



December 4, 2009

Dear Monsignor/Father,

Following consultations with the Presbyteral Council, Archdiocesan Finance Council, Archdiocesan Pastoral Council and Board of The Catholic Foundation, as well a review of input from the Regional Consultations in February and May, I have accepted the recommendation of the Improved Financial Relationship Committee (IFRC) to launch "Phase One" of a proposed model of financial relationship between the Archdiocese's parishes and central ministries. As we prepare for this initiative, I would note that the Presbyteral Council and Archdiocesan Finance Council were very supportive of the IFRC's recommendation.

The new model, which will be implemented during Phase One, is simpler and fairer than the one which we are currently using. This new model also provides a better system for helping parishes improve their financial well being and establishes a mutually beneficial relationship between the budgets of parishes and the budget of central ministries. If parish revenue increases, so will the revenue of the central ministries. If parish revenue decreases, so will central ministry revenue. This plan has the added benefit of addressing the current inequity of parish support for central ministries.

This new model of financial relationship will begin on July 1, 2010 and involve approximately 30 parishes, on a voluntary basis. Every possible effort will be made to ensure that these 30 parishes represent all of the Archdiocese's regions and parish income levels. Please know that prior to authorizing an expanded implementation tentatively scheduled for July of 2011, the IFRC will present the Phase One results to me and I will consult again with the Presbyteral Council and the Finance Council.

In this new model, all parishes will be asked to contribute 18% of their total offertory, grand annual and net rental income to support the central ministries. The contribution will be divided into the parish's broad-based tithe component (10%) and Catholic Appeal component (8%). Parishes with schools will not be required to pay the school tax portion of the tithe. Recognizing that our first priority is the mission of the Church, parishes in extraordinary circumstances will be able to apply for abatements. In addition to implementing this new financial model, the Catholic Foundation will be offering assistance to all parishes with fundraising initiatives to enhance the offertory and grand annual collections. These efforts are an important part of our goal that both the parishes and central ministries benefit from this plan.

The IFRC will soon be forwarding other details about the model, and a form for you to indicate if your parish would be interested in participating in Phase One.

Because of the importance of this initiative and the benefit this model can bring to parishes, it is my hope that many parishes will volunteer to participate in Phase One, so that the Committee can recommend a truly representative group. Please prayerfully consider your parish's participation, in consultation with your staff and finance council. Your assistance with this effort will be very meaningful for the Archdiocese.

Please be assured of my prayers for you and your parish during this Advent season.

Fraternally yours in Christ,

Cardinal Seán O'Malley, OFM Cap.
Archbishop of Boston



Improved Financial Relationship Committee (IFRC)

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11 December 2009

«Title» «First_and_MI» «Last»
«Parish», «Parish_»
«Mail_Address»
«City», «ST» 0«ZIP»

Dear «Salutation»:

By now, you should have received a letter from Cardinal Seán, dated 4 December, announcing the implementation of Phase One of a new model of financial relationship within the Archdiocese. The Cardinal made his decision after consultations with the Archdiocesan Presbyteral & Finance Councils. This is a follow-up to that letter.

Phase One

As the Cardinal stated, we seek 30 representative parishes to participate in Phase One on a voluntary basis. The IFRC Phase One Implementation Team, a group within Parish Financial Services, will work closely with those 30 parishes on the transition to a new model. Our committee thought 30 was an appropriate number to ensure a high-level of personal attention to each parish's particular transition issues, to allow us a broad enough sample to be able to recommend changes to future phases of implementation, and to ensure an ideal staffing ratio of IFRC implementation staff to parishes.

With this letter, **we ask you to consider volunteering your parish for Phase One.** A cream-colored form is enclosed which you can fax back to indicate your level of interest. We ask for your response by January 22, 2010.

How will the proposed new model affect your parish?

Now that the new model has been authorized for Phase One, we are also able to share with you an estimate of how your parish will be affected by the proposed new model. On the enclosed "Parish Snapshots" (on the blue sheets), you will find a "summary" estimate, a "detailed" estimate (which explains the calculations used in the summary form) and an explanation sheet of these calculations. **Please review these estimates with your staff and finance council.**

How can parishes get more information or ask questions about Phase One or the Parish Snapshots?

