ Work planned, assigned and commenced

## FIVE YEAR PLANNING TEAM

- ▶ Information resources
  - ▶ Archdiocesan Reports
    - ▶ Parish Annual Report to Archdiocese
    - ▶ Parish Vitality/Viability Index and Data for the Pierce Deanery
  - ▶ St. Leo Community Input
    - ▶ Focus Group Meetings *(19 Focus Groups – 250+ participants)*
    - ▶ In Pew Survey *(500+ participants)*

## FIVE YEAR PLANNING TEAM

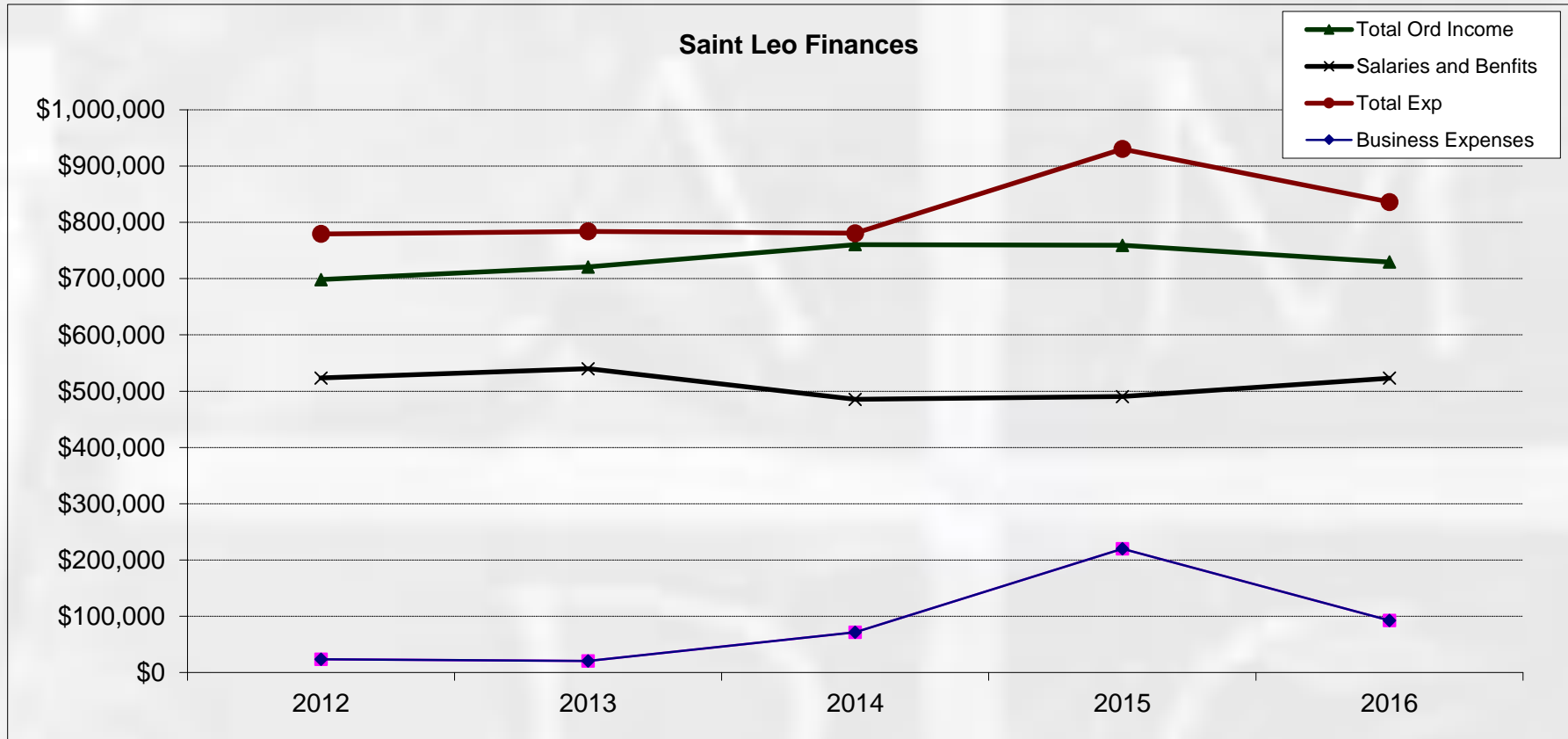


▶ Information Resources - Reports:

- ▶ Parish Annual Report to Archdiocese (Last 5 years)
- ▶ Parish Vitality/Viability Index and Data – Pierce Deanery (April 2016)

## CURRENT STATE AND TRENDS

## Data from Parish Annual Reports



### Five Year Trend

- Income Flat
- Expenses Flat

### Future

- Expenses Up
- Need More Income

# CURRENT STATE AND TRENDS

## Data From Parish Annual Reports

- ▶ Approximately 800 registered entities – families and singles; about 1700 people
- ▶ Approximately 525 people/families give regularly (*envelope # assigned*)
- ▶ Over 200 parishioners participate in liturgical ministries
- ▶ Personnel count is high for size of parish – Jesuit Parish
- ▶ No dedicated administrator

# CURRENT STATE AND TRENDS

## From Parish Vitality/Viability Index for the Pierce Deanery

- ▶ Parish is a people:
  - ▶ Population in parish boundaries is stable; changing ethnicity
  - ▶ Income (within boundaries) is lowest in the deanery.
  - ▶ Parish giving relative to income is high; *St. Leo is a “destination parish”*
  - ▶ Mass attendance increase 2010 to 2015 by 22.6%
- ▶ Parish Celebrate: Worship/Sacramental
  - ▶ Mass attendance growth exceeded local population growth
  - ▶ Primarily English only masses with targeted bilingual
  - ▶ 3 weekend masses with different utilization of space
  - ▶ <50 for weekday masses
  - ▶ Sacramental index increase 100% in 5 years *(2010-14 5 year average vs 2014/15; Increase in sacraments of initiation for Latino community)*

# CURRENT STATE AND TRENDS

- ▶ Focus Group Questions developed by Planning Team
- ▶ 19 Focus Group Discussion Sessions Held; 250 parishioners participated.
- ▶ Sessions facilitated by Planning Team Members and other St. Leo parishioners recruited for this work.
- ▶ Focus groups followed a common format and *generally* a common set of questions.
- ▶ There was a Food Connection Focus Group; input was passed to the Food Connection Commission.

## COMMUNITY INPUT FOCUS GROUPS

1. What Brought you to St. Leo?

**People come because they are drawn by the unique character and culture of the St. Leo community.**

2. What keeps you here?

People stay at St. Leo because they find it a comfortable place to worship; they feel like they have found a home. **“When I walk into St. Leo I feel blessed; I see the face of Jesus in everyone.”**

3. In the time, you have been here, how has your experience changed?

Staff resources are more limited, making it difficult to support the commission model. Big projects (e.g. capital campaign) are a burden on staff. **Latino community comes for sacraments but few stay.** Increasing security/safety concerns with changes in CCS services on campus.

4. Name three things you like about this community

There is a sense of being part of a rich and nurturing faith community. **Thoughtful liturgies and homilies** (including guest homilists), fine music and hospitality, **inclusivity - everyone is welcomed.** Advent and Lenten services, especially Holy Week and Good Friday services. **One parishioner likened St. Leo to Pope Francis’ description of parish as “field hospital”.**

## FOCUS GROUPS – WHAT WE HEARD

5. What do you find challenging about this community

**Staff resources are over committed;** this limits doing new things. One parishioner asked “*do we discern what not to do!*”.

**It's not clear what we are doing with the Latino community;** there are deep emotions around this ministry.

**Campus safety remains a big challenge.**

6. Have you felt welcomed at St. Leo? If not what would make you feel more welcome.

**New people** feel welcomed to liturgy, but **find it difficult to connect and participate in ministries;** perhaps do more active welcoming activities to connect with people less likely to step forward on their own.

7. Do you participate in activities? If so what motivates you?

There is a high level of participation at St. Leo; **people are drawn to serve and participate in many ways.**

## FOCUS GROUPS – WHAT WE HEARD



8. Relative to worship: What do you like?

**Involvement of women in the liturgy**, including sharing from the pulpit; St. Leo sign of peace; Simplicity of service; **Homilies and how they connect with the people**

Relative to worship: What do you find challenging?

