



# **GRACE System Operations Budget FY 2012-2013**

(July 1, 2012 - June 30, 2013)

**DRAFT**  
2-8-2012



# **GRACE System 2012-2013 Budget Assumptions**

**Draft: 2-08-2012**

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(Year 5)

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**GRACE Catholic School System Financial Projections  
2012-2013 Budget Assumption Summary  
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The purpose of this document is to provide summary information regarding key assumptions used in compiling the accompanying financial projections for the 2012-2013 Fiscal Year (July 1, 2012–June 30, 2013).

**Risk Factors- Statements made in this document and considered in preparing accompanying financial projections, which are not purely historical, are forward-looking statements. The reader should understand that many factors could affect future financial results of the GRACE system and that the actual results may differ materially from the assumptions that have been used in compiling the accompanying financial projections. As a result, it can be expected that changing circumstances will require periodic revisions of the projected amounts and underlying assumptions.**

**General Assumptions-** The financial projections contained in the attached budget were prepared based upon a combination of review of historical financial information provided from existing schools, information from the current FY 2011-2012 financial operations, and information provided by the various GRACE committees and chairpersons. The financial projections reflect enrollment, revenue, and expenses relating to grades K-8 and Pre-K/EC programs. Pre-K/EC, Food Service, and other programs (such as child care before, after and on off school days; athletics, etc.) will be managed from the individual parishes or be budgeted by GRACE to be self-funding and will not require additional subsidy from the system. Unless otherwise indicated, expenses are expected to increase from last year's budget, but will be offset by lower enrollment.

**GRACE School Operations-** The 2012-2013 budget will again include the 23 parishes in the Green Bay area considered as GRACE supporting parishes. The parishes included are: Our Lady of Lourdes (De Pere), St. Mary (De Pere), St Francis (De Pere), St. Norbert College (De Pere), Resurrection (Allouez), St. Matthew (Allouez), St. Philip (Green Bay), Prince of Peace (Green Bay), St. Bernard (Green Bay), Holy Cross (Green Bay), St. Agnes (Green Bay), Nativity (Green Bay), Annunciation (Green Bay), St. Jude (Green Bay), St. Patrick (Green Bay), St. Joseph (Green Bay), St. Francis Xavier Cathedral (Green Bay), St. Peter and Paul (Green Bay), St. John the Evangelist (Green Bay), St Elizabeth Seton (Green Bay), St. Mary of the Angels (Green Bay), St. Willebrord (Green Bay) and St. John the Baptist (Howard).

Parish members in good standing from any of these parishes will be considered "in system" for tuition purposes at any GRACE system school. If a student is enrolled in a GRACE system school and his/her family/guardian is not a member "in good standing" or "affiliated" with one of the 23 participating parishes, that student/family will be charged "out of system" tuition rates. Any family registering students for the 2012-2013 school year will be notified of their status and will be directed to address any "in good standing" issues with their parish prior to admission.

**Tuition and Fees-** Tuition and fees for existing GRACE schools for 2011-12 were \$2,000 and \$60 respectively per student. The tuition for the 2012-2013 school year will increase to \$2,150 and the registration fee will remain at \$60 per student. Tuition for students not “in system” will increase to \$4150 with the \$60 registration fee per student. Although not included in tuition and fees, many of the schools have additional requirements, such as requiring participation in SCRIP purchasing programs. All other school related fees are listed in this document and will be collected for “elective” activities such as band or athletics.

In order to assist families in making tuition and fees affordable, there will be no GRACE mandated requirement for families to participate in a SCRIP program, however, individual sites may choose to mandate participation. Sites may also choose to allow families who use the SCRIP programs to receive a percentage of the profits as a credited reduction in tuition and fees. By providing this option, families can actively use the SCRIP program to provide their own individual tuition assistance program. GRACE will offer a SCRIP program for any sites that currently do not have a program, however if your school or parish provides a program, GRACE recommends supporting the program at that individual site.

The GRACE system will continue to have a tuition assistance program that will be administered on an annual basis. Any additional tuition assistance for families in need of such funding will be the responsibility of their home parish.

Tuition and fee amounts included in the financial projection have been calculated using enrollment projections provided by the Finance Committee. Although significant efforts are being made to maintain enrollment at current levels or higher, the committee studied historical data and projected incoming student figures and decided that financial projections should be based on the effect of a -3.3% (K-8) enrollment reduction from existing counts in September 2011 (2,144) to the start of the school year in September 2012 (2,073). In this financial projection, expense reductions in employee FTE's, facility use credits, multi age classrooms, and tuition increases are the primary offset to the reduction in tuition and fees from the reduced enrollment numbers.

