



TRINITY CATHOLIC HIGH SCHOOL

FIVE YEAR STRATEGIC PLAN
2019-2024

Executive Summary

Catholic education "recognizes that humankind's moral responsibility today does not just extend through space, but also through time, and that present choices have repercussions for future generations."

Pope Francis

Trinity Catholic High School has been changing since its first day (in fact, since *before* its first day). As is the case with the students who learn within its walls, TCHS, itself, is maturing, evolving, and striving to become what it is called to become. Next year, the 2020 school year marks a milestone for Trinity Catholic as we celebrate twenty years of educating young people in Marion and surrounding counties. For students and school alike, this evaluative process involves discerning what assets and gifts have been entrusted, developing them as fully and faithfully as possible, then applying those enhanced capabilities in service of the world around us.

The present Strategic Plan is meant to reflect the work-product of that process. Rather than simply changing in reaction to whatever whims or crises come to affect the school, the intent of the present report is to proactively define the most appropriate intended accomplishments by TCHS of the next several years all the while keeping in lock step with the National Standards and Benchmarks for Effective Catholic Schools . Many committees and sub-committees analyzed the strengths, weaknesses, opportunities and challenges of TCHS. Their results are reflected throughout the Strategic Plan.

This is a fluid document - it, too, is meant to change. While it generally addresses a 5-year window, it includes provisions for ongoing assessment, revision, and amendment so as to be able to influence whatever course-corrections are necessary to keep TCHS maximally effective in service of its Mission in a changing world. The members of this long range planning committee have committed themselves to the monitoring and overseeing of the implementation of the plan.

Effective planning requires decisive action and in the pages which follow, the primary areas of such focus have been systematically addressed and described. The areas they include are Catholic Identity, Governance and Leadership, Academic Excellence, and Operational Vitality. Supplementary supporting

information for these actions plans can be found in the Technology Plan, Institutional Advancement Plan and Demographic Charts. These are all found in the appendices section of this plan.

It is hoped that any reader who shares the excitement of the authors for the future of TCHS (which this plan attempts to describe) will find a way to become personally and maximally involved in the advancement of the effort. Of course, it is equally hoped that those who feel this plan should be changed will know that such opinions are enthusiastically welcomed.

**Trinity Catholic High School
STRATEGIC PLAN
(20191-2024)**

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Introduction

The fundamental purpose of the school's Strategic 5 Year Plan is to provide a "roadmap to the future". Recognizing the transitory nature of leadership within the school, an enduring, stable, unifying document is considered necessary to facilitate a consistent message among all involved parties, internally and externally.

The planning process is a way to identify major opportunities Trinity Catholic High School enjoys, and to prioritize the "focus" of finite resources. In addition to exploration of those opportunities, the process also involves assessment of the strengths and weaknesses of the school, as well as the challenges it faces. The Plan is not simply a "needs analysis" but rather a systematic approach to identify the school's primary objectives. From these goals flow strategies and tactics which will hopefully celebrate the school's strengths, make the most of thoughtfully selected opportunities, and attend to the most relevant weaknesses and most serious challenges.

The Plan presented within this document should not be considered immutable. What is most important is the planning process, which must be continuous and "collective". The Plan must continue to evolve in order to remain appropriately sensitive to the social, economic, and other changes requiring course-correction by those entrusted with the leadership of the school. Any reader for whom this document stirs strong opinion should feel invited to participate in its provided-for evolution.

Background

In recent decades, Catholic schools in the United States have faced enormous challenges. Rising costs, economic turbulence, transitions in demographic complexion, and even changes in the very social fabric our schools serve, have contributed greatly to the issues Catholic schools face today. Financial preparation for college with its skyrocketing costs is also a contributing factor to any family's ability to finance a Catholic school education, particularly in low or middle income families. Yet we are also seeing a renewed interest in Catholic education by parents who have higher expectations of what a school system should deliver ability to finance a Catholic school education for their children.

A great deal of research from the National Catholic Education Association (NCEA) indicates that Catholic schools

- Are educationally more effective than public schools for comparable students
- Are more demanding than public schools and independent private schools in the course work they require
- Are more successful at educating minority and low-income students
- Have significantly lower dropout rates in Grades 9 through 12
- Graduate students who are more likely to enroll in, and complete, college

Trinity Catholic High School faces all of the problems Catholic schools across the country face. In spite of these problems, the school has established a young tradition of delivering academic excellence while fostering Faith Formation in all it does. Thanks to those who have initiated this tradition in the school's first two decades, we enjoy the momentum of a school well planned and implemented. We owe a debt of gratitude to those who's Time, Talent, and Treasure ignited the TCHS we see today.

