



Strategic Plan 2020 - 2024

September 11, 2019

Our Vision

The Catholic community where you encounter Jesus Christ each and every day in each and every person.

Our Mission

St. Gabriel the Archangel Parish, a caring, welcoming community, seeks to praise God in our prayer and work, nurture growth in the Catholic faith, and compassionately serve others.

Our Values

✦ Inclusivity and Hospitality

We strive to welcome all as Christ, respect the dignity and differences of others, and create a close-knit community.

✦ Tradition and Innovation

We embrace our Roman Catholic tradition and the rich heritage of our Parish and school while encouraging creative and innovative expressions of faith in action.

✦ Lifelong Faith Formation and Education

We provide our youth with a strong foundation in the Roman Catholic faith through our school, sacramental preparation program, and parish religion education program (PREP) and offer adults of all ages extensive opportunities for ongoing formation in the faith.

✦ Stewardship and Community Engagement

We see our time, talent and treasure as gifts from God which we are called to share with others as we faithfully and prudently steward our Parish resources and generously assist others in our community, the Archdiocese of Louisville, and the world.

Our Focus Areas and Associated Goals

A. *Worship and Sacraments – Fulfilling the mission of Christ and the Church*

Goal 1: Increase weekend Mass attendance by 15% by 2024.

Goal 2: Strengthen parishioner involvement in liturgical ministries.

B. *Lifelong Formation and Family Life – Setting a strong foundation for the Parish and School*

Goal 3: Increase student enrollment (pre-school through 8th grade) by 15% by 2024.

Goal 4: Provide for greater overall engagement of parishioners in parish programming.

C. *Service and Outreach – To the Parish and Community*

Goal 5: Maximize opportunities for parishioners and school families to serve the Parish and greater community.

D. *Stewardship of Resources – Human, Physical and Financial*

Goal 6: Find large-scale alternative revenue sources to fund operating and capital projects.

Goal 7: Develop and implement an overall master plan for the St. Gabriel campus (buildings and grounds).

Goal 8: Increase parishioners', school families', and the surrounding community's interaction with St. Gabriel Parish.



*St. Gabriel the Archangel Parish,
a caring, welcoming community, seeks to
praise God in our prayer and work, nurture growth
in the Catholic faith, and compassionately serve others.*

Worship and Sacraments

Fulfilling the mission of Christ and the Church

Goal 1:

Increase weekend Mass attendance by 15% by 2024.



Goal 2:

Strengthen parishioner involvement in liturgical ministries.

Lifelong Formation and Family Life

Setting a strong foundation for the Parish and School

Goal 3: Increase student enrollment (pre-school - 8th) by 15% by 2024.

Goal 4: Provide for greater engagement of parishioners in parish programming.

Service and Outreach

To the Parish & Community

Goal 5: Maximize opportunities for parishioners and school families to serve the Parish and greater community.

Stewardship of Resources

Human, physical, and financial

Goal 6:

Find large-scale alternative revenue sources to fund operating and capital projects.

Goal 7:

Develop and implement an overall master plan for the St. Gabriel campus (buildings and grounds).

Goal 8:

Increase parishioners', school families', and the surrounding community's interaction with St. Gabriel Parish.

Goals, Objectives, and Tactics



Worship & Sacraments

Fulfilling the mission of Christ and the Church

Goal 1: Increase weekend Mass attendance by 15% by 2024.

Objective 1.a. Identify and address any changes needed to remove physical obstacles to participation in liturgies.

Tactics:

1. Explore options for creating a designated handicapped area in the worship space.
Responsible party: Facilities Manager. Timeframe: 2020
2. Explore options for getting warm water into the baptismal font for our regular infant baptisms.
Responsible party: Facilities Manager. Timeframe: 2021
3. Evaluate and potentially adjust or augment the outside space around the church to better serve individuals and organizations who are often present before and after Masses, sometimes in inclement weather.
Responsible party: Facilities Manager. Timeframe: 2021

Objective 1.b. Create a first-class parish music program which has visible components at all weekend Masses and other appropriate parish events.