**Parish Assessments-** The GRACE Assessment Formula for calculating parish support contributions from each of the 23 parishes has been used to calculate overall parish assessments (See Page 13). As approved by the GRACE Board of Directors, parish assessment amounts for all GRACE supporting parishes has been capped at 45% of the total parish contribution income. In this budget projection, seven parishes have reached the limit and are capped at the 45% maximum assessment level, and two parishes continue to be granted special relief from calculated assessments. The caps and relief represent a \$420,000 reduction in the overall assessments to the system and has not been redistributed to the remaining parishes. It should be noted that an effort will be made to maintain equity in the parish assessment rates in the future, but the projections should not be construed as a guarantee as all assumptions are subject to change as circumstances may require.

**Third Source Funding-** The Finance Committee has provided projected targets of third source funding for the 2012-2013 school year for each site. The site based third source funding amounts included in these financial projections will be increased 5% from this year's budget. Therefore, the school site based Third Source fundraising goal for 2012-2013 will be \$ 779,100 which will be utilized for operations and GRACE tuition assistance. (See additional information in Third Source Funding Budget Section - Page 23) GRACE Development/Third Source fundraising goal for 2012-2013 will be reduced to \$397,000 which will be utilized for operations, tuition assistance, and GRACE endowment funding.

**Educational Salaries and Benefits-** While some adjustment to the staff salary variance in the system occurred in this year's budget, there remains significant disparity in salary schedules at each school site which will continue to exist in the 2012-2013 budget. Because of financial constraints, there will be no scheduled increase to staff salaries for 2012-2013. For future consideration, GRACE will be developing a suggested standard salary matrix for teachers. Based upon review of current teacher contracts, this suggested salary matrix will be a guide for determining teacher salary ranges. Under this scenario, teachers that are now being paid below the Diocesan salary matrix will be increased based upon a phase-in schedule, while those currently being paid above the suggested salary matrix would be held to minimum or no annual increases during a transition period.

There will be significant changes to the health insurance benefits to be provided in the system. Based on the direction of the Diocese, all GRACE employees are offered insurance benefits through the Green Bay Diocese Health Plan. Health insurance benefits costs will be split 51% system/49% employee for any policy ("Family or Single" \$500 deductible diocese HMO Plan). For budgeting purposes, health care coverage expenses are projected to increase at an annual rate of 0% from 2011 levels. Dental coverage, Optical coverage, Life Insurance, and Short Term Disability will be available, but at employee cost.

Current educational staff salaries and benefit amounts included in the financial projections have been calculated using staffing information which has been provided by the GRACE Business Services Dept. and Principals at each school site. Although certain assumptions were made regarding enrollment by site, students will be offered open enrollment at any school within the GRACE system. Therefore, there may need to be some reallocation of the staffing model to reflect student choice prior to finalizing individual site staffing plans for the 2012-13 school year.

**Purchased Services and Supplies, and General, Office and Other Expenses** - In general, costs projected for these categories are based on 2011-12 budgeted amounts for each of the school sites. The amounts have been adjusted for inflation, enrollment adjustments, and judgment of the Finance Committee. Purchasing will continue to be centralized providing a potential for volume driven efficiencies and cost savings.

**Buildings and Grounds-** GRACE Lease Agreements have been prepared for the purpose of defining the scope of the use for day school operations (See Facilities Section – Page 27). The projected credit amounts are based on budget needs and overall financial status of the system. For 2012-2013, the credits have been reduced by approximately 10% because of budget constraints.

In return for the listed operations credit, the parish will have primary responsibility for maintaining the building, to include paying for all janitorial services, utilities, building maintenance and repairs. It is expected that any parish with a school site to be used by the GRACE system will be primarily responsible for that location. Credits provided by the GRACE system to the host/Lessor parish are not expected to cover the total cost of operation of the building. Building and grounds expenses in excess of credits paid by the GRACE system will be the responsibility of the host/Lessor parish, who will also have use of the school buildings for parish functions that do not interfere with primary education purposes.

**Other System Costs-** The installation of server and network components at several sites will allow all of the educational and administrative staff to communicate and deliver curriculum and record information on a system wide basis. Other technology equipment, software and IT system investments are being reviewed for all sites. A GRACE Technology/Education Plan is being developed to determine priority and return on investment for these proposals.