Brief History of Trinity Catholic High School

EDMUND RICE HERITAGE

Trinity Catholic High School's roots are in Waterford, Ireland. In 1803, Blessed Edmund Rice founded his first school from the sales of his business, in the town of Waterford, providing a Christian education for youth. The first school founded by Edmund Rice and the two young men who came along at the right time and assisted him was called Mt. Sion. In it, the first community of Christian Brothers was formed. Edmund regarded a school as a community of believers working cooperatively to achieve a shared vision of learning.

In time, the defining "charism" of Blessed Edmund Rice was distilled as the "Essential Elements of a Edmund Rice Christian Brother education". Blessed Edmund Rice was given the grace to respond to the call by Jesus by identifying with Christ in the poor. His example evoked a deep awareness of God's loving presence in all with whom he came in contact. He also awakened within them a consciousness of their dignity as children of God. He invited his followers to share the Gospel insight to reach out to the needy, especially the materially poor. The "Essential Elements" of his particular philosophy of education are to:

- I. Evangelize Youth within the Mission of the Church
- II. Proclaim and Witness to Catholic Identity
- III. Stand in Solidarity with those Marginalized by Poverty and Injustice
- IV. Foster and Invigorate a Community of Faith
- V. Celebrate the Value and Dignity of Each Person and Nurture the Development of the Whole Person
- VI. Collaborate and Share Responsibility for the Mission
- VII. Pursue Excellence in all Endeavors

Brother Rice was founder of the Congregation of Christian Brothers. It is his charisma that animates the academic, spiritual and religious lives at Trinity Catholic High School.

SCHOOL INCEPTION

For many years, there had been a desire in the greater Ocala Community for a Catholic high school. Until 1992, it was determined that the Ocala area was not ready to build and support such a project.

Several years later, in 1996 two surveys, one conducted in the local parishes and the other by the Diocese of Orlando, yielded positive results. The survey showed that there was strong desire by parents to see their children have a Catholic high school education and that all age groups in the greater Ocala community were willing to serve as benefactors for the high school.

While the surveys were being taken, a group of staunch supporters, under the leadership of Father Patrick Sheedy, were making pledges for a Capital Campaign and \$4.1 million was raised. By the time the Campaign went public, it became easier to believe that the twelve to fifteen million needed to fund the project could be realized. Soon, a Capital Campaign fund was announced and strongly endorsed by Bishop Norbert Dorsey of Orlando.

A local board of professional educators, builders, and business people was put together to help design the plan, buildings, and other facilities that would become Trinity Catholic High School. Bishop Norbert formally approved "Trinity Catholic" as the name of the new high school in 1999. In the spring of 2000, the Congregation of Christian Brothers accepted an agreement to provide the educational leadership and assign Christian Brothers to be part of the original faculty. The agreement was for a nine year period.

On July 1, 2000, Brother Thomas Andrew Prendergast, of the Congregation of Christian Brothers, was solicited as Trinity Catholic's first Principal. Over 1000 enthusiastic people showed up for an open air Mass and ground breaking ceremony on the site of TCHS in April 2000.

The actual starting construction date of May 2000 was delayed until December 2000 due to a number of unforeseen circumstances. The Charter Class of 2004 completed its first year of high school at Blessed Trinity School. In August 2001, the 9th and 10th grade classes of TCHS were moved to portable classrooms set up in the main parking lot of the actual school site. The school construction was completed in January 2002 and the students moved into their wonderful new facility that January. The new facility included 32 classrooms, a media center with a television studio, computer labs, resource rooms, up to date technology, gymnasium, cafeteria, administrative building, chapel, band and choral rooms, a beautiful courtyard, a football stadium and baseball, soccer, and softball fields.

After the football team won its first State Championship in 2005, monies were raised to build an Athletic Field House. In 2006, the former weight room (now moved to the Field House) was renovated, adding four new classrooms. In years since, the school has been fitted with wifi throughout the campus, updated security enhancements with additions to the front desk as well as 44 security cameras throughout the campus and state of the art technology to monitor visitors to our campus. A baseball field house and locker room was added in 2016. Numerous academic programs such as our partnerships with local institution of higher learning have resulted in college offerings in dual enrollment classes. It should be noted that in 2015, the Edmund Rice Christian Brothers left Trinity Catholic High School and while the charism of the Christian brothers continues to this day, the brothers are no longer a part of the school.

Vision & Mission

Vision Statement of Trinity Catholic High School

A Trinity Catholic graduate will be a person of integrity and faith who is inspired by a Catholic worldview that fosters a respect for all faith traditions.

A Trinity Catholic graduate will actively bring about the kingdom of God and will use his/her unique talents to spread love to others through good citizenship and service.

A Trinity Catholic graduate will be a critical thinker who is committed to lifelong learning and is academically prepared for the challenges of society.

Mission Statement of Trinity Catholic High School

Trinity Catholic High school, a Christ-centered community, provides students the opportunity to deepen their relationship with God, to excel academically, and to commit to a life of service to others.