Parish Financial Services' IFRC Implementation Team has scheduled informational gatherings for the week of 11 January 2010. Please see the schedule on the cream-colored fax back form and indicate if you think you will want to attend. You can also call the Parish Financial Services team, Denise McKinnon-Biernat at **617-746-5685** or Tricia Fraser at **617-746-5882**, at any time with questions.

At these meetings, additional details on the **IFRC approach to helping parishes increase their offertory and grand annual collections** will be shared.

Additional Information

We have also enclosed a 1-page IFRC Overview, a 1-page IFRC FAQs, and a draft timeline for IFRC Phase One. Additional information is available at www.IFRCboston.org.

We thank you in advance for your consideration of these materials and your parish's possible inclusion in Phase One. On behalf of our entire committee, we wish you a blessed conclusion of the Advent season.

Sincerely yours in Christ,

Fr. Bryan Parrish, VF

Steve Barrett

On behalf of our fellow IFRC Members:

Fr. Richard W. Fitzgerald, VF, Msgr. Paul V. Garrity, VF, Msgr. Francis H. Kelley, VF, Fr. Paul Ritt, VF, Fr. Thomas S. Foley, VE, Scot Landry, Herb Lynch, James P. McDonough, Denise McKinnon-Biernat, Bro. James Peterson, OFM, and Paul Sandman

Summary of IFRC Status

December 11, 2009

Background

- Received many complaints by clergy to elements of the current model of parish support to the central ministries.
Current Model = School tax, cathedraticum, Catholic Appeal, hospital tax, fees & 50% of communications coll.
- Researched how other dioceses ask parishes to support diocesan central ministries.
- A number of officials in other dioceses called Boston's model of financial relationship "the worst in the country."
- Decided to get feedback on whether enough support could be gathered to replace our current model.
- Formed a committee of Pastors/VFs, Lay leaders on Archdiocesan Boards & Pastoral Center staff.

Consultations & Deliberations

- IFRC has been a busy committee. Since October 2008, the IFRC has met 25 times as a committee, fielded 2 surveys, led 2 regional consultations (Feb/Mar & May/June), sent 4 letters to pastors, met with the Presbyteral (4 times), Finance (2), and Archdiocesan Pastoral (2) Councils, TCF Board (2) and Cardinal's Cabinet (4 times).
- Presbyteral Council recommended on 11/12/09 that Cardinal Seán move forward with Phase One of the new model. Finance Council recommended on 11/05/09 that Cardinal Seán authorize Phase One.
- **Cardinal Seán accepted the recommendation of the IFRC on 12/04/09 to authorize Phase One.**

Hopes for a New Model

- **Improve financial stability of both parishes & central ministries.**
 - Help parishes increase offertories, grand annuals & overall stewardship.
 - Replace "broken" model of financial relationship to one modeled on best practices of the 194 US dioceses.
- Improve the **financial relationship** between parishes & central ministries.
 - Tie CM budget to parish budgets.
 - Foster greater fairness, mutual accountability, transparency & simplicity.

Goals: A simpler and fairer model of support

- In the current model, parishes share between **1.4% and 35.0%** of their income to support shared central ministries.
 - These variations are not explainable by "big vs. small" parishes or community income levels.
 - This produces division and inequity among pastors and among parishes.
 - Wide variation isn't "right" or "fair" and violates the norm that diocesan support should be proportionate.
- New Fair Share Model
 - All parishes asked to share **18%** of: **Offertory + Grand Annual + Net Rental Income**
 - Abatement process will address unique challenges and there will be a forgiveness process in Year 1 for parishes that do their best but still fall short.
 - Fair share will be split: **18% total = 10% broad-based parish tithe + 8% Catholic Appeal component.**

Strengths of the Envisioned Model

- **More Equitable** - All parishes asked to contribute the same % of base revenue to support CM & the Catholic Schools.
- **Simpler** - Multiple fees/taxes/assessments replaced by a single tithe and a Catholic Appeal component.
- **More Inclusive** - New process that involves priests/parishes in CM program/budget priorities.
- **Focuses on helping parishes increase revenue and overall financial health** - System encourages everyone to work toward stronger parish fundraising & stewardship, and strengthens CM/parish cooperation.