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## **GRACE System 2012-2013 Budget Assumptions**

### **Site Operations**



## GRACE System 2012-2013 Budget Assumptions

### Site Operations

2012-2013 Budget Year (July 1, 2012 to June 30, 2013)  
(Year 5)

1. Administration operating expense split will follow the original 5 year diocesan plan originally set up for CSEABA/GRACE system funding. Per the original plan, the Green Bay Diocese share of funding will end this year.
2. Salaries and benefits for the staff will be disbursed from system income, school assessment, and parish assessment (Assessment schedules attached).
  - The total budget amount for GRACE Principal/Staff payroll will not be increased from 2011-2012 levels.
  - All GRACE employees who are eligible will be offered health insurance benefits from the Green Bay Diocese Health Plan. Health insurance benefits costs will be split 51% system/49% employee ("Single or Family" Policy \$500 deductible diocese HMO Plan). All GRACE employees will also be covered by the Green Bay Diocese Long Term Disability program.
  - Insurance policy premiums have been budgeted to increase 0% for the 2012-2013 budget year for the HMO plan.
  - Retirement/401a contribution will be 6% of salary for eligible employees.
  - Dental coverage, Optical coverage, Life Insurance, and Short Term Disability will be available to eligible employees, but at employee cost.
3. The GRACE 90-5-5 (90% weighting for student count – 5% weighting for Parish contributing unit count – 5% weighting for operating school sites). The GRACE Parish Assessment Formula will be utilized to determine individual assessment for the 23 participating parishes.
  - Parish Assessment invoices/statements will be sent out monthly beginning the first week of July, 2012
  - The assessment formula will utilize a 3 yr. rolling average for student count and parish contributing unit factors.
  - "Non affiliated" and "Not in Good Standing" students will not be assessed to all 23 GRACE parishes on a pro rata basis

4. Student enrollment data projected as of September 20, 2012 (projected K-8 enrollment = 2073). Although significant efforts are being made to maintain enrollment at current levels or higher, a Finance Committee evaluation of historical data and projected incoming students figures reached the conclusion that financial projections should be based on a -3.3% (K-8) enrollment reduction.
5. GRACE Development/Third Source fundraising goal for 2012-2013 will be \$ 397,000 which will be utilized for operations and GRACE endowment funding. (See additional information in Third Source Funding Budget Section)
6. School Site based Third Source fundraising goal for 2012-2013 will increase 5% to \$ 779,100 which will be utilized for operations and GRACE endowment funding. (See additional information in Third Source Funding Budget Section – Page 23)
7. All “Before and After School” and “Summer Daycare Programs” (not including Pre-K/EC programming) will be the responsibility of the individual parishes unless agreed to otherwise by both parties. Many of these programs are conducted with third parties that will maintain agreements with the sponsoring parishes to provide these services in the future. Rates/Fees will be established by the individual parishes.

## **K-8 School Site Operations**

### **1. Site Advisory Council**

The Site Advisory Councils serve as important parent and parish member feedback and consultation bodies for:

- The site principal,
- The GRACE President
- GRACE Board of Trustees

The council may make recommendations on matters related to school or system policy, operations, budgets and programming. The councils do not direct day-to-day operations or make school or system policy. The council has responsibility for developing and managing all site-based fundraising. In cooperation with the GRACE marketing administration, the council supports school marketing and enrollment promotion. The council leads the parent-parish support organization.

### **2. Principal Duties**

The Principal at each GRACE School will be responsible for the safe and efficient operation of the school site. The Principals will oversee all GRACE staff regularly located/assigned at their facility.

### **3. School Instructional Staff**

The Principal at each GRACE School will be responsible for the recommendation of K-8 instructional staffing for their individual school sites. This staffing recommendation will be forwarded to the President and Business Director for approval and inclusion in the annual GRACE System Operations Budget that will be approved by the GRACE Board of Trustees and Board of Directors.

### **4. Administrative Staff**

The Principal at each GRACE School will be responsible for the recommendation of K-8 administrative staffing for their individual school sites. The administration staffing recommendation

will be forwarded to the President and Business Director for approval and inclusion in the annual GRACE System Operations Budget that will be approved by the GRACE Board of Trustees and Board of Directors.

5. **Technology / Equipment**

GRACE system will control and maintain all software and operating system rights for all educational and operations systems and networks used at the school sites. A change for this year's budget will be the payment by GRACE of all telephone and internet fees for all 10 sites (Please refer to Section 2 of the GRACE Facilities Lease). The GRACE Technology Subcommittee and Business Services Dept. will define and update all operating licenses for transfer.

The GRACE system will also be responsible for repair or replacement of instructional and technology equipment/components that exist and are utilized in the school in any leased facility. This will not include equipment listed in Section 7- (Repairs) of the GRACE lease document. All equipment replaced or added to a site by GRACE funding will be considered an asset of the GRACE system. GRACE will maintain an "asset listing" per site of items supplied to each location.

6. **Food Service Programs**

All food service programs and food service preparation staffing will be managed and funded by GRACE. The individual sites will work cooperatively with the GRACE Business Services Department, in executing the food service programs. Upon mutual consent, the individual sites may be given autonomy in the administration of their particular food service programs. The system will collect fees and monitor the operation and planning of the program. The GRACE Business Services Department will purchase all food and supplies required to provide the programs. GRACE reserves the right to subcontract food service preparation and delivery to any appropriate sites under management.