Defining Characteristics of Catholic Schools

The defining characteristics flow directly from the Holy See's teaching on Catholic Schools as compiled by Archbishop J. Michael Miller CSB (*The Holy See's Teaching on Catholic Schools, 2006*), and from statements by Pope Emeritus Benedict XVI and the American Bishops. The characteristics define the deep Catholic Identity of Catholic schools and serve as the platform on which the Standards and benchmarks rest. These are used to authenticate the standards and benchmarks, justifying their existence and providing their meaning (*National Standards and Benchmarks For Effective Catholic Elementary and Secondary Schools, 2012*).

- Centered in the Person of Jesus Christ
- Contributing to the Evangelizing Mission of the Church
- Distinguished by excellence
- Committed to Educate the Whole Child
- Steeped in a Catholic Worldview
- Sustained by Gospel Witness
- Shaped by Communion and Community
- Accessible to All Students
- Established by the Expressed Authority of the Bishop

This body of work used these standards and benchmarks when creating this plan

Action Plan for Trinity Catholic High School

April 2019

Domain(s): Mission and Catholic Identity
Benchmark(s): 3.1 Every student is offered timely and regular opportunities to learn about and experience the nature and importance of prayer, the Eucharist, and Liturgy. 4.5 Every administrator, faculty, and staff member visibly supports the faith life of the school community.
Goal: Trinity Catholic will develop ways to assess the faith formation and service opportunities in order to improve our students' ability to be Gospel Witnesses in the World.

Steps to meet the goal	Timeframe for implementation of the step	Person(s) responsible for the implementation of the step	Resources need to implement the step
<p>1. A committee will be formed to oversee the implementation of this goal. The committee will be comprised of the Campus Minister, 1 parent 1 religion teacher and the pastor.</p> <p>2. Teachers and students will be made aware of and encouraged to use the opportunities for prayer, adoration, and usage of the Rosary Garden etc.</p> <p>3. Students will be able to explain on their own grade level how learning as a goal to draw them closer to God</p>	<p>1. Dec. 2019-June 2020 The committee will reform each school year.</p> <p>2. August 2019-June 2020</p> <p>3. Spring semester</p>	<p>1. Principal, campus minister, committee members.</p> <p>2. Campus minister and senior religion teacher</p> <p>3. . A personal log for students to record the faith practices in which they have participated</p>	<p>1. List teachers and parents willing to be on the committee</p> <p>2. . Information sheet with faith formation opportunities for for all teachers</p> <p>Form for teachers to request assistance from the campus minister in utilizing these opportunities</p> <p>Survey of teacher's usage of the chapel, adoration, and Rosary Garden</p> <p>3. . A personal log for students to record the faith practices in</p>

<p>4. Pre-tests will be given in 9th grade and post-tests in 12th. Results will be analyzed.</p> <p>5. All teachers will be given the opportunity to voice their opinions on how best to increase the Catholic Identity of the school and students.</p> <p>6. Encourage teachers and staff to develop their Catholic Identity by using opportunities for adoration, Rosary, Tuesday Mass, etc.</p>	<p>4. August/April</p> <p>5. By December 1, 2019</p> <p>6. 1 school year</p>	<p>4. Campus minister Religion teachers</p> <p>5. Administration Campus Minister</p> <p>6. Administration Campus Minister</p>	<p>which they have participated</p> <p>4. Pre-tests</p> <p>5. Meeting space, Pre-tests and survey</p> <p>6. Teacher grant incentive program funded by donor for new initiatives in the classroom to help students develop their Catholic identity.</p> <p>Application form Survey of students' responses</p>
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Evidence Surveys should be conducted annually as to the effectiveness of the Faith Formation program as well as the campus ministry program. These will inform the school. The ACRE results can also be used to inform the evidence

Action Plan for Trinity Catholic

April 2019

Domain(s): Governance and Leadership
Benchmark(s): 5.6 The governing body engages in formation and on-going training and self-evaluation for itself and the leadership team to ensure the faithful execution of their respective responsibilities
Goal: Grow the capabilities of the board by providing training which will allow them to expand their effectiveness in service to the school and address the institution's challenges.

Steps to meet the goal	Timeframe for implementation of the step	Person(s) responsible for the implementation	Resources need to implement the step
1. Select training for board members	1. September 2019	1. President/Chair Board of Directors	1. N/A
2. Schedule training	2. October 2019	2. President (with input from Board)	2.N/A
3. Complete training	3. TBD 2019-2020	3.Advancement/President/Board of Directors	3.\$5000
4. Receive evaluation of board training to be used for further similar sessions	4.completion of training	4. Advancement/president	4. N/A

Evidence
Training is completed

Accreditation Action Plan for Trinity Catholic High School

April 2019

Domain(s): Governance and Leadership
Benchmark(s): 6.2 The leadership team articulates a clear mission and vision for the school, and engages the school community to ensure a school culture that embodies the mission and vision. 6.3 The leadership team takes responsibility for the development and oversight of personnel, including recruitment, professional growth, faith formation, and formal assessment of faculty and staff in compliance with diocesan policies and or religious congregation sponsorship policies. 6.4 The leadership team establishes and supports networks of collaboration at all levels within the school community to advance excellence.
Goal: Create school culture with high faculty and staff morale.