Major Risks & Mitigation Approaches

- **Implementation** - What can be done to earn strong support of pastors and parishioners for the new direction and the new relationship between parishes & CMs? What can be done to overcome any normal resistance to change?
- **Parish shortfalls & overages** - What can we do to ensure fundraising plans are implemented effectively to help parishes that are below their current fair share? How can we ensure parishes that are above their fair share continue to strive to maximize their Appeal contributions?
- **Culture & Trust** - How can we effectively overcome some historical trust issues and move to a new culture of planning, mutual accountability, transparency and simplicity?

Next Steps

1. Review Central Ministry Budget Survey (CMSurvey.net) results with Budget Advisory Committee of priests.
2. Share financial impact of the proposed new model with each parish – **done on 11 December 2009.**
3. Invite all parishes to volunteer to be part of Phase One – **done on 11 December 2009.**
4. Hold information sessions regarding Phase One and the parish snapshots – planned for week of 11 January 2010.
5. Select Phase One parishes – 1 February 2010. Goal is that they are representative of the RCAB's 291 parishes.
6. Prepare Phase One parishes for fundraising campaigns and overall transition – February through June 2010.
7. Launch Phase One – July 1, 2010.

Frequently Asked Questions about the IFRC

1. How does the proposed model specifically affect my parish financially?

- Parish “financial snapshots” were shared with the Presbyteral council on 11/12 and with all parishes on 12/11.
- It has been a challenge to convey *all* the financial information *simply*. We welcome your suggestions.

2. How will the school tax change and be incorporated into the new model?

- The school tax system will stay the same in Phase One as the current model, with the following notes:
 - All school tax payments will be collected centrally (as part of the tithe) from parishes without schools.
 - Parishes still retain control over allocation of their school tax component to specific schools
 - Schools must be a qualified school (a parish or Archdiocesan school within RCAB boundaries)
 - We will mitigate in some way payments to “friends” instead of nearby or inner-city schools
 - School tax is intended to subsidize schools (not subsidize tuition for particular students)
 - 2010 schools have made a specific agreement with nearby parishes and will be maintained.
 - Centrally managed allocations will ensure a flat grant to each school and then the rest will be based on a need-based formula or grant process (still being discussed).

3. How can we be sure the fundraising campaigns will work?

- Good implementation is critical and we’ll have dedicated CM resources and the best fundraising firms to work with parishes.
- When parishes implement increased offertory campaigns, results are typically a 20-40% lift. (We budgeted 15%)
- We are confident that every parish that effectively executes these campaigns well will see the budgeted offertory lift. Many parishes will exceed these budgeted numbers as they’ll experience the normal 20-40% lift.

4. Who pays the professional fundraising firms that will help with the fundraising campaigns? Will parishes be mandated to do the increased offertory and grand annual campaigns with pre-selected vendors?

- Parishes will pay for the fundraising campaigns – however, we will negotiate group rates to save parishes money and payment terms that allow the parishes to pay most of the fee after they’ve received the increases.
- Parishes will not be mandated to run these campaigns or use the pre-selected vendors with group rates – however parishes will not be eligible for abatements or forgiveness of gaps if they don’t.

5. What will happen to parishes that are in financial distress and can’t pay their fair share after undertaking the fundraising initiatives?

- **Forgiveness of financial gaps on Appeal** – If parishes undertake all the steps to execute a strong appeal and increased offertory/GA campaigns and fall short of their fair share, gaps will be forgiven in year 1. After year 1, a committee of pastors will determine whether to extend this policy.
- **Abatement process** – Any good system of assigning goals needs a robust abatement process. This will have a very strong one. Parishes with issues/concerns can apply for abatements and a committee of pastors will judge whether the abatements should be granted.

