

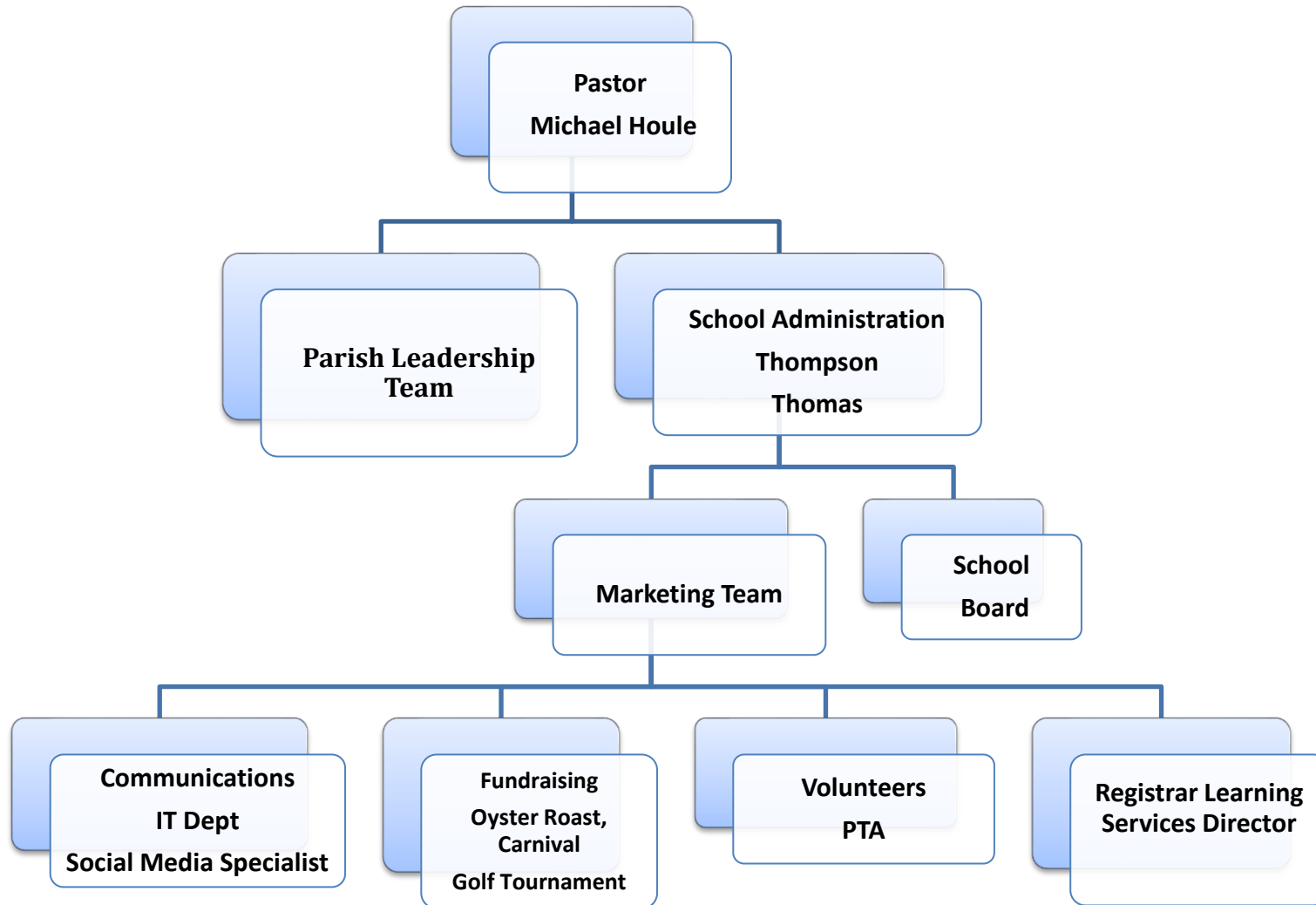
St. Paul's Catholic School Marketing Plan

Diocese of St. Augustine (Updated 5/18/2018)

Krissy Thompson, Principal

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The Marketing Committee



The Marketing Committee is responsible for developing an annual Marketing Plan, implementing the strategies that are developed in the plan, and providing oversight to all marketing ventures.

Mission Statement

The mission of the St. Paul's Catholic School community is to provide an environment where the Gospel message and teachings of the Catholic Church are woven throughout quality education...St. Paul's is a place where faith and knowledge intertwine.