Steps to meet the goal	Timeframe for implementation of the step	Person(s) responsible for the implementation of the step	Resources need to implement the step
<p>1. Create a Teacher Appreciation Committee to show appreciation to faculty throughout the year with a variety of events. Goal: 1x luncheon per quarter.</p> <p>2. Administer an anonymous survey to measure faculty job satisfaction and perception of effectiveness for each member of the administration team: Principal, AP, Dean, AD.</p>	<p>1. December 2019</p> <p>2. May 2020- Each Spring</p>	<p>1. Martica Ewers, Chair Robbie Ergle, Asst. Chair</p> <p>2. TBD- Survey should be approved by Administration but administered by an outside position. Results analyzed and presented by outside committee to make non-threatening.</p>	<p>1. TC pay main dish. Parent bring sides, desserts, drinks, and decorations.</p> <p>2. Job Satisfaction and Administration Survey; Qualtrics program</p>

<p>Evidence Enrollment in PTA and implementation of faculty appreciation events Satisfaction Survey data from Faculty</p>
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Accreditation Action Plan for Trinity Catholic High School

April 2019

Domain(s): Governance and Leadership
Benchmark(s): 7.5 Classroom instruction is designed to intentionally address the affective dimensions or learning, such as intellectual and social dispositions, relationship building, and habits of mind; 7.9 Faculty and professional support staff demonstrate and continuously improve knowledge and skills necessary for effective instruction, cultural sensitivity and modeling of Gospel values; 3.4 Every student experiences role models of faith and service for social justice among the administrators, faculty and staff.
Goal: Faculty and Guidance will cultivate meaningful relationships with students. Student surveys show satisfaction with school climate and the ability to form meaningful relationships with faculty.

Steps to meet the goal	Timeframe for implementation of the step	Person(s) responsible for the implementation of the step	Resources need to implement the step
1. PD for “classroom culture” strategies for faculty Ex/ meet with each student at least one time/term Ex/ rotating student meetings for breakfast	1. Fall 2019	1. Targeted Faculty/PD	1. n/a
2. Create daily/bi-weekly morning announcements that celebrate students and achievements and begin the day positively.	2. Fall 2019	2. Faculty	2. TV Studio and equipment
3. Guidance Counselors set short meetings with every student at the beginning of each term (Aug/Jan). Structure Guidance Counselor to move with each class for better relationships.	3. Fall 2019/ Spring 2020	3. Guidance Counselors	3. Admin set schedule (maybe ½ days)
4. Encourage Administration, Faculty and Staff to attend extracurricular events and sit with parents.	4. Ongoing	4. Administration/Faculty	4. Budget for incentives

<p>Evidence</p> <p>Student surveys show satisfaction with school climate and faculty relationships with at least 85 % in Very Good or Good.</p> <p>Student survey show satisfaction with guidance relationships and performance with at least 85% in Very Good or Good.</p> <p>Adv. Ed climate survey results</p>
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Action Plan for Trinity Catholic High School

April 2019

Domain(s): Governance and Leadership, Academic Excellence
Benchmark(s): 6.5 The leadership team directs the development and continour improvement of curriculum and instruction, and utilizes school-wide data to plan for continued and sustained academic excellence and growth; 6.7 The leadership team assumes responsibility for communicating new initiatives and/or changes to school programs to all constituents.; 7.3 Curriculum and instruction for 21st century learning provide students with the knowledge, understanding and skills to become creative, reflective, literature, critical and moral evaluators, problem solvers, decision makers, and socially responsible citizens.
Goal: Increase SAT/ACT scores and provide additional resources for students and parents. Raise the percentage of TCHS students who receive Bright Futures from the current number of <u>36%</u> to <u>41%</u>.