Tactics:

1. Recruit, train and enrich a parish choir to perform at select Masses every weekend and at other functions as needed.
Responsible party: Parish Music Director. Timeframe: 2020
2. Offer special Youth or Young person's Mass on specific dates and times with upbeat, contemporary music.
Responsible party: Parish Music Director. Timeframe: 2021
3. Revise and enhance the musical presence at Masses where the Choir or Ensemble are not present with additional cantors and other musicians.
Responsible party: Parish Music Director. Timeframe: 2020
4. Explore opportunities to offer a children's choir at weekend Masses on a more frequent and regular basis.
Responsible party: Parish Music Director. Timeframe: 2021



5. Offer an enhanced musical presence at other parish liturgies besides just the weekend Masses (funerals, weddings, other sacramental services, daily Masses.)
Responsible party: Parish Music Director. Timeframe: 2021
6. Design, market and offer two or more extra-liturgical music-related events to build excitement and even help assist in funding the music program.
Responsible party: Parish Music Director; Marketing & Promotions Coordinator. Timeframe: 2021

Objective 1.c. Create and implement opportunities to involve children in worship.


Tactics:

1. Assess participation levels in existing children's worship opportunities.
Responsible party: Coordinator of Children's Faith Formation. Timeframe: 2022
2. Offer more children's direct presence in weekend liturgies and increase participation. (CLOW, Special songs, recognitions or holiday-related moments like Mother's Day or Father's Day).
Responsible party: Coordinator of Children's Faith Formation; Clergy Team. Timeframe: 2022

Objective 1.d. Create and offer liturgical events in the Church to spiritually feed, support and enhance the parish faith and liturgical life.

Tactics:

1. Conduct a feasibility study to determine liturgical offerings that enhance the parish faith and liturgical life.
 - a. Probe parish community's receptivity to an adjustment of Saturday vigil time.
 - b. Seek input on moving one daily Mass to a weekday evening to serve working parishioners during the week and to offer a Mass option for the various groups that meet on campus that evening.*Responsible party: Worship Committee. Timeframe: 2020*
2. Expand Anointing of the Sick services on Sundays during or between Masses.
Responsible party: Worship Committee. Timeframe: 2021
3. Identify the various parish organizations whose integration makes the most sense and create opportunities for them and their members to be present more often at weekend liturgies and events.
Responsible party: Worship Committee. Timeframe: 2021

- 
4. Assess existing Sports Mass program and increase student-athlete participation by 20%.

Responsible party: Athletic Director; Worship Committee. Timeframe: 2021

5. Offer special Masses or prayer services for specific groups.
 - a. Grief support
 - b. Marriage enrichment
 - c. Cultivate Liturgy of The Hours-based events in the Parish and recruit, train and support selected leaders in this prayer format.
 - d. "Confessions and Mass" event

Responsible party: Clergy Team; Worship Committee. Timeframe: 2022

Goal 2: Strengthen parishioner involvement in liturgical ministries.

Objective 2.a. Assess the status and volunteer staffing levels for all liturgical ministries to identify those that need improvement or assistance in involvement.

Tactics:

1. Assess Lector, Extraordinary Ministers of Holy Communion and Usher/Greeter volunteer levels by Mass times.

Responsible party: Worship Committee. Timeframe: 2020

2. Explore opportunities to recruit new liturgical ministers.

Responsible party: Worship Committee. Timeframe: 2021

3. Develop a process to help more volunteers migrate (as they are needed) from their preferred Mass times (on occasion only) to assist in staffing Masses where volunteer levels are a problem.

Responsible party: Worship Committee. Timeframe: 2022

Objective 2.b. Create and offer new or better training and enrichment opportunities for our various liturgical ministries to create more effective and professional volunteers.

Tactics:

1. Increase participation in annual enrichment and training opportunities here locally for Extraordinary Ministers of Holy Communion, lectors and servers.

Responsible party: Worship Committee; Ministry Heads. Timeframe: 2020

2. Create a new training program for Hospitality Ministers at weekend Masses.

Responsible party: Worship Committee. Timeframe: 2021



Lifelong Formation and Family Life

Setting a Strong Foundation for the Parish and School

Goal 3: Increase student enrollment (pre-school through 8th grade) by 15% by 2024.

Objective 3.a. Evaluate strategic issues and programs that impact enrollment and loyalty.

Tactics:

1. Identify expected, desired, and surprising key indicators that impact satisfaction for prospective and current families.
 - a. Survey current families.
 - b. Survey prospective families.
 - c. Follow up with families who do not choose SGS.
 - d. Conduct exit surveys with families who leave SGS.

Responsible party: School Communications Coordinator. Timeframe: 2020

2. Determine and implement strategies to address gaps in satisfaction as related to expected, desired, and surprising key indicators.

Responsible party: Principal; School Board. Timeframe: 2020

Objective 3.b. Create awareness of SGS by telling our story and sharing it with families in our market's growing population and changing demographics.