6. How can parishes have an influence on CM budget priorities (so that CM support is easier to “sell” to parishioners)?

- **Annual Central Ministry budget report and budget priorities survey** (CMSurvey.net). This launched in November and has received a number of responses. There have also been many information sessions.
- **Budget Advisory Committee** of priests will be formed in consultation with the Presbyteral Council to review the survey results and recommend budget priorities to the Chancellor/Cardinal.

7. Is this the right time to make this change (during a tough economy)?

- There is never a perfect time
- This approach can *help* both parishes and CMs – so we should implement when it is ready.

8. How will parishes pay the tithe? Will it be part of the central billing system?

- Annual budget sheet for the parish will be compiled by Parish Financial Services / IFRC implementation team.
- After abatements/deductions, payments will be divided into 10 or 12 month installments.
- Payments will be handled through the central billing system.

9. How will this be implemented to make sure it’s successful?

- **It will be phased** – To ensure we implement it well with each group of parishes. Phase One will only be 30 parishes and it will be voluntary.
- **There will be dedicated/exclusive resources to implement the IFRC** – CM positions are being reallocated to allow 2 full-time IFRC implementation consultants in phase 1 and 2 more for phases 2+. This will be a new team within Parish Financial Services (and be led by Denise McKinnon-Biernat and Tricia Fraser).



Improved Financial Relationship Committee (IFRC)

Timeline for Implementation of Phase One

IMPLEMENTATION OF PHASE ONE OF NEW MODEL – TIMELINE

- December 2009*
- Letter from Cardinal Seán authorizing Phase One implementation.
 - Communication from IFRC to all parishes (a) encouraging parishes to volunteer for Phase 1, and (b) providing parish-specific “snapshot” information on the financial impact of the new model.
- January 2010*
- IFRC hosts informational meetings (see enclosed form for details) giving parishes the opportunity to have specific questions about Phase One and the new model answered by the IFRC Phase One Implementation Team. (week of Jan 11)
 - Deadline for parishes to sign up to be considered for inclusion in Phase One. (Jan 22)
- February 2010*
- IFRC selects parishes to participate in Phase One. (Feb 1)
 - Kickoff seminar/luncheon for Phase One parishes, which will include an introduction to vendors that will be available to work with parishes on increased fundraising campaigns.
 - IFRC Implementation team begins work with Phase 1 parishes.
- March 2010*
- Shortened Catholic Appeal begins for Phase One parishes. (March 6-7)
 - Appeal assessments set at 8% of 3yr Base Revenue average.
- April 2010*
- IFRC Phase One communications manual distributed, which includes communication templates and fundraising tools.
- May 2010*
- Increased Offertory campaigns launched for Phase One parishes.
 - Catholic Appeal is deemphasized in terms of parish operations/messaging in favor of effort to increase parish offertory income.
- June 2010*
- Preparation begins for Fall Grand Annual enhancement campaigns.
- July 2010*
- Phase One officially launches.
 - 12-month billing period for FY2011 “parish tithe” begins (annual billing will total 10% of 3y Base Revenue average prior to abatements)
- October 2010*
- Strengthened Grand Annual campaigns launched.



Improved Financial Relationship Committee (IFRC)

ARCHDIOCESE OF BOSTON (ARCHDIOCESE = PARISHES + CENTRAL SERVICES + OTHER MINISTRIES)

Financial Impact of Envisioned Model Guide to Financial Snapshots

BACKGROUND

These key documents are designed to provide you with a snapshot of how your parish will be impacted by the envisioned new model of relationship between parishes and Central Ministries. Pastors, parish staff, and concerned parishioners have frequently asked us how their parish specifically will be affected by the new model and, consistent with our continued emphasis on transparency, consultation, and accountability, we have developed these snapshots to answer this question. Below we have provided a guide that takes you through the numbers and calculations found in the documents to help you to better understand how the new model will affect your parish's financial situation. If you would like further help in understanding the data, please do not hesitate to contact us with any questions.

The first "Summary" document provides a quick, high-level snapshot of how the new model will impact certain key parish financial figures. The second "Detailed" document offers a deeper examination of the calculations involved in determining the figures presented on the simple snapshot.