Steps to meet the goal	Timeframe for implementation of the step	Person(s) responsible for the implementation of the step	Resources need to implement the step
1. Get price quotes from a variety of educational test preparation companies.	1. April-May 2020	1. Principal, Erika Wikstrom	1. n/a
2. Form committee to review price quotes and proposals.	2. June 2020	2. Principal, Erika Wikstrom, Guidance Counselors, Asst. Principal	2. n/a
3. Review top choices with President, Lou. Pereira and hire test prep company.	3. July 2020	3. Principal, Erika Wikstrom, President, Lou Pereira	3. Allocated Budget
4. Faculty Training	4. August-September 2020	4. Testing Company Reps, Principal, Erika Wikstrom	4. PD Time
5. Implementation of SAT/ACT Test Prep program	5. August-May 2020-2021	5. Principal, Erika Wikstrom	5. Schedule Time
6. Data Day to Share past SAT/ACT data with faculty	6. August 2020	6. Principal, Erika Wikstrom	6. PD Time
7. Administer a short survey to students and faculty for feedback on SAT/ACT test prep program	7. May 2021	7. Principal, Erika Wikstrom President, Lou Pereira	7. Survey
8. Analysis of SAT/ACT scores and survey data and either continue with test prep program or make adjustments	8. Summer 2021	8. Principal, Erika Wikstrom President, Lou Pereira	8. SAT/ACT data Survey data

Evidence:

- SAT/ACT scores will surpass the state and national averages.
- Bright Futures student data.
- Faculty, parent and student feedback survey about test preparation program

Action Plan for Trinity Catholic High School

April 2019

Domain(s): Governance and Leadership and Academic Excellence
Benchmark(s): 6.5 The leadership team directs the development and continuous improvement of curriculum and instruction, and utilizes school-wide data to plan for continued and sustained academic excellence and growth.; 6.6 The leadership team works in collaboration with the governing body to provide an infrastructure or programs and services that ensures the operational vitality of the school.; 7.1 The curriculum adheres to appropriate, delineated standards and is vertically aligned to ensure that every student successfully completes a rigorous and coherent sequence of academic courses based on the standards and rooted in Catholic values.; 7.6 Classroom instruction is designed to engage and motivate all students, addressing the diverse needs and capabilities of each student and accommodating students with special needs as fully as possible.
<p>Goal: Provide an educational environment dedicated to individual student growth to prepare students for higher education and life success.</p> <p>Offer Dual Enrollment classes through Central Florida College.</p> <p>Offer pathway to an AA degree (Associate of Arts) during high school.</p> <p>Encourage all Honor students to graduate with at least 12 college credit earned.</p>

Steps to meet the goal	Timeframe for implementation of the step	Person(s) responsible for the implementation of the step	Resources need to implement the step
1. In planning with CF, determine courses to offer for dual enrollment during 1 st and 2 nd periods. Courses should be taught in f2f mode for greater success at this age. Encourage all Honors students to graduate with at least 12 credits earned.	1. Complete planning process with CF by May 2019.	1. Principal, Erika Wikstrom President, Lou Pereira Guidance Counselors	1. CF Registrar Contact: Raphael Robinson robinsra@cf.edu 352-854-2322 x1589 The new Dual Enrollment head is: Allan Danuff
2. Communicate registration process with students and families via email and/or meetings.	2. May-June 2019	2. Guidance Counselors	2. n/a
3. TC Schedule eligible students for Dual Enrollment courses	3. Summer 2019	3. Guidance Counselors/ Students	3. Students pay application and course fees to CF
4. Monitor student success in DE coursework	4. 2019-2020 and beyond	4. Guidance Counselors, Administration	4. Student DE grades

<p>Evidence</p> <p>Student Dual Enrollment grades</p> <p>Student Dual Enrollment credit seamlessly applied to AA or 4-year degree after graduation</p>

Action Plan for Trinity Catholic High School

April 2019

Domain(s): Academic Excellence
Benchmark(s): 7.10 Faculty and staff engage in high quality professional development, including religious formation, and are accountable for implementation that supports student learning; 7.7 Faculty collaborate in professional learning communities to development, implement, and continuously improve the effectiveness of the curriculum and instruction to result in high levels of student achievement.; 7.9 Faculty and professional support staff demonstrate and continuously improve knowledge and skills necessary for effective instruction, cultural sensitivity and modeling of Gospel values. ; 7.1 The curriculum adheres to appropriate, delineated standards and is vertically aligned to ensure that every student successfully completes a rigorous and coherent sequence of academic courses based on standards and rooted in Catholic values.; 7.2 Standards are adopted across the curriculum and include integration of the religious, spiritual, moral and ethical dimensions or learning in all subjects.; 7.6 Classroom instruction is designed to engage and motivate all students, addressing the diverse needs and capabilities or each student and accommodating students with special needs as fully as possible.
Goal: Increase Teacher Effectiveness through Time for Planning and Collaboration and Professional Development in Classroom Management, Effective Use of Technology, Teaching Strategies, and Consistency in Planning and Student Expectations.