7. **Instructional Materials Purchasing**

The Principal at each GRACE School will be responsible for development of the annual K-8 Instructional Material Purchasing Order for their individual school sites. The K-8 Instructional Material Purchasing Order will be forwarded to the President and Business Director for approval and inclusion in the annual GRACE System Operations Budget that will be approved by the GRACE Board of Trustees and Board of Directors. The GRACE Business Service Dept. will conduct all purchasing activities for instructional materials.

8. **Supplies Purchasing**

The GRACE Business Services Dept. will be responsible for all non instructional material supplies contracting for the GRACE system school and office sites. All purchased materials will be purchased under contract and controlled/inventoried at the individual school sites under the direction of the GRACE Business Services Dept.

**Pre-K/EC School Site Operations**

1. **Site Advisory Council**

The Site Advisory Councils serve as important parent and parish member feedback and consultation bodies for:

- The Site Principal,
- The GRACE President
- GRACE Board of Trustees

The councils may make recommendations on matters related to school or system policy, operations, budgets and programming. The councils do not direct day-to-day operations or make school or system policy. Each Site Advisory Council has responsibility for developing and managing all site-based fundraising. In cooperation with the GRACE marketing administration, the council supports school marketing and enrollment promotion. The council leads the parent-parish support organization.

## 2. **Principal Duties**

The Principal at each GRACE School will be responsible for the safe and efficient operation of the school site. The Principals will oversee all GRACE staff regularly located/assigned at their facility.

## 3. **Pre-K/EC Instructional Staff**

The Principal at each GRACE School will be responsible for the recommendation of Pre-K/EC instructional staffing for their individual school sites. This staffing recommendation will be forwarded to the President and Business Director for approval and inclusion in the annual GRACE System Operations Budget that will be approved by the GRACE Board of Trustees and Board of Directors.

## 4. **Administrative Staff**

The Principal at each GRACE School will be responsible for the recommendation of Pre-K/EC administrative staffing for their individual school sites. The administrative staffing recommendation will be forwarded to the President and Business Director for approval and inclusion in the annual GRACE System Operations Budget that will be approved by the GRACE Board of Trustees and Board of Directors.

## 5. **Instructional Materials Purchasing**

The Principal at each GRACE School will be responsible for development of the annual Pre-K/EC Instructional Material Purchasing Order for their individual school sites. The Pre-K/EC Instructional Material Purchasing Order will be forwarded to the President and Business Director for approval and inclusion in the annual GRACE System Operations Budget that will be approved by the GRACE Board of Trustees and Board of Directors. The GRACE Business Service Dept. will conduct all purchasing activities for instructional materials.

## 6. **Supplies Purchasing**

The GRACE Business Services Dept. will be responsible for all non instructional material supplies contracting for the GRACE system school and office sites. All purchased materials will be purchased under contract and controlled/inventoried at the individual school sites under the direction of the GRACE Business Services Dept.

7. **Public School 4K Programs**

All existing programs that provide classrooms and or instructors for Public School systems in Green Bay and De Pere, WI will be the responsibility of the GRACE system. GRACE will manage and contract for these programs in accordance with the contracts that have historically been in place at any of the 10 operating school sites. Instructors/staff that are currently paid by schools for services in these programs will continue to be paid by GRACE for the 2012-2013 school year. GRACE will credit parishes individually for the Public 4K programs based on actual enrollment and actual program costs.