Currently the enclosed snapshots include parish financial data from FY2006-FY2008. **Please know that upon implementation of the new model, these figures will be updated to include 2009 data.**

SUMMARY COMPARISON

As noted above, this "Summary" document is designed to provide a simple comparison of your parish's current level of CM support vs. the level of CM support envisioned under the new model. Key figures have been boxed and labeled with bold letters circled in red so that we can guide you through the numbers more easily.

- A** The IFRC espouses many important principles and our committee's envisioned model of financial relationship between the parishes and Central Ministries of the Archdiocese is based on these same principles. This box emphasizes a few of these key principles.
- B** The boxed number here represents the net amount your parish currently contributes to the Central Ministries. This figure is a sum of the various items listed in the box, which represents the fact that under the current model, a parish supports Central Ministries via its Catholic Appeal pledges, a Hospital Chaplaincy tax, the Cathedraticum, ½ of the annual Communications collection, and various other taxes and fees. Further, we refer to this as a *net* level of support because we have factored in any reimbursement a parish received for exceeding its Catholic Appeal goal and/or any school tax support it may have received.
- C** The boxed figure here represents the net amount your parish will contribute to Central Ministries under the envisioned model. As shown in this box, instead of paying numerous taxes and fees, under the envisioned model, a parish will support the CMs via its Catholic Appeal pledges and a broad-based Parish Tithe. Again, we refer to this as a *net* level of support because we have factored in any reimbursement a parish can expect to receive for exceeding its Catholic Appeal component, a school tax rebate (if parish has a school), and any other abatements the parish may expect to receive.
- D** Box D provides the simplest comparison of your parish's current level of CM support vs. the level of CM support envisioned under the new model. The boxed figure found here represents the net change in the amount your parish will contribute to Central Ministries when the new model is implemented. Simply put, this number represents the difference between figures B and C.
- E** Perhaps the figure of most interest, the number here represents the net impact the envisioned model will have on your parish's available funds, after undertaking an Increased Offertory Campaign and a Grand Annual Enhancement Campaign (if your parish has a Grand Annual). It is important to note that this calculation takes into account any increase or decrease in the amount a parish will contribute to CMs as well as the costs of undertaking the fundraising campaign(s). In simplest terms, this number represents how much better or worse off a parish's funds will be after the new model is implemented and the parish undertakes the recommended fundraising steps.

DETAILED COMPARISON

As previously noted, this “Detailed” document is designed to provide deeper insight into how we arrive at the figures found on the simple snapshot. Each numbered box provides a snapshot of different components/calculations that are involved in determining the high-level comparison. Below you will find a brief description of each box to help walk you through the various calculations.

- 1. Parish Base Revenue** – Box 1 contains the figures for your parish that are included in what we have termed as “Base Revenue”: Offertory (All) + Grand Annual + Net Rental Income. A parish’s 3-year avg. Base Revenue is used to calculate its assessment under the new model.
- 2. Parish CM Support (FY2008)** – This box calculates the gross amount your parish currently contributes to Central Ministries. We consider it a *gross* level of support because we have not factored in any adjustments, namely reimbursement a parish may have received for exceeding its Catholic Appeal goal and/or any school tax support it may have received.
- 3. Catholic Appeal (FY2008)** – This box contains Catholic Appeal figures pertaining to your parish. Particularly, it shows how your parish’s 2009 Catholic Appeal share was determined under the current model.
- 4. School Tax** - self explanatory.
- 5. Assumptions in Envisioned Model** – This box provides a snapshot of important figures that will be used to determine a parish’s level of CM support under the envisioned model.
- 6. Parish CM Support (Envisioned Model)** – This box calculates the Total Assessment that a parish will be asked to contribute under the envisioned model. As shown here, the Total Assessment is broken into two pieces, a Catholic Appeal component and a Parish Tithe component. A parish’s Net CM Support may differ from this assessment figure depending on actual Catholic Appeal Pledges and School Tax Rebate.
- 7. Next Step Assumptions, Increased Fundraising Campaigns** – When the new model is implemented, all parishes will be asked to undertake fundraising initiatives that will benefit both themselves and CMs. This box provides a snapshot of assumptions associated with Increased Offertory Campaigns and Grand Annual Enhancement campaigns.
- 8. After Increased Fundraising Campaigns** – This box calculates the impact the fundraising campaigns will have on your parish’s finances.
- 9. Comparison of 2 Models** – This box provides a side-by-side comparison of much of the information found on the simple snapshot. It provides a snapshot of the various components included in determining your parish’s support of CM both in the current model and under the envisioned model, as well as how your parish’s finances/level of CM support will be affected by the new model and fundraising campaigns.
- 10. Conclusions From Box 9** – This box provides the bottom line numbers of how the new model and fundraising initiatives will impact your parish’s level of CM support and the funds available for parish use. Quite simply, it shows how much better or worse off both Central Ministries and your parish will be under the new model.