Steps to meet the goal	Timeframe for implementation of the step	Person(s) responsible for the implementation of the step	Resources need to implement the step
1. Teachers receive student feedback through a Student Perception of Instruction (SPI) survey at the end of each course. Students will feel “heard” in this anonymous feedback survey.	1. May 2020	1. Administration Team	1. SPI survey, Qualtrics
2. Planning time remains at 225 minute minimum	2. Current	2. Administration Team	2. Faculty Scheduling
3. Faculty is provided at least 8 professional development ½ days per year.	3. Current	3. Administration Team	3. Budget for deliberate PD trainings. Faculty feedback on priorities. Title 1,2, 4a
4. Provide Faculty Off-site Professional Development Opportunities/Conferences/Trainings	4. Fall 2019	4. Administration Team and Faculty	4. Budget for deliberate PD trainings. Faculty feedback on priorities. Title 1,2, 4a

5. Consistency in Lesson Plans and Assessment	5. Current	5. Administration Team and Faculty	5. Templates, Trainings, Coaching
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Evidence

Documentation of Professional Development Schedules and Content
Professional Development Training Survey Feedback
Documentation of Faculty Planning and Collaboration Time
Record of Faculty involved in off-site PD and evidence of bringing PD back to rest of team/faculty
Documentation of Lesson/Unit Plans on TCHS portal or Administrative oversight

Action Plan for Trinity Catholic

April 2019

Domain(s): Operational Vitality
Benchmark(s): 10.3 Financial plans define revenues sources that include but are not limited to tuition, tuition assistance/scholarships, endowment funds, local and regional partnerships, public funding, religious community assistance, foundation gifts, entrepreneurial options and other sources not listed.
Goal: decrease dependence of tuition assistance in the operating budget by twenty percent (120,000) based on a current budget for tuition assistance of \$600,000.

Steps to meet the goal	Timeframe for implementation of the step	Person(s) responsible for the implementation of the regional cost sharing, religious community assistance step	Resources need to implement the step
1. Increase planned giving presence in community through targeted programs	1. May 2020-May 2024	1. Advancement	1. N/A
2. Continue to cultivate donors who give specifically for tuition assistance.	2. May 2019-ongoing	2. Advancement/President	2.appropriate funding as needed
3. Establish and fund an investment account that provides proceeds for tuition assistance	3. October 2019-ongoing	3.Advancement/President/Board of Directors	3.N/A
4. Seek new corporate partnerships which provide tuition assistance for students	4.July 2020-ongoing	4. Advancement/president	4. funded as appropriate
5. Continue to work with local parishes who provide tuition assistance to insure best practices when providing for students in their parishes	5.May 2019-ongoing	5. Lou Pereira/ Board of Directors	5.N/A

Evidence

Review budget yearly to assess progress

Action Plan for Trinity Catholic

April 2019

Domain(s): Operational Vitality
Benchmark(s): 12.3 The enrollment management plan requires the governing body to review and the leadership team to supervise annual and continuous measurement and analysis of both enrollment and retention patterns for all student groups.
Goal: Raise enrollment by ten percent based on a current number of 510 students.

Steps to meet the goal	Timeframe for implementation of the step	Person(s) responsible for the implementation of the step	Resources need to implement the step
1. Implement a pathway to an associates of arts degree through our partner Central Florida Community College	1. August 2019-January 2020	1. Lou Pereira/Erika Wikstrom	1. N/A
2. Continue to bring new academic programs to our school which are attractive to local students	2. August 2019-ongoing	2. Lou Pereira/Erika Wikstrom	2. appropriate funding as needed
3. Conduct a study of 5 year trends for all feeder schools to TCHS	3. January 2020-May 2020	3. Linda Steer	3. N/A
4. Redesign current enrollment admissions program to be more streamlined and customer friendly	4. July 2020-October 2020	4. Lou Pereira/Linda Steer	4. funded as appropriate
5. Complete the move to digital marketing and direct advertising efforts to our targeted audience	5. May 2020-August 2020	5. Lou Pereira/Development/Linda Steer	5. \$20,000

Evidence
Review enrollment trends over the next five years to assess growth towards the ten percent goal.

Action Plan for Trinity Catholic High School

April 2019

Domain(s): Operational Vitality
Benchmark(s): 10.4 Financial plans include the delineation of costs for key target areas such as instruction, tuition assistance, administration, professional development, facilities, equipment, technology, program enhancement/expansion, capital projects and other planned projects.
Goal: To increase the annual giving participation by 10% each year for the next 5 years.

Steps to meet the goal	Timeframe for implementation of the step	Person(s) responsible for the implementation of the step	Resources need to implement the step
1.Foster past donor relationships for sustainability	1.Ongoing	1.Advancement Director	1.Professional Dev.
2.Identify new potential donors – meet with new families	2.Ongoing	2.Advancement Director and Advancement Committee	2.Data and Professional Dev.
3.Develop timeline of giving campaign annually with goals both in numbers of participants and dollars raised	3. 1/2020-3/2020	3.Advancement Director and Advancement Committee	3. Professional Development and Data
4. Complete Phone-a-thon and Mortgage Burning	4. 4/30/2020	4.Advancement Director, President and Advancement Committee	4.Data and Money
5.Implement timeline as prepared for annual giving	5. 7/1/2021 – 6/2024	5. Advancement Director and Advancement Committee	5. N/A

Evidence Annual data to show the increase in giving of participation rate by 10% and retention rate of at least 95%.