(Level 2 of Engagement: Awareness and Familiarity)

Tactics:

1. Encourage posting of pictures on social media, including a hashtag, of individuals and groups wearing St. Gabriel gear.

Responsible party: Social Media Coordinator. Timeframe: 2020

2. Create walking billboards by enhancing spirit wear item offerings.

Responsible party: Activities Manager; Spirit Wear Committee. Timeframe: 2020

3. Develop an ambassador program with students and parents who will be available to be spokespeople at various events.


Responsible party: School Communications Coordinator. Timeframe: 2021

4. Sponsor spirit contests (door decorating, for example).

Responsible party: Marketing Committee. Timeframe: 2021

5. Plan and carry out community events on and off campus (eg. Day of Service "Blue Out", ESL classes, speaker series, Festival of the Arts, cultural fair, "Come Grow with Us" book at Farmers' Market, holiday gatherings, and grandparents' events).

Responsible party: Principal. Timeframe: 2021

- 
6. Recognize major events/milestones in the life of students (birth, baptism, First Communion, First Day of School, etc.) with cards and SGS memorabilia.
Responsible party: School Administrative Assistant. Timeframe: 2022
 7. Create reward opportunity for current families who entice new families to attend enrollment event.
Responsible party: School Board. Timeframe: 2023

Objective 3.c. Leverage our strengths (i.e. Blue Ribbon status, experienced staff, educational track record, financial status & preschool) to better market SGS to parents concerned with the growth of their children.
(Level 3 of Engagement: Consideration and Enrollment)

Tactics:

1. Invite PREP families to consider SGS enrollment.
Responsible party: Coordinator of Religious Education. Timeframe: 2020
2. Increase retention from preschool to Kindergarten through greater communication with School families.
 - a. K-8 program communicates once a month with preschool families.
 - b. Combined events.
 - c. Shared Calendar.
 - d. Invitation to Open Houses.*Responsible party: School Communications Coordinator. Timeframe: 2021*
3. Standardize tours (in-person scripted, video, and virtual reality).
Responsible party: Principal. Timeframe: 2023
4. Enhance and standardize shadow experience for preschoolers.
Responsible party: Principal; Pre-School Director. Timeframe: 2023

Objective 3.d. Engage the time, talent, financial resources, and commitment of current parents, alumni, or potential partnerships to help build SGS success.
(Level 4 of Engagement: Loyalty and Evangelism)

Tactics:

1. Enhance the daily morning broadcast and post highlights on social media including a “You’ve Been Spotted” feature for The Leopard “Spot”light.
Responsible party: Social Media Coordinator; School Communications Coordinator; Librarian. Timeframe: 2021



2. Expand extra-curricular opportunities to utilize alumni expertise (e.g. cooking, art, fitness, money management, technology).

Responsible party: Principal. Timeframe: 2023

3. Build a SGS alumni association.
 - a. Enhance alumni contact database.
 - b. Create contact form on website.
 - c. Determine ambassadors for each graduated class.
 - d. Host reunions at milestone years.
 - e. Host homecoming events.

Responsible party: Alumni Coordinator. Timeframe: 2024

Goal 4: Provide for greater overall engagement of parishioners in parish programming.

Objective 4.a. Identify current satisfaction levels and address gaps in satisfaction for parish programs.

Tactics:

1. Conduct parish-wide annual survey about satisfaction with parish activities.

Responsible party: Parish Administrative Leaders. Timeframe: 2020

2. Conduct ongoing surveys regarding specific programming and events.
 - a. Sacraments
 - b. Exit surveys
 - c. Customer service

Responsible party: Parish Administrative Leaders. Timeframe: 2021

3. Conduct culture and image research with external/objective facilitator.

Responsible party: Parish Administrative Leaders. Timeframe: 2021

4. Based upon feedback, address gaps that most impact satisfaction.

Responsible party: Parish Administrative Leaders. Timeframe: 2022


Objective 4.b. Create programming specifically for children and youth.

Tactics:

1. Increase the overall participation in children's programs (ages 0 to 10) by 30% in 2024.

- a. Explore new opportunities for programming that targets families with children ages 0-5.
- b. Enhance existing opportunities for families whose children do not attend St. Gabriel School.

Responsible party: Coordinator of Children's Faith Formation. Timeframe: 2022

- 
2. Increase the overall participation in youth programs (ages 11 to 18) by 50% in 2024.