**Some services (baptisms) are too long**; Hard to hear in the cry room; **Getting to know new people**; Choir is beginning to sing to us not with us; summer mass schedule

9. Mission Statement

**Almost unanimous positive response.**

Considerations: More environmental consciousness; More dialog about race and racism; More faith formation

10. Youth input:

**Positives:** CLOW, Agape, Youth mass, **Youth Migrant Project**

**Challenges:** **Too few opportunities for service**, discussions repetitive from junior to senior high, **too much independent work** ... do things that involve more team work.

## FOCUS GROUPS – WHAT WE HEARD



- ▶ Survey developed by Georgetown University; it was modified/abbreviated for St. Leo
- ▶ Survey conducted over two weekends in October 2016
- ▶ 528 parishioners completed surveys
- ▶ Surveys were scored and then analyzed

## IN PEW SURVEY

- ▶ General Experience of St. Leo Parish
  - ▶ Highest Scoring: Masses and Liturgy in general, Sense of Community, Friendliness of Staff
  - ▶ Lowest Scoring: Social activities for all age groups, Providing an inviting and welcoming environment for new parishioners
- ▶ General Experience of Weekend Masses
  - ▶ Highest Scoring: Greeting, Choir, Musical Instruments, Lectors proclaiming the Word, Music for Easter and Christmas Vigil Masses
  - ▶ Lowest Scoring: Campus Safety, Parking (10:30), Using Children in Choir; use (lack) of meditative music before and postlude music after Mass

## IN PEW SURVEY - RESULTS

## ▶ Parishioner Perceptions

### ▶ Well done *(highest scoring)*:

- ▶ My contributions are appreciated,
- ▶ Cultural diversity enriches the parish;
- ▶ The bulletin effectively communicates information about parish life

### ▶ Opportunities for improvement *(lowest scoring)*:

- ▶ People are not clear about use of Bischel Hall
- ▶ People do not know who to talk to about a concern or need
- ▶ People are not clear about how parish decisions are made

# IN PEW SURVEY - RESULTS

## ▶ Spirituality and Formation

### ▶ Well done:

- ▶ Visibility of women in parish leadership roles
- ▶ Spiritual growth opportunities
- ▶ Integration of Jesuit Spirituality within ministries and programs

### ▶ Opportunities:

- ▶ Parish retreat opportunities
- ▶ More time/topics for Scripture classes
- ▶ Daytime (weekday) adult formation opportunities

# IN PEW SURVEY – RESULTS

- ▶ Age Profile: 40% >60 (12% >76); 15% 45-59; 20% 35-45; 16% <35
- ▶ Participation in Ministries: 164 respondents (>1/3 of all respondents) participate in two or more ministries
- ▶ Parishioner Loyalty: 70% of respondents are registered; St. Leo is the primary place of worship for 80%; 25% have been at St. Leo for 21 or more years
- ▶ Almost 2/3 of respondents are female; 50% of respondents are married; >50% are employed; highly educated

## IN PEW SURVEY - RESULTS

What would you like to see St. Leo's focusing on for the next year?

- ▶ Multicultural issues (15.3%)
- ▶ Adult faith formation (14.2%)
- ▶ Outreach to the poor (11.6%)
- ▶ Campus security and safety (7.9%)
- ▶ Parish social event (6.3%)
- ▶ Stewardship (welcoming new folks) (5.8%)
- ▶ Music (4.7%)
- ▶ 12 others categories (total 33.2%)

## IN PEW SURVEY - RESULTS

Draft plan was presented to parish on January 28, 2017

- ▶ Over 120 parishioners attended
- ▶ Dialog:
  - ▶ What did you like about the plan?
  - ▶ What in the plan surprised you?
  - ▶ What was missing from the plan?
  - ▶ What concerns do you have that were not addressed in the plan?
- ▶ Feedback recorded and addressed
  - ▶ Specific changes to the plan
  - ▶ Clarifications
  - ▶ Other comments shared with Parish Council for follow-up

## ALL PARISH MEETING – JANUARY 2017

## **MISSION STATEMENT**

St. Leo is a Jesuit parish, a Catholic community centered in the Eucharist, enriched by diversity, committed to Gospel values, and continually seeking to be Christ's servant presence in the world.