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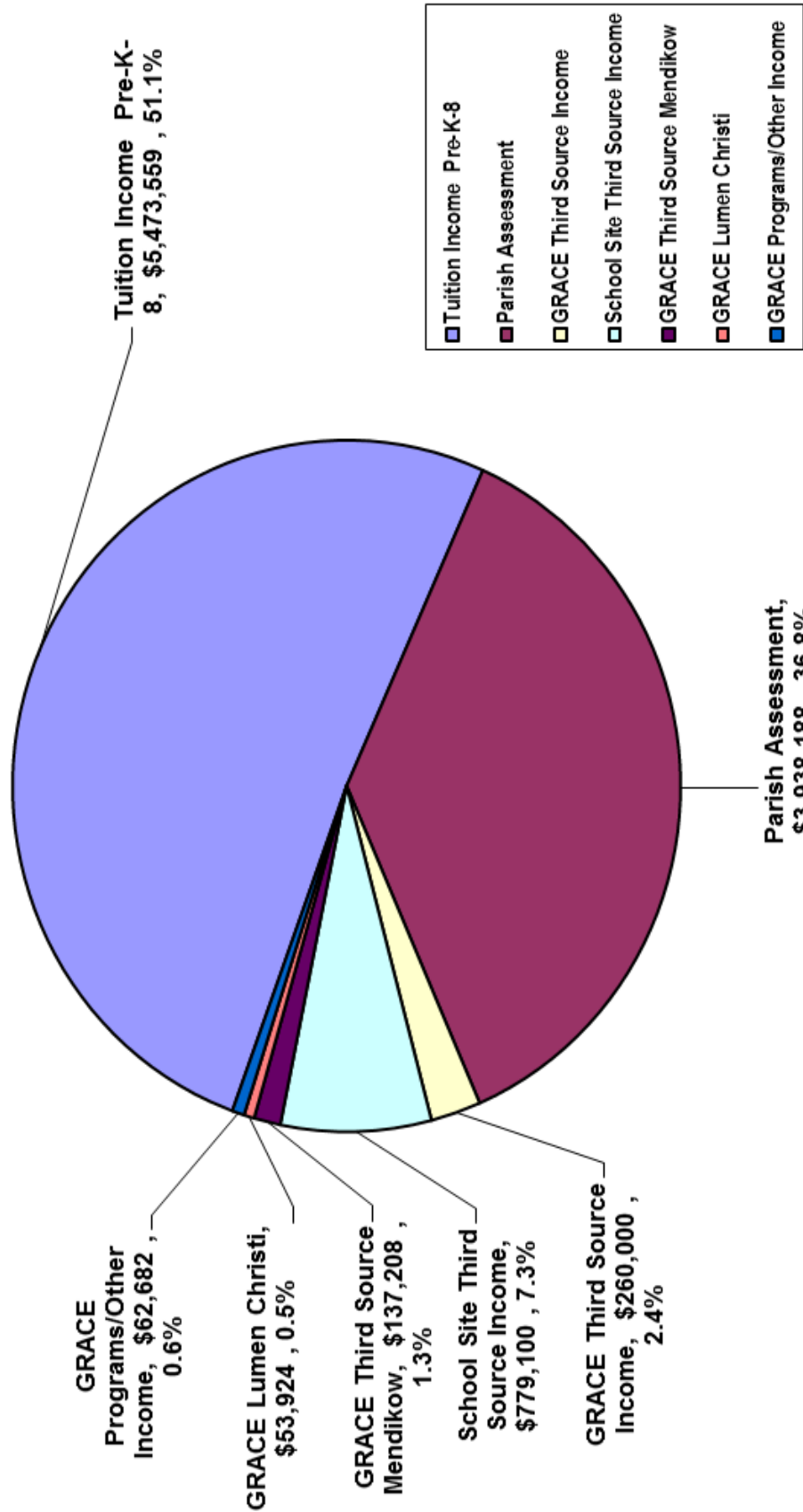
## GRACE Operations Summary - 2012-2013

Year 5				2011-2012 Forecast	2012-2013 Proposed	Variance
<b><u>Income</u></b>						
Tuition Income Pre-K-8				\$ 5,182,713	\$ 5,473,559	\$ 290,846
Parish Assessment				\$ 3,938,188	\$ 3,938,188	\$ 0
GRACE Third Source Income				\$ 200,000	\$ 260,000	\$ 60,000
School Site Third Source Income				\$ 742,000	\$ 779,100	\$ 37,100
GRACE Third Source Mendikow				\$ 137,208	\$ 137,208	\$ -
GRACE Lumen Christi				\$ 53,924	\$ 53,924	\$ -
GRACE Programs/Other Income				\$ 62,682	\$ 62,682	\$ -
GB Diocese		4.5%		\$ 31,975	\$ -	\$ (31,975)
<b>Total System Income:</b>				<b>\$10,348,689</b>	<b>\$10,704,660</b>	<b>\$355,971</b>
<b><u>Expenditures</u></b>						
GRACE Staff				\$ 6,777,206	\$ 6,652,206	\$ (125,000)
GRACE Staff Benefits				\$ 1,712,584	\$ 1,747,584	\$ 35,000
<b>Staff Costs Expense:</b>				<b>\$8,489,790</b>	<b>\$8,399,790</b>	<b>-\$90,000</b>
Purchased Services & Supplies				\$ 313,608	\$ 313,608	\$ -
Instructional Materials				\$ 274,312	\$ 274,312	\$ -
Utilities				\$ 348,689	\$ 378,689	\$ (30,000)
GRACE Building Consumable Exp.				\$ 95,913	\$ 95,913	\$ -
Facilities Rent and Maintenanc				\$ 810,538	\$ 680,538	\$ 130,000
General and Office Expense				\$ 179,048	\$ 179,048	\$ -
Tuition Assistance				\$ 207,522	\$ 207,522	\$ -
Bad Debts and Credits Expense				\$ 235,809	\$ 75,809	\$ 160,000
Other Expense		1.7%			\$ 99,431	\$ (99,431)
						\$ -
<b>x System Expense:</b>				<b>\$10,955,229</b>	<b>\$10,704,660</b>	<b>\$70,569</b>
						\$ -
<b>Total</b>				<b>(\$606,540)</b>	<b>(\$0)</b>	<b>\$285,402</b>