SUMMARY



Improved Financial Relationship Committee (IFRC): Comparison of Current vs. Envisioned Models of Financial Relationship

Parish:

Town:

| Principles of the IFRC |
|------------------------|
| Equity |
| Accountability |
| Fairness |
| Transparency |

A

Current Model Net Support of Central Ministries

| <u>Breakdown (FY2008)</u> | |
|---|-------------------|
| School Tax Paid | \$0 |
| Hospital Chaplaincy Tax | \$5,286 |
| Cathedraticum | \$4,000 |
| Audit Fee - 3 YR AVG | \$3,000 |
| Real Estate Fees Paid | \$0 |
| Facilities Fees Paid | \$0 |
| 50% of Communication Collection | \$1,007 |
| Taxes/Fees (sum) | \$13,292 |
| Catholic Appeal Pledges (pre-rebate) | \$135,550 |
| Catholic Appeal Reimbursement (25%) | (\$16,929) |
| Adjustments (sum) | (\$16,929) |
| Total Net Support of CM under Current Model: | \$131,914 |

B

Envisioned Model Net Support of Central Ministries

| <u>Breakdown</u> | |
|---|-------------------|
| Parish Tithe Component | \$64,059 |
| Catholic Appeal Pledges (pre-rebate)¹ | \$135,550 |
| Catholic Appeal Reimbursement (50%) ² | (\$42,151) |
| School Tax Rebate (if have school) | (\$30,108) |
| Abatements | \$0 |
| Adjustments (sum) | (\$72,259) |
| Total Net Support of CM under Envisioned Model: | \$127,350 |

C

1: Given that it is difficult to project CA Pledges in future years, we have assumed same Pledges as FY2008
2: Also based on the assumption that Pledges will be same as FY2008

Comparison before IFRC Fundraising Campaigns

| | |
|---|----------------|
| Total decrease of Central Ministries Support: (total increase in funds for parish use) | \$4,564 |
|---|----------------|

D

Comparison after IFRC Fundraising Campaigns*

| | |
|--|-----------------|
| Total increase in funds for parish use: (after changed support to Central Ministries and cost of fundraising campaigns) | \$93,649 |
|--|-----------------|

E

*assumes parish undertakes an Increased Offertory Campaign and a Grand Annual Enhancement Campaign (if parish has a Grand Annual)

** for more details on these comparisons, please see enclosed detailed comparison**

DETAILED

IFRC: Detailed Comparison of Current vs. Recommended Model

PARISH #: _____ PARISH: _____

TOWN: _____

| 1. Parish Base Revenue | | | | |
|---------------------------------|-----------------|--------------|--------------------------------|------------------|
| | Offertory (All) | Grand Annual | Net Rental Income ¹ | Base Revenue |
| 2006 | \$406,580 | \$155,184 | \$0 | \$561,764 |
| 2007 | \$464,438 | \$161,867 | \$6,600 | \$632,905 |
| 2008 | \$501,904 | \$217,994 | \$7,200 | \$727,098 |
| Base Revenue (3-yr avg.) | | | | \$640,589 |

1: This number currently includes ANY rental income reported by your parish. In the proposed model, only net lease income will count as rental income and therefore be included in the parish's base revenue calculation.