Responsible party: Director of Youth and Young Adult Ministry. Timeframe: 2024

Objective 4.c. Create programming specifically to engage adults in parish life.

Tactics:

1. Create programming and activities for adults (19 to 30) to increase engagement in parish life.

Responsible party: Director of Youth and Young Adult Ministry. Timeframe: 2020

2. Survey young adults, young married couples, and older adults and married couples to determine their interests in social, service, and athletic group activities.

Responsible party: Director of Youth and Young Adult Ministry; Community Activities Manager. Timeframe: 2020

3. Based on survey results, develop recreational and social activities for these individuals, i.e. sports leagues, open gym, co-ed activities, 21 and over leagues (and offer childcare) and programming and activities for families with high school students, couples who are “empty nesters”, and senior parishioners.

Responsible party: Director of Youth and Young Adult Ministry; Community Activities Manager. Timeframe: 2022



Service & Outreach To the Parish and Community

Goal 5: Maximize opportunities for parishioners and school families to serve the Parish and greater community.

Objectives 5.a. Identify and centralize all service opportunities in order to foster greater collaboration among service groups.

Tactics:

1. Establish bylaws for the new service committee so that the Parish can refine the purpose, structure, and ongoing operation of the committee.

Responsible party: Coordinator of Adult Faith Formation; Service Committee Chairperson. Timeframe: 2019

2. Identify and catalogue all service opportunities and committees within the Parish and/or School to determine any overlap and remove duplicated efforts.

Responsible party: Coordinator of Adult Faith Formation; Service Committee Chairperson. Timeframe: 2020



3. Work with each service group and committee to clarify its purpose.
Responsible party: Coordinator of Adult Faith Formation; Service Committee Chairperson. Timeframe: 2021
4. Create and conduct training programs for volunteer liaisons that address specific service and outreach activities.
Responsible party: Coordinator of Adult Faith Formation. Timeframe: 2021
5. Create a long-range plan for Parish and community service and outreach.
Responsible party: Coordinator of Adult Faith Formation; Service Committee Chairperson. Timeframe: 2023

Objective 5.b. Maximize the talents and number of volunteers available for service and outreach projects.

Tactics:

1. Revise the time & talent stewardship programing to match skills and interests with volunteer opportunities.
Responsible party: Business & Development Manager. Timeframe: 2021
2. Create a survey to allow parishioners to identify areas of interest that also support the Works of Mercy objectives of the Parish.
Responsible party: Service Committee. Timeframe: 2021
3. Prioritize the list of Parish and community service opportunities and committees based on parishioner input from surveys and build upon current programs.
Responsible party: Service Committee. Timeframe: 2022



Stewardship of Resources


Human, physical, financial

Goal 6: Find large-scale alternative revenue sources to fund operating and capital projects.

Objective 6.a. Develop a comprehensive sponsorship program for individuals and companies that yields \$50k in parish revenue by 2024.

Tactics:

1. Identify, offer and publicize various sponsorship opportunities for the sports ministry program (athletics team, banners in multipurpose building or at fields, event tickets, jerseys, etc.)
Responsible party: Community Activities Manager. Timeframe: 2020

- 
2. Develop underwriting sponsorships for major programs, activities or multiple event packages.

Responsible party: Marketing & Promotions Coordinator. Timeframe: 2021

3. Plan, implement and promote sponsorship/scholarship programs, such as “Sponsor a Student,” for St. Gabriel School students and PREP students.

Responsible party: Marketing & Promotions Coordinator/Foundation. Timeframe: 2024

Objective 6.b. Develop an event fundraising strategy that produces \$80,000 of additional revenue per year for campus capital projects and tuition assistance.

Tactics:

1. Enhance financial return on existing events (picnic, outdoor craft fair, fish fry) through additional revenue streams.

Responsible party: Marketing & Promotions Coordinator. Timeframe: 2021

2. Create one new fundraising event (eg. Spring Fling, trivia night, 5k run).

Responsible party: Business & Development Manager. Timeframe: 2022

3. Determine the feasibility of hosting sports tournaments and pursue those that are found to be feasible.

Responsible party: Communities Activities Manager. Timeframe: 2023

Objective 6.c. Create additional revenue-producing opportunities outside of event fundraising.