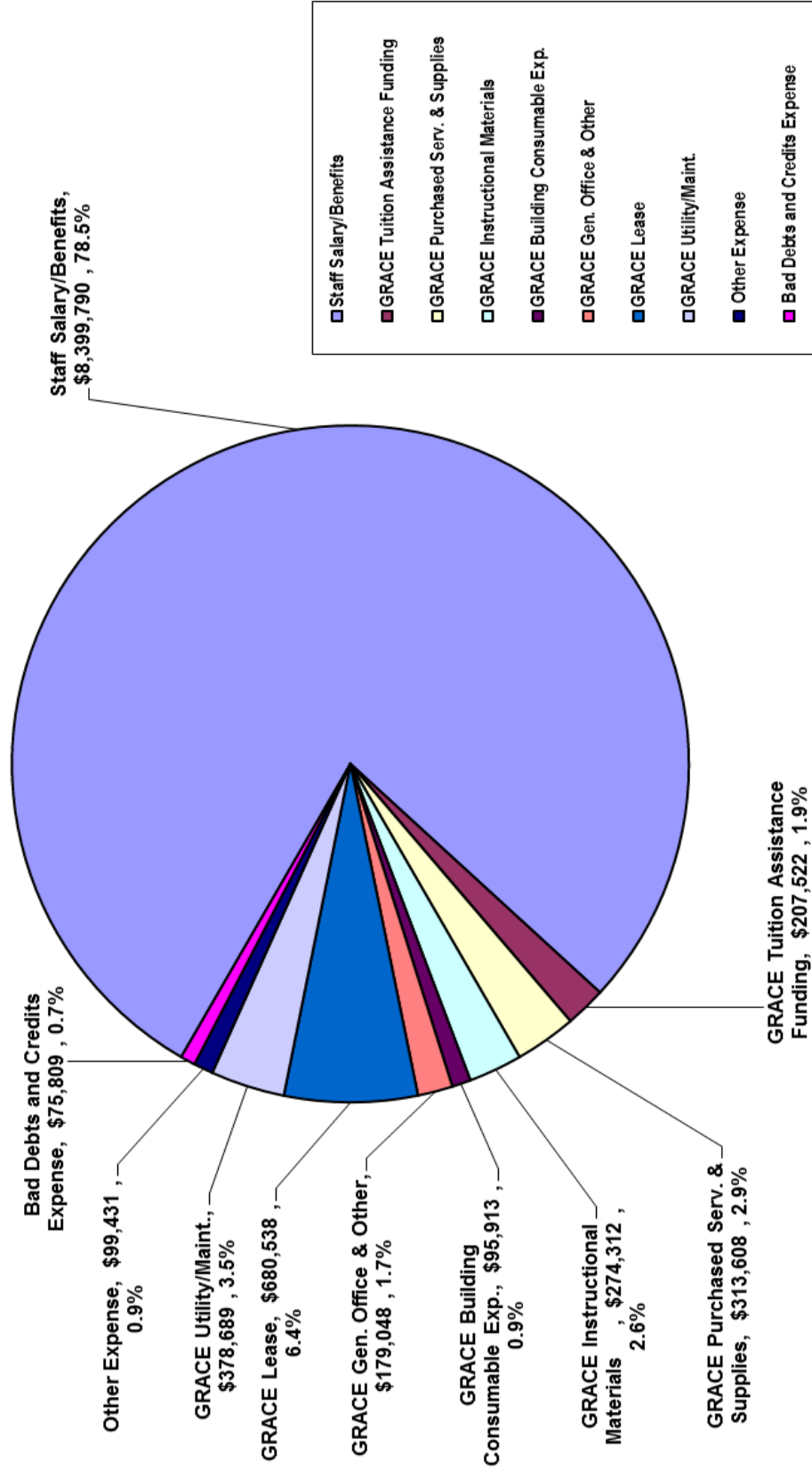
<b>GRACE Parish Assessment: Year 4</b>	Parish Enrollment in System K-8 (3 yr. Avg.)			Parish Contributing Units (3 yr. Avg.)	Parish Assessment	Facility Operations Credit	Facility Utility Credit	Building Consumable Allowance Credit	Net Parish Assessment	CAP / RELIEF
Annunciation	17			233	\$ 35,926	\$ -	\$ -	\$ -	\$ 35,926	
Holy Cross	127			409	\$ 173,949	\$ 51,496	\$ 26,385	\$ 5,301	\$ 90,767	C
Nativity	3			1,035	\$ 22,772	\$ -	\$ -	\$ -	\$ 22,772	
Our Lady of Lourdes	200			1,118	\$ 393,441	\$ 62,687	\$ 32,119	\$ 6,453	\$ 292,183	C
Prince of Peace	60			586	\$ 144,222	\$ 13,263	\$ 6,795	\$ 1,365	\$ 122,798	
Resurrection	173			957	\$ 364,983	\$ 53,879	\$ 27,606	\$ 5,547	\$ 277,951	
SS Peter & Paul	40			602	\$ 86,026	\$ -	\$ -	\$ -	\$ 86,026	
St. Agnes	167			1,017	\$ 341,715	\$ 99,884	\$ 51,178	\$ 10,283	\$ 180,370	C
St. Bernard	336			1,303	\$ 581,289	\$ 128,067	\$ 65,618	\$ 13,184	\$ 374,420	C
St. Elizabeth Ann Seton	120			752	\$ 240,087	\$ -	\$ -	\$ -	\$ 240,087	
St. Francis Xavier, De Pere	109			550	\$ 208,760	\$ 44,399	\$ 22,749	\$ 4,571	\$ 137,042	C
St. Francis Xavier Cathedral	15			297	\$ 33,794	\$ -	\$ -	\$ -	\$ 33,794	
St. John the Baptist	267			1,048	\$ 470,776	\$ 88,072	\$ 45,126	\$ 9,067	\$ 328,511	C
St. John the Evangelist	5			181	\$ 6,500	\$ -	\$ -	\$ -	\$ 6,500	R
St. Joseph	2			326	\$ 9,604	\$ -	\$ -	\$ -	\$ 9,604	
St. Jude	19			406	\$ 42,473	\$ -	\$ -	\$ -	\$ 42,473	
St. Mary of the Angels	45			328	\$ 112,321	\$ 35,643	\$ 18,263	\$ 3,669	\$ 54,746	
St. Mary De Pere	150			749	\$ 306,546	\$ 44,399	\$ 22,749	\$ 4,571	\$ 234,828	
St. Matthew	159			592	\$ 270,226	\$ 58,542	\$ 29,995	\$ 6,027	\$ 175,662	C
St. Norbert College	11			196	\$ 23,969	\$ -	\$ -	\$ -	\$ 23,969	
St. Patrick	-			205	\$ 3,258	\$ -	\$ -	\$ -	\$ 3,258	
St. Philip the Apostle	26			488	\$ 57,041	\$ -	\$ -	\$ -	\$ 57,041	
St. Willebrord	17			333	\$ 8,500	\$ -	\$ -	\$ -	\$ 8,500	R
<b>Totals</b>	<b>2069</b>	<b>-</b>		<b>13,713</b>	<b>\$ 3,938,181</b>	<b>\$ 680,331</b>	<b>\$ 348,583</b>	<b>\$ 70,037</b>	<b>\$ 2,839,230</b>	