| 5. Assumptions in Envisioned Model | |
|---|------------------------------|
| Base Revenue = Offertory (All) + Grand Annual + Net Rental Income | |
| Total Fair Share Assessment | 18.0% of Base Revenue |
| Parish Tithe Component | 10.0% of Base Revenue |
| Catholic Appeal Component | 8.0% of Base Revenue |
| Overgoal Share | 50.0% of amount overgoal |
| School Tax Rebate (if have school) | 4.7% of Base Revenue |
| Abatement (for all parishes) | \$0 |

| 7. Next Step Assumptions, Increased Fundraising Campaigns | |
|---|---------|
| % Increase in Offertory | 15.0% |
| % Increase in Grand Annual | 10.0% |
| Cost of Increased Offertory Campaign | \$5,000 |
| Cost of Grand Annual Enhancement Campaign | \$3,000 |

| 8. Results of Fundraising Campaigns | | | |
|-------------------------------------|-----------------|-----------------|-----------------|
| | Offertory Only | GA Only | Both |
| Offertory Base | \$501,904 | | \$501,904 |
| Offertory Increase % | 15.0% | | 15.0% |
| Grand Annual Base | | \$217,994 | \$217,994 |
| Grand Annual Increase % | | 10.0% | 10.0% |
| Gross Increase | \$75,286 | \$21,799 | \$97,085 |
| Cost of Campaign | (\$5,000) | (\$3,000) | (\$8,000) |
| Pre-Assessment Net Increase | \$70,286 | \$18,799 | \$89,085 |

| 2. Parish CM Support (FY2008) | | |
|---|---------|------------------|
| Taxes/Fees (sum) | | \$13,292 |
| School Tax Paid | \$0 | |
| Hospital Chaplaincy Tax | \$5,286 | |
| Cathedraticum | \$4,000 | |
| Audit Fee - 3 YR AVG | \$3,000 | |
| Real Estate Fees Paid | \$0 | |
| Facilities Fees Paid | \$0 | |
| 50% of Communication Collection | \$1,007 | |
| Catholic Appeal Pledges (pre-rebate) | | \$135,550 |
| CM Support (Gross) | | \$148,842 |

| 6. Parish CM Support (Envisioned Model) | | |
|---|---|------------------|
| Parish Tithe Component | | |
| 10.0% x \$640,589 | = | \$64,059 |
| Catholic Appeal Component | | |
| 8.0% x \$640,589 | = | \$51,247 |
| Total Fair Share Assessment | | \$115,306 |

| 3. Catholic Appeal (FY2008) | |
|--|-------------------|
| Offertory (2-yr avg.) ¹ | \$393,112 |
| Grand Annual (2-yr avg.) ¹ | \$158,526 |
| Offertory + Grand Annual (2-yr avg.) ¹ | \$551,638 |
| Total RCAB Offertory + Grand Annual (2-yr avg.) ¹ | \$97,583,408 |
| Total Appeal Goal for all RCAB Parishes ² | \$12,000,000 |
| Catholic Appeal Fair Share | \$67,836 |
| Catholic Appeal Goal | \$111,500 |
| Catholic Appeal Pledges (pre-rebate) | \$135,550 |
| Catholic Appeal Reimbursement³ | (\$16,929) |

| 4. School Tax | |
|--|---|
| Do you have a Parish school? (Y/ N / closed08 / closed09) | Y |

1: 2-yr avg. used instead of 3-yr avg. because in 2008 sufficient data was not available for 3 years back. Also, this Offertory figure excludes monthly Offertory.
2: Major Gifts make up the remainder of the \$15M goal
3: Based on 2008 Final Catholic Appeal Pledges and 25% of amount over CA Goal or CA Fair Share, whichever is less