## **VALUE STATEMENTS**

- ▶ St. Leo Parish, being an intentional community, values:
- ▶ Respect for diversity by welcoming the gifts of all.
- ▶ Vibrant liturgies reflecting the Spirit working through the people.
- ▶ Lived commitment to peace, justice, service, and non-violence.
- ▶ Lifelong faith formation.
- ▶ Ignatian Spirituality, especially seeking to find God in all things.
- ▶ Recognition and acceptance of the brokenness in ourselves and others.
- ▶ Stewardship of Creation.

# ST LEO FIVE YEAR PLAN



**Goal I:**

ST. LEO WILL RESTORE A STRONG ORGANIZATIONAL STRUCTURE WHICH EMPOWERS THE COMMUNITY TO SHARE IN THE DECISIONS OF HOW WE PROCEED IN LIVING OUT OUR SHARED MISSION STATEMENT.

**Goal II:**

ST. LEO WILL DEEPEN OUR UNDERSTANDING OF STEWARDSHIP AS A WAY OF LIFE.

**Goal III:**

ST. LEO WILL CONTINUE TO ASSESS, PROMOTE AND OFFER ADULT AND YOUTH FORMATION OPPORTUNITIES.

**Goal IV:**

ST. LEO WILL HONOR THE DIVERSITY OF ALL COMMUNITY MEMBERS.

**Goal V:**

ST. LEO WILL PROVIDE FOR A SAFE AND SECURE CAMPUS FOR ALL STAFF, PARISHIONERS AND GUESTS.

# ST LEO FIVE YEAR PLAN GOALS

*Jesus looked at them and said,  
“With man this is impossible, but  
with God all things are possible.”  
-- Matthew 19:26*

**ST. LEO WILL RESTORE A STRONG ORGANIZATIONAL STRUCTURE WHICH EMPOWERS THE COMMUNITY TO SHARE IN THE DECISIONS OF HOW WE PROCEED IN LIVING OUT OUR SHARED MISSION STATEMENT.**

A. Objective - The Commission Model will be restored.

Action Step: A new Parish Administrator staff position will be developed and added.

Responsibility – Pastor

Action Steps:

- ▶ Provide leadership training for new commission and council members.
- ▶ Establish operating guidelines for commissions.

Responsibility – Administrator with commission and council chairs and secretaries.

Objective – Strengthen internal and external communication.

Action Steps:

- ▶ Develop and implement communication plans to pass information internally and externally.
- ▶ Consider the information needs of all St. Leo communities and partners: internal - staff, councils, commissions, parishioners and external - campus partners, the Hilltop and Tacoma community.

Responsibility – Administrator with commission and council chairs and secretaries.

# FIVE YEAR PLAN GOAL I

*Be completely humble and gentle; be patient, bearing with one another in love.  
Ephesians 4:2*

## ST. LEO WILL DEEPEN OUR UNDERSTANDING OF STEWARDSHIP AS A WAY OF LIFE.

A. Objective – We will encourage active participation in all areas of ministry with special attention to newly registered members.

Action Step: A “welcoming” plan will be developed and implemented for all new parishioners.

Responsibility – Stewardship Commission

Action Steps:

- ▶ Educate parishioners to help them discern what ministry they might feel called to enter.
- ▶ Encourage parishioners to look for gifts in each other (personal invitations).
- ▶ Post personal ministry reflections in the bulletin.

Responsibility – All commission chairs

## FIVE YEAR PLAN GOAL II (1 OF 2)

*Each of you should use whatever gift you have received to serve others as faithful stewards of God’s grace in its various forms. 1 Peter 4:10*

# ST. LEO WILL DEEPEN OUR UNDERSTANDING OF STEWARDSHIP AS A WAY OF LIFE.

B. Objective – Ensure parish stability based on sound, annual financial planning.

Action Steps:

- ▶ Present final annual budgets to Pastoral Council in May of each year.
- ▶ Present the practical implications of the budget, including the financial resources needed to deliver on the approved plan commitments.
- ▶ Present a full financial report to parish by end of July, each year.
- ▶ Continue weekly budget updates in the bulletin.
- ▶ Provide education to engender “Stewardship as a Way of Life.”

Responsibility – Finance Council, Business/Facilities Manager, Pastor, Stewardship Commission, and Administrator.