<b>GRACE School Site Fundraising Assessment: Year 5</b>					<b>School Site Fund Raising Assessment</b>
Holy Cross					\$53,550
Our Lady of Lourdes					\$79,800
Prince of Peace					\$57,750
Resurrection					\$81,900
Holy Family					\$113,400
St. Bernard					\$94,500
St. John the Baptist					\$90,300
Notre Dame					\$100,800
St. Thomas More					\$52,500
St. Matthew					\$54,600
<b>Totals</b>					<b>\$779,100</b>

# GRACE Income Summary 2012-2013



# GRACE Expense Summary 2012-2013





## **GRACE System 2012-2013 Budget Assumptions**

### **Administration**



## **GRACE System 2012-2013 Budget Assumptions**

### **System Administration**

2012-2013 Budget Year (July 1, 2012 to June 30, 2013)  
(Year 5)

1. Salaries and benefits for the Administration staff will be disbursed from system income, school assessment, and parish assessment (Assessment schedules attached).
  - GRACE Administrative Staff salary levels will follow the matrix adopted by the GRACE BOT Human Resources Committee
  - Total salary budget increase from 2011-2012 levels: 0%
  - All GRACE eligible employees will be offered insurance benefits from the Green Bay Diocese Health Plan. Health insurance benefits costs will be split 51% system/49% employee ("Single or Family" Policy \$500 deductible diocese HMO Plan). All GRACE employees will also be covered by the Green Bay Diocese Long Term Disability program.
  - Insurance policy premiums have been budgeted to increase 0% for 2011-2012 budget year for the HMO plan.
  - Retirement/401a Contribution will be 6% of salary for all eligible employees.
2. GRACE administrative staff will support the operations and staff at the 10 operating school sites.
3. GRACE administrative staff will operate from the Annunciation school site. Office space will be leased from Annunciation Parish to accommodate the staff at the rate of \$1800/Month plus utility costs.
4. Administrative duties such as K-8 and Pre-K tuition collection, staff payroll, supplies purchasing will continue to be completed by the GRACE system administrative personnel. Administrative personnel located at the school sites will be under the direction/budget of the site Principal.