Our Beliefs:

- Each child is recognized as an individual with special gifts
- Parents are the primary teachers of their children and their involvement is vital to the success of the school program.
- Children are instilled with a strong sense of personal responsibility for their learning.
- Teachers provide a variety of diverse educational and technological approaches to prepare each child for an ever-changing world.
- Open communication and mutual respect prepares the heart, mind, and soul to meet life's many and varied challenges.
- Service to our school, our parish community, our country, and our world is the lived expression of our lives as a Eucharistic people.

ST. PAUL'S CATHOLIC SCHOOL IS FULLY ACCREDITED BY THE FLORIDA CATHOLIC CONFERENCE.

Positioning Statement

For Catholic families in the Jacksonville Beach and surrounding areas, St. Paul's Catholic School provides a strong academic program entrenched in Gospel values. St. Paul's was recognized in 2011 as a National Blue Ribbon School of Excellence. St. Paul's Catholic School and parish are a close-knit, vibrant, and faith-filled community. Our students consistently score well above national average on standardized tests and participate in daily religious instruction, weekly Mass, and numerous service projects throughout the school year. We serve the whole child instilling strength in academics, faith-formation, leadership, athletics, service and character.

Market Needs

Market needs are broken down into several key areas: Spiritual Life, Organizational Structure, Academics, Student Life, Facilities, and Technology. These key areas were determined by conducting a Strategic Long Range planning analysis completed in January 2018.

One of the most important reasons parents send their children to a Catholic school is the incorporation of the Catholic doctrine into daily teaching. Parents expect the belief in God to be part of the everyday school environment and not just discussed in a religion class. They want their children to experience religion first hand so that they can understand the beliefs, purposes, issues, and practices of the Catholic faith. In keeping with the practices of the Catholic Church, parents desire a school that provides the opportunity for children to share in a sense of mission and learn to do God's work as part of a community. Offering, and even requiring participation in stewardship projects, are readily available and encouraged.

Since the Catholic school is a private school and therefore requires tuition, parents expect very strong academics with better than average scores on standardized tests. In addition to strong test scores, parents want their children to learn in a way where they can connect their lessons to the world around them as 21st century learners. They expect a strong qualified instructional staff and the utilization of the latest and most effective technologies and teaching tools.

The school must also offer a variety of strong extracurricular activities and sports that allow each student the opportunity to develop and excel in his/her strengths. Parents also desire a safe and orderly environment (discipline) that ultimately maximizes educational time in the classroom and teaches well-respected behaviors in life.

Parents also want an environment that gives their children the ability to develop a strong moral compass and set of values. They want their children to have the ability to learn to share and to understand the consequences of good and bad behavior. Parents want a focus on the values of faith, hope, love, and community.

It is also imperative that there is a balance between the cost of tuition (price) and service (product). Parents need to know that what St. Paul's Catholic School offers is a great deal more than what the public schools offer for free. In addition, families experiencing financial hardship want access to financial aid if they are unable to afford the total cost of tuition.

Market Trends

Nationally, Catholic schools are on a downward trend with enrollment decreasing. According to the National Catholic Educational Association's 2013-2014 Annual Statistical Report, only 42 new schools opened while 133 consolidated or closed nationally. Enrollment in suburban schools increased as a percentage of the total. Nationally, minority enrollment in Catholic Schools is increasing. The Hispanic group is the largest at 13% followed by African American at 8%.

Market Growth

The population of Jacksonville Beach is projected to increase slightly over the next five years. The beach and surrounding areas are a popular place to live, but there is limited space for new development and for many, the median price of homes in the area is cost prohibitive. The majority of St. Paul's Catholic School families live in the Intracoastal West area. While the exact percent increase in the Hispanic population is not known, it can be assumed that the population of this ethnic group is growing as witnessed by the increasing Hispanic attendance in Wednesday night Religious Education classes. The upturn in the economy has provided both increased enrollment at the school as well as a decrease in scholarship requests.

Competition

For St. Paul's Catholic School, competition is primarily with other private/parochial schools: Providence, Palmer Academy, and Bolles. The public schools in the beaches areas, especially the elementary schools, are adequate, but do not have exemplary reputations. The public school system in neighboring St. Johns County fares better academically. There are no other Catholic schools in close proximity providing direct competition.