C. Objective – Maintain and manage St. Leo facilities to provide space for all parish ministries and guests.

Action Steps:

- ▶ Develop an annual maintenance plan for all facilities.
- ▶ Develop a Five Year Plan for all facilities by Sept. 2017.

Responsibility – Facilities Commission and Business/Facilities Manager

## FIVE YEAR PLAN GOAL II (2 OF 2)

*Each of you should use whatever gift you have received to serve others as faithful stewards of God’s grace in its various forms. 1 Peter 4:10*

## ST. LEO WILL CONTINUE TO ASSESS, PROMOTE AND OFFER ADULT AND YOUTH FORMATION OPPORTUNITIES.

- A. Objective – St. Leo will assess the needs of parishioners in strengthening and developing its adult formation opportunities.

### Action Steps

- ▶ Provide new opportunities for Faith Sharing groups; continue Lenten and Advent groups.
- ▶ Offer Ignatian Spirituality opportunities (*Light Works, SEEL, JV-Encorps*).
- ▶ Provide more daytime formation opportunities.
- ▶ Help to create more formation opportunities for men's groups (*retreats, bible study*).
- ▶ Provide information regarding formation opportunities in the Archdiocese.

Responsibility – Faith Formation Commission

- B. Objective – Make intentional efforts to recruit young adults to St. Leo.

### Action Steps

- ▶ Convene parishioners to develop a plan for recruiting/retaining young adults.
- ▶ Connect with other Jesuit ministries throughout the archdiocese.

Responsibility – Faith Formation and Interfaith/Ecumenical Commissions

## FIVE YEAR PLAN GOAL III (1 OF 2)

*But grow in the grace and knowledge of our Lord and Savior Jesus Christ. To him be glory both now and forever. Amen. 2 Peter 3:18*

## ST. LEO WILL CONTINUE TO ASSESS, PROMOTE AND OFFER ADULT AND YOUTH FORMATION OPPORTUNITIES.

c. Objective – Enhance St. Leo Youth Ministry.

### Action Steps

- ▶ To develop and send a survey to evaluate needs assessment for St. Leo Youth Ministry distributed to youth, parents, grandparents or designated/legal adult caregiver.
- ▶ To schedule a intergenerational meeting to brainstorm new opportunities for service and activities for St. Leo Youth.
- ▶ Implement information/data collected to enhance programs offered through St. Leo Youth Ministry.
- ▶ Explore and develop opportunities for collaboration with other Youth Ministry in the community.

Responsibility – Faith Formation

## FIVE YEAR PLAN GOAL III (2 OF 2)

*But grow in the grace and knowledge of our Lord and Savior Jesus Christ. To him be glory both now and forever. Amen. 2 Peter 3:18*



## **ST. LEO WILL HONOR THE DIVERSITY OF ALL COMMUNITY MEMBERS.**

Objective – St. Leo will form a **Multicultural Task Force** to study and make recommendations on how the community should proceed in a way that honors and represents all cultures in all aspects of St. Leo community life.

Action Steps - Convene a task force, representing all cultures of the St. Leo Community. This task force will consider, among other things, the use of cultural symbols in the worship space, musical traditions of various cultures, important feast days or times of year - The Lunar New Year, St. Joseph the Worker.

Responsibility – The Pastoral Council, Social Justice Commission, and the Parish Administrator will recruit and appoint the **Multicultural Task Force**.

## **FIVE YEAR PLAN GOAL IV**

*Just as a body, though one, has many parts, but all its many parts form one body, so it is with Christ.  
1 Corinthians 12:12*

**ST. LEO WILL PROVIDE FOR A SAFE AND SECURE CAMPUS FOR ALL STAFF, PARISHIONERS, AND GUESTS.**

Objective – Develop a comprehensive campus safety plan.

Action Steps – Prepare the plan and present to the parish community.

Responsibility – Facilities Commission, Tahoma Center Board

**FIVE YEAR PLAN  
GOAL V**

*In peace I will lie down and sleep,  
for you alone, Lord, make me  
dwell in safety. Psalm 4:8*



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# ST LEO FIVE YEAR PLAN GOALS

*For I know the plans I have for you,  
“declares the Lord,” plans to prosper  
you and not to harm you, plans to give  
you hope and a future. Jerimiah 29:11*