| 9. Comparison of 2 Models | | | | | | | |
|--------------------------------------|------------------|---|--|---------------------------|-----------------------------------|------------------------------|----------------------------|
| Current Model | | Envisioned Model | | Pre-Fundraising Campaigns | Increased Offertory Campaign Only | GA Enhancement Campaign Only | Both Fundraising Campaigns |
| Taxes/Fees | \$13,292 | Parish Tithe Component | | \$64,059 | \$64,059 | \$64,059 | \$64,059 |
| Catholic Appeal Pledges (pre-rebate) | \$135,550 | Catholic Appeal Pledges (pre-rebate) ¹ | | \$135,550 | \$135,550 | \$135,550 | \$135,550 |
| | | School Tax Rebate | | (\$30,108) | (\$30,108) | (\$30,108) | (\$30,108) |
| Catholic Appeal Reimbursement | (\$16,929) | Catholic Appeal Reimbursement ² | | (\$42,151) | (\$42,151) | (\$42,151) | (\$42,151) |
| | | Abatements | | \$0 | \$0 | \$0 | \$0 |
| Total CM Support (Net) | \$131,914 | Total CM Support (Net) | | \$127,350 | \$127,350 | \$127,350 | \$127,350 |
| | | Pre-Assessment Net Increase | | \$0 | \$70,286 | \$18,799 | \$89,085 |
| | | (Increase)/Decrease in CM Support ³ | | \$4,564 | \$4,564 | \$4,564 | \$4,564 |
| | | Increase/(Decrease) to Parish Funds ⁴ | | \$4,564 | \$74,849 | \$23,363 | \$93,649 |

1: Given the fact that it is difficult to project Catholic Appeal Pledges in future years, we have assumed same Pledges as FY2008
2: Also based on the assumption that Pledges will be same as FY2008
3: (Increase)/Decrease in CM Support = (FY2008 CM Support) - (Projected CM Support)
4: Increase/(Decrease) to Parish Funds = (Pre-Assessment Net Increase) + ((Increase)/Decrease in CM Support)

| 10. Conclusions from Box 9 | | | |
|---|-----------|----------|--|
| Under the envisioned model | | | |
| 1) Parish Total CM Support is: | decreased | \$4,564 | |
| and if the Parish undertakes... | | | |
| 2) only an Increased Offertory Campaign | | | 3) only a Grand Annual Enhancement Campaign |
| 4) both an Increased Offertory Campaign & a Grand Annual Enhancement Campaign | | | |
| Total funds for parish use are: | increased | \$74,849 | Total funds for parish use are: increased \$23,363 |
| | | | Total funds for parish use are: increased \$93,649 |

Participation Form - IFRC Phase One

«Title» «First_and_MI» «Last»

«Parish», «Parish_»

«Mail_Address», «City», «ST» 0«ZIP»

Please select a particular choice

| Check One | |
|--------------------------|--|
| <input type="checkbox"/> | Our parish would definitely like to participate in Phase One. |
| <input type="checkbox"/> | Our Parish would like to participate in Phase One, if the following questions are addressed: |
| <input type="checkbox"/> | Our parish is definitely not interested in participating in Phase One. |

Informational Sessions

The IFRC Phase One Implementation Team will be hosting 3 informational sessions during which all parishes interested in Phase One will have the opportunity to ask specific questions regarding the new model. If your parish would like to attend, please check the appropriate box below: (Please feel free to attend whichever meeting is most convenient for you)

| Check Session | Expected # of Attendees | Day | Date | Time | Place |
|--------------------------|-------------------------|------------------------|---------|------|-------------------------------|
| <input type="checkbox"/> | | Tues | 1/12/10 | 7-9p | St. Julia, Weston |
| <input type="checkbox"/> | | Wed | 1/13/10 | 7-9p | Immaculate Conception, Malden |
| <input type="checkbox"/> | | Thurs | 1/14/10 | 7-9p | Pastoral Center, Braintree |
| <input type="checkbox"/> | | Fri | 1/15/10 | 1-3p | Conference Call* |
| <input type="checkbox"/> | | Undecided at this time | | | |

* Conference call number will be provided to parishes that sign up for this info session after determining how many will be calling in.

Other Comments/Questions

Ways to RSVP

Please either:

1. **Fax** this form (no cover letter needed) to **Parish Financial Services at 617-779-3731**.
2. **Mail** form to **Parish Financial Services, Archdiocesan Pastoral Center, 66 Brooks Drive, Braintree MA 02184**.
3. **Email** Tricia Frasier at **Patricia_Frasier@rcab.org**.

Thank you!