Action Plan for Trinity Catholic High School

April 2019

Domain(s): Operational Vitality
Benchmark(s): 10:2 Financial plans include agreed-upon levels of financial investment determined by the partners involved who may include but are not limited to parishes, diocese, religious orders, educational foundations, the larger Catholic community, and responsible boards.
Goal: Educate all constituents; included but not limited to, students, parents, grandparents, alumni, alumni parents, donors, founders, board, faculty and staff and coaches; the importance of an endowment and continued legacy.

Steps to meet the goal	Timeframe for implementation of the step	Person(s) responsible for the implementation of the step	Resources need to implement the step
1. Create Advancement Team	1. 7/2019 – 12/2019	1. Advancement Director and President	1. Professional Development and Time
2. Identify current partners and continue to foster relationships.	2. 7/2019 – 6/2020	2. Advancement Director, President and Advancement Committee	2. Data and Time and Money
3. Develop Educational Process for planned giving, bequest and endowment giving.	3. 1/2020 – 6/2020	3. Advancement Director, President and Advancement Committee	3. Catholic Foundation and Data
4. Kickoff Endowment Giving Initiative after Mortgage Burning	4. 5/2020 – 6/2021	4. Advancement Director, President and Advancement Committee	4. Catholic Foundation and Planning event
5. Ongoing Educational and Appeal to endowment	5. 7/2020 – 6/2024	5. Advancement Director, President and Adv. Committee	5. Catholic Foundation and Educational Materials

Evidence By the end of 2024 an endowment will be in place with a goal balance of \$750,000

Action Plan for Trinity Catholic High School

April 2019

Domain(s): Operational Vitality
Benchmark(s): 13.3 The development plan requires school leader/leadership team , in collaboration with the governing body, to insure that key strategies are in place to identify, grow and maintain significant funding prospects, including alumni(ae), over time and when appropriate.
Goal: To encourage and solicit additional alumni participation and support of the school.

Steps to meet the goal	Timeframe for implementation of the step	Person(s) responsible for the implementation of the step	Resources need to implement the step
1.Re-Connect with alumni by forming alumni committee	1. 7/2019- 12/2019	1. Advancement Director and Andy Seiler (Board)	1. Data
2.Identify how many alumni are still connected through their Catholic education with children at either Angels or BT	2. 1/2020 – 6/2020	2. Advancement Director	2. Data/BT/Angels
3.Career Day for current students by Alumni	3. 7/2020 – 12/2021	3. Advancement Director, President and Alumni Committee	3. Organizational
4. Coordinate Alumni Events – Homecoming BBQ, Reunions, etc.	4. 1/2022 – 6/2024	4. Advancement director	4. Organizational, hospitality
5.Convert Alumni relationships from participation to giving.	5. 7/2022 – 6/2024	5. Advancement director	5. Hospitality

Evidence Track both numbers of alumni participating in alumni events as well as dollars contributed by alumni in such events as the “Celtic Day of Giving”, annual auction and others.

Action Plan for Trinity Catholic High School April 2019

Domain(s): Operational Vitality
Benchmark(s):
12.1 The school’s facilities, equipment and technology management plan includes objectives to support the delivery of the educational programs of the school and accessibility for all students.
12.2 The school’s budget supports facilities, equipment, and technology management with specific funds for capital improvements, depreciation.
Goal: Replace aged HVAC split-system equipment with new geothermal two well system.

Steps to meet the goal	Timeframe for implementation of the step	Person(s) responsible for the implementation of the step	Resources need to implement the step
1. Add to the annual funded depreciation account for HVAC replacement.	1. July 2019 & 2020 and beyond	1. Lou Pereira / Building Committee & Architect	1. N/A
2. HVAC system design and diocese approval	2. June 2019 – Oct. 2019	2. Lou Pereira / Building Committee & Design Firm	2. 50K Design Firm
3. Call for RFP for at least 3 General Contractor bids	3. Jan 2020	3. Lou Pereira / Building Committee	3. N/A
4. Select general contractor	4. May 2020	4. Lou Pereira	4. N/A
5. Construction of wells and piping, building 4 system.	5. May 2020 – Aug. 2020	5. Contractor TBD	5. 300K
6. Construction of Building 2 system.	6. May 2021 – Aug 2021	6. Contractor TBD	6. 200K
7. Construction of Building 1 & 5 system	7. May 2022 – Aug. 2022	7. Contractor TBD	7. 100K

Evidence:
Constructed HVAC system for each defined building.