Service Offering

St. Paul's Catholic School offers classes for PreK4 through 8th grade. The emphasis of the school is on:

- integration of Catholic doctrine and faith-based curriculum in lessons at all grade levels
- a strong academic, challenging curriculum superior to local public schools

- access to a variety of sports, fine arts, foreign language, and extracurricular activities that allow individual students to pursue their strengths and interests
- development of each student's morals, values, and behavior allowing them to be living examples of Christ

Keys to Success

- Resolving facilities issues for the Pre-K4 program which serves as the feeder program to the school
- Incorporate the Early Learning Center providing seamless education 18 months to Grade 8
- Maintaining / increasing current enrollment in the school (ultimately , the need for an expansion plan for the school is necessary as the parish grows and a new sanctuary is built)
- Better communication and marketing with the parish, alumni, current school families, and the greater community
- Strengthen the relationship between the school and parish through pastoral leadership, recognizing that the school is a ministry of the church
- Organize a marketing plan based on the main pillars for success: Communication, Fundraising, Volunteerism, and Enrollment, Endowment
- Promote our program where...
 - ✓ Catholic identity is visible
 - ✓ Academic excellence is promoted
 - ✓ Technology is valued
 - ✓ Fiscal responsibility is exercised

SWOT

INTERNAL STRENGTHS

Catholic Identity

- Presence of religious signs and symbols in the school, regular prayer services and Mass, and formal religion curriculum
- School mission statement perceived as distinctively Catholic
- Catechetical preparation of faculty
- Stewardship Opportunities
- Level of parental participation/involvement

Academic Quality

- School curriculum exceeds state and diocesan standards
- National Blue Ribbon School of Excellence
- Innovative technology plan
- Overall quality of academic plan and extracurricular activities
- Varied enrichment program offered during and after school.

Customers/Markets

- A long history of the school's commitment of Catholic education
- School's ability to offer programs to meet parent needs (extended day care, homework assistance)

Recruitment/Retention

- School's effectiveness on retaining current students
- School financial aid program

- School hosts Open House for potential new families

Marketing/PR/Development

- Overall quality of school communication efforts
- Marketing efforts consistent with strategic plan

Facilities

- Maximum use of current school facilities
- Ongoing upgrades and renovations
- Wi-Fi throughout the school

Leadership

- Ability to create and sustain a vibrant faith community
- School climate and culture
- Evidence of managerial, spiritual, and educational leadership
- Quality of school communications
- Positive vision for school in alignment with mission

Governance

- Presence of a board that is committed to long term health of school
- Regular review of school's financial status
- Board's collaboration with school, Pastor, and parish
- Responsiveness to changing needs
- Responsiveness to parent concerns

Finances

- Positive 3 year enrollment trend and budget performance
- Market driven faculty salary structure
- Presence of standardized budget process
- Development of endowment fund that contributes to annual budget

INTERNAL WEAKNESSES

Academic Quality

- Lack of advanced academic programs (STEM)

Customers/ Markets

- Lack of active search for new markets
- Enhance and provide quality recruitment material
- Initiate new programs to attract new families
- Adequacy of funds budgeted for marketing

Facilities

- Condition of current school facilities
- Existence of a long term capital improvement plan and a capital budget
- Facilities capacity is limited to expand enrollment
- Crucial need for early childhood facility

EXTERNAL OPPORTUNITIES

Customers/Markets

- Location
- Growing Hispanic population

Marketing/PR/Development

- School's image and visibility in community
- Reputation of excellence

Competition

- Competitive tuition rates
- Technology implementation

EXTERNAL THREATS

Customers/Markets

- Perceived price sensitivity
- Perceived difficulty to get into school

Competition

- Perceived quality of local public schools (St. John's County) and local charter/private schools (including preschools)

Recruitment/Retention

- Degree of visibility with nearby parishes (St. John's, St. Peter's)
- Degree of outreach to Hispanic/Pilipino communities

Economic, and Societal Influences

- Fluctuations in economic conditions

Market Research Findings:

What percent of students are from our own parish?	94%
What percentage of students comes from nearby parishes?	3%
What percentage of our students are non-Catholic?	3%
What is our school's enrollment by area?	Ponte Vedra Beach-5%, Atlantic Beach-15%, Neptune Beach-7%, Jacksonville Beach- 28%, Intracoastal West-45%
What is our enrollment by grade for the past 3 years?	Three year average: VPK-78,K-57, 1-55, 2-56, 3-58, 4-57, 5-58, 6-63, 7-60, 8-54
What is the ideal enrollment projection for ideal from the next 3 years?	VPK-78, K-74, 1-60, 2-60, 3-60, 4-60, 5-60, 6-60, 7-60, 8-60
Do we lose /gain students at a particular grade level?	Gain at 6 th grade due to parental concerns regarding public middle school.
What are the other Catholic churches in our area without a school from which we can recruit?	St. John the Baptist, St. Peters Mission
Are there schools in our area that offer a distinctively different academic program?	Montessori school, Beaches Chapel for small classes
What are the reasons parents choose our school?	Academic excellence, sense of community, affordable tuition
What is our reputation among our own parishioners?	Strong ministry of the parish, Stewardship