Tactics:

1. Explore potential for operating the archery facility as a business.

Responsible party: Business & Development Manager. Timeframe: 2020

2. Create and implement a business plan for the music academy that maximizes existing resources.


Responsible party: Director of Academy of Music. Timeframe: 2020

3. Create an investment foundation and planned giving program for St. Gabriel Parish.

Responsible party: Finance Manager. Timeframe: 2023

4. Explore opportunities for parents to invest in tuition prior to children entering St. Gabriel School.

Responsible party: Finance Manager. Timeframe: 2024



Goal 7: Develop and implement an overall master plan for the St. Gabriel campus (buildings and grounds).

Objective 7.a. Develop and implement a plan for maintaining and enhancing current campus facilities and grounds.

Tactics:

1. Improve the appearance of the buildings and grounds to create an intriguing environment that draws people to campus.

Responsible party: Administration Council; Facilities Manager. Timeframe: 2020

2. Meet ADA accessibility standards at all St. Gabriel facilities.

Responsible party: Administration Council; Facilities Manager. Timeframe: 2021

3. Create and implement new safety and security protocols and processes to protect parishioners, staff and guests for our weekend liturgies and other large events.

Responsible party: Administration Council/Facilities Manager. Timeframe: 2021

Objective 7.b. In alignment with Laudato Si, cultivate a sustainability culture in our community by 2024.

Tactic:

1. Establish a sustainability council to oversee community efforts.

Responsible party: Administration Council. Timeframe: 2020

2. Develop greenhouse to enhance farm-to-fork program.

Responsible party: School Green Team. Timeframe: 2021

3. Enhance recycling program campus-wide.

Responsible party: School Green Team; Administration Council. Timeframe: 2022

4. Develop a utility efficiency plan.

Responsible party: Facilities Manager. Timeframe: 2022


5. Submit application for Green Ribbon Award.

Responsible party: Sustainability Council. Timeframe: 2023

Objective 7.c. Based on the 2015 needs assessment, develop and begin implementing a long-range plan for St. Gabriel Park.

Tactics:

1. Establish a St. Gabriel Park Committee to oversee the development of the park, funding strategy (capital campaign and business plan), and communication/marketing strategy for the park (Include members from key



stakeholder committees - i.e.: Parish Council, Admin Council, Finance Council, Parish staff, Sports Ministry - and parish members at large on the Committee).
Responsible party: Parish, Admin and Finance Councils. Timeframe: 2020

2. Launch a capital campaign to fund the long-range plan for St. Gabriel Park.
Responsible party: St. Gabriel Park Committee. Timeframe: 2022

Goal 8: Increase parishioners', school families', and the surrounding community's interaction with St. Gabriel Parish.

Objective 8.a. Develop a multi-media communication strategy focused on targeted audiences and their communication preferences and streamline communication platforms.

Tactics:

1. Create multi-generational marketing materials for the Parish consistent with St. Gabriel's vision and mission.
Responsible party: Marketing & Promotions Coordinator; School Communications Coordinator. Timeframe: 2021
2. Create a parish-wide multi-lingual communication strategy to be more inclusive of a diverse community.
Responsible party: Marketing & Promotions Coordinator; School Communications Coordinator. Timeframe: 2021
3. Improve consistency and availability of communication to SGS stakeholders.
 - a. Create video and brochures that highlight programs and develop our story
 - b. Expand social media platforms and create a schedule for posts.
 - c. Publish annual report and share with greater community.Responsible party: School Communications Coordinator. Timeframe: 2022
4. Train key parish and school personnel on all communication methods, technology tools, and standard operating procedures.
Responsible party: Marketing & Promotions Coordinator. Timeframe: 2022
5. Form a committee to develop a user-friendly and optimized website.
 - a. Conduct usability study on current website to identify opportunities for improvement.
 - b. Utilize Google Analytics program to determine where, when, and how much time users are spending in each area of the Parish website.Responsible party: Parish Administrative Leaders. Timeframe: 2023

Objective 8.b. Create a customer service culture among St. Gabriel staff, teachers, and volunteers by investing in professional development and training that supports the Parish's new vision statement.

Tactics:

1. Implement safety & emergency procedures training.
Responsible party: Facilities Manager. Timeframe: 2020

2. Provide cultural diversity training.
Responsible party: Business & Development Manager; Principal. Timeframe: 2021

3. Assess the current levels of diversity within the parish and create physical and liturgical accommodations to enhance their spiritual experience.
 - a. Provide signage in both English and Spanish.
 - b. Make translation audio devices available at Masses and purchase new or additional hearing assistance devices/systems.*Responsible party: Facilities Manager. Timeframe: 2022*

4. Conduct hospitality protocol training.
Responsible party: Business & Development Manager; Principal. Timeframe: 2022