Action Plan for Trinity Catholic High School April 2019

Domain(s): Operational Vitality
Benchmark(s):
<p>12.1 The school’s facilities, equipment and technology management plan includes objectives to support the delivery of the educational programs of the school and accessibility for all students.</p> <p>12.2 The school’s budget supports facilities, equipment, and technology management with specific funds for capital improvements, depreciation.</p>
Goal: Replace aged membrane roofing materials (building 2,3 and 4)

Steps to meet the goal	Timeframe for implementation of the step	Person(s) responsible for the implementation of the step	Resources need to implement the step
8. Continue to add to the annual funded depreciation account for Roofing replacement.	8. July 2019, 2020, 2021 and 2022.	8. Lou Pereira	8. N/A
9. Roofing Report and replacement design criteria package with Diocese approval	9. August 2022	9. Lou Pereira / Building Committee & Engineer	9. \$15K Engineer
10. Call for RFP for at least 3 Roofing Contractor bids	10. Jan 2023	10. Lou Pereira / Building Committee	10. N/A
11. Select general contractor	11. March 2023	11. Lou Pereira	11. N/A
12. Construction of roofing materials replacement	12. May 2023 –Aug. 2023	12. Contractor TBD	12. 1.0 M

Evidence:
Constructed new roofing materials replacement for Buildings 2, 3 and 4.

Long Range Action Plan for Trinity Catholic

April 2019

Domain(s): Operational Vitality
Benchmark(s):
12.1 The school’s facilities, equipment and technology management plan includes objectives to support the delivery of the educational program of the school and accessibility for all students
12.2 The school’s budget supports facilities, equipment, and technology management with specific funds for capital improvements, depreciation,
Goal: Replace wooden bleachers on home side of stadium with new metal bleachers.

Steps to meet the goal	Timeframe for implementation of the step	Person(s) responsible for the implementation of the step	Resources need to implement the step
1. Initiate a funding campaign for stadium bleacher improvement	1. August 2021-Jan 2022	1. Lou Pereira/advancement	1. architectural plans 2K,
2. Call for RFP for at least 3 bids	2. Feb 2022-March 2022-	2. Lou Pereira	2.N/A
3. Select contractor for project	3.April 2022	3.Lou Pereira/BLDG CMTE	3.N/A
4. Construction	4.June 2022-July2022	4. Contractor	4. 100K

Evidence
RFP package completion. The stadium improvements will be complete

Action Plan for Trinity Catholic

April 2019

Domain(s): Operational Vitality
Benchmark(s): 12.1 The school’s facilities, equipment and technology management plan includes objectives to support the delivery of the educational program of the school and accessibility for all students
12.2 The school’s budget supports facilities, equipment, and technology management with specific funds for capital improvements, depreciation,
Goal: Upgrade the track to include a certification as well as a polyurethane surface and appropriate equipment to hold State of Florida level track meets at Trinity Catholic

Steps to meet the goal	Timeframe for implementation of the step	Person(s) responsible for the implementation of the step	Resources need to implement the step
1. Initiate a funding campaign for track improvement	1. August 2019-June 2020	1. Lou Pereira/advancement	1. Architectural plans 15K, engineering assessment 5K, fund raising 5K
2. Call for RFP for at least 3 bids	2. July 2020-August 2020	2. Lou Pereira	2. Building cmte
3. Select contractor for project	3. October 2020	3. Lou Pereira/BLDG CMTE	3. N/A
4. Construction	4. Decemeber 2020-Feb 2021	4. Contractor	4. 700K-1.0 M

Evidence
RFP bid package completion. The track will be completed

Action Plan for Trinity Catholic High School April 2019

Domain(s): Operational Vitality
Benchmark(s):
<p>12.1 The school’s facilities, equipment and technology management plan includes objectives to support the delivery of the educational programs of the school and accessibility for all students.</p> <p>12.2 The school’s budget supports facilities, equipment, and technology management with specific funds for capital improvements, depreciation.</p>
Goal: Establish a girls locker room.

Steps to meet the goal	Timeframe for implementation of the step	Person(s) responsible for the implementation of the step	Resources need to implement the step
1. Design Concepts for the building, location and function.	1. June – October 2021	1. Lou Pereira / Building Committee & Architect	1. 5K Design firm
2. Initiate funding campaign	2. Oct. 2021 – Jan 2022	2. Lou Pereira / Advancement	2. 2K promotions
3. Conduct final design and diocese approval	3. Feb 2023 – June 2023	3. Lou Pereira / Architect / Building Committee	3. 25K Design Firm
4. Call for RFP for at least 3 General Contractor bids	4. June 2023	4. Lou Pereira	4. N/A
5. Select general contractor	5. July 2023	5. Lou Pereira / Architect / Building Committee	5. N/A
6. Construction	6. July – Dec. 2023	6. Contractor	6. 450K

Evidence:
Constructed Girls Locker Room