What are the reasons parents leave our school?	Finances, inability to meet the needs of student with disabilities
What is our reputation in our community?	Excellent

Our Competition:

Top Competitors (Public, Private, Home school, other Catholic)

School Name	Tuition	Strength	Weakness
Providence grade 6	11384 +1000 fees		Cost
Episcopal	13550 +1050 fees		Cost
Beaches Chapel	6033 + fees	Small class size	Weak academic program
Bolles	23160 +500 fees	Strong academics and sports	Cost
Palmer Catholic Academy	6000 +900 fees	Location for PVB residents	

Our Target Market Segments:

Current Market Segments –

- 97 % of students are Catholic
- 94 % of students are from the home parish
- Ponte Vedra Beach-5%, Atlantic Beach-15%, Neptune Beach-7%, Jacksonville Beach- 28%, Intracoastal West-45%

Prospective Market Segments –

- Surrounding parishes that do not have a Catholic elementary school
- Developing areas in Intracoastal West
- Growing Hispanic population

Marketing Strategies

These areas have been determined as the pillars for marketing at our school. While the strategies and action items are to be reviewed and updated yearly, the pillars may remain intact.

Action Plan for Marketing:

Development Office

Goal: Determine optimal structure/responsibilities of development/marketing team in the school program

Action Item	Responsibility	Timeline
Identify responsibilities/strategies of development/marketing team (Principal, Assistant Principal, VPK Director, ELC Director, Registrar, Webmaster, Social Media SPecialist)	Pastor/Principal	As listed below

Parish

Goal: Increase parish interest and support of school program

Action Item	Responsibility	Timeline
Increase Pastoral Leadership (pastor to promote school at Masses)	Pastor	Ongoing
Coordinate with varied church ministries	Principal	✓
Continue grade level and school wide stewardship projects	Assistant Principal	✓
Promote various Knights events	Principal	✓
Link school to church website	Parish Webmaster	✓
Attend parish council meetings	Principal	✓
Promote current events and student achievements	Principal	✓

Collaborate with parish leadership team	Principal	✓
Distribute marketing materials during Catholic Schools Week	Principal	Annually- February
Submit information in weekly bulletin	Principal	✓

School Families

Goal: Create a welcoming environment for our families

Action Item	Responsibility	Timeline
Reach out to grandparents	CSW team	1/2017
Create family ambassador program	Principal	6/2018

Advertising in the Community

Goal: Foster meaningful relationships with core and extended community. Promote our brand and reputation to wide audience.

Action Item	Responsibility	Timeline
Create a tag line	Marketing team	9/2018
Update marketing video	VPK Director	1/2018
Update Website	Webmaster	Ongoing
Update all brochures and marketing materials	Principal/VPK Director/ELC Director	6/2018
Add Parent, Student, Alumni testimonials	SM specialist	9/2018
Host social events (community leaders, realtors)	Principal	Fall 2018
Update rating websites	VPK Director	Ongoing
Promote annual events	Principal/SMS	Ongoing

Run partner ads with other Catholic Schools	Principal/CCA	Ongoing
Market Fundraisers	Principal/SMS	Ongoing
Create visibility at community events	Principal/staff	Ongoing

Alumni

Goal: Create a St. Paul's Alumni Association

Action Item	Responsibility	Timeline
Create alumni coordinator position	Principal/Pastor	Summer 2018
Utilize social media	Alumni Coordinator/SMS	Ongoing
Host annual event	Alumni Coordinator/Principal	Carnival 2018
Send letter regarding annual fund	Principal	12/2018

Volunteerism

Goal: Encourage volunteerism in support of the school's mission and vision

Action Item	Responsibility	Timeline
Solicit non-parent volunteers (grandparents, parishioners, etc)	Principal/ Staff	Ongoing
Host annual volunteer recognition event	PTA	5/2017
Implement program to facilitate tracking of volunteer hours	Registrar	5/2018