5. This budget has been developed to include expenses for outsourcing or employing selected or all GRACE Human Resources functions. GRACE will utilize benefit administration and various staff related resource options from these funds. Along with the Diocesan office, the GRACE President and leadership team will manage the human resource functions for all staff.

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## GRACE System 2012-2013 Budget Assumptions

### Tuition / Fees



## GRACE System 2012-2013 Budget Assumptions

### System Tuition

2012-2013 Budget Year (July 1, 2012 to June 30, 2013)  
(Year 5)

1. GRACE system will operate with a uniform base annual tuition level for all sites (See chart below)

#### GRACE Tuition Schedule 2012-2013

<u>Level</u>	<u>In GRACE System</u>	<u>Out of GRACE System</u>
Before school	By Parish	By Parish
Pre-K/EC 3*	\$1350-\$1650	\$1350-\$1650
Pre-K/EC 4*	\$1650-\$2750	\$1650-\$2750
K-8	\$2150	\$4150
Before/ After School Programs	By Parish	By Parish
Summer Daycare	By Parish	By Parish

\* Estimated rate as of data received from sites in September 2010. These rates reflect the average for the existing programs used for budgeting purposes. Individual rates will apply at each site.

#### GRACE Fee Schedule 2012-2013

<u>Fee</u>	<u>In GRACE System</u>	<u>Out of GRACE System</u>
Registration	\$60	\$100
Band*	Per Site	Per Site
Orchestra*	Per Site	Per Site
Athletics**	Per Club/Sport	Per Club/Sport
Field Trips	Fee Per Trip	Fee Per Trip

\*Band/Orch. participation level is calculated at 25% student participation, Final fee rates will be set based on actual participation rates.

\*\* Athletics will be managed by existing Parish/Site based club

## **TUITION TERMS AND CONDITIONS**

For administrative purposes, the school year is 10 months long – it begins in August and ends in May. Accounts will be considered past-due only if payments are not keeping up with the school year. For example, on December 31st GRACE will consider your account past-due if 5/10 or 50% of the total balance has not been paid. Past-due amounts for the 2012-2013 school year will be calculated at the end of each month. All tuition and fees must be paid in full by May 31, 2012.

At the close of each month beginning with September 30, each account with a past due balance will be assessed a monthly interest charge equal to 0.5% of the past due balance plus a transaction fee. Interest charges apply to the unpaid past due balance only.

Accounts that remain past-due for more than three months may be turned over to the GRACE Business Service Dept. for further action and student records will be withheld. Please keep your account current throughout the year. If circumstances occur that affect your ability to pay, please contact the GRACE administrative office immediately.

2. **Multiple Child Discount:** Families/Guardians with multiple students enrolled in GRACE schools will receive discounted tuition. GRACE will deduct \$100 from the tuition invoice for the second, third and fourth students from a family/guardian attending system schools. The fifth student will be no charge. The family/guardian must be a GRACE parish member in good standing for the entire school year and affiliated with a GRACE Parish to be eligible for this discount. All fees are not included in this discount.
3. **Staff Member Discount:** GRACE staff members with students enrolled in GRACE schools will receive discounted tuition. GRACE will deduct 50% from the tuition invoice for all children of full time staff members attending system schools. (Part time employees will have their discount prorated according to scheduled hours.) The staff member will be considered a member in good standing and be eligible for this discount. All fees are not included in this discount.
4. **Tuition Assistance Grants:** The GRACE system will utilize the FACTS Tuition Assistance Grant Award System. This third party management agency will provide direction on all tuition assistance funding awards on a needs-based system utilizing input from participating families/guardians. The GRACE Board of Trustees will be responsible for approving annual funding of the tuition assistance award budget. The FACTS management system will determine the tuition assistance funding credits based on a analysis of needs for all applicants across the entire system enrollment. (A \$25 fee payable at application for this service will apply). GRACE will seek to coordinate with parish based programs where requested to maximize assistance funds.
5. The GRACE system will be responsible for all tuition billing/collections. Tuition is assessed per student, according to the grade in which he/she is enrolled in and his/her family/guardian parish membership or affiliation status. GRACE will utilize the FACTS management system for tuition collection. Automatic Withdrawal (ACH) is the preferred method for all tuition collection for families/guardians electing to pay via installments. Other tuition payment options will be available but will be subject to a 2% service/convenience fees. Tuition rates are recommended to the Board of Trustees each year by the Finance & Facilities Committee as part of establishing the fiscal year budget.
6. An “in system” tuition rate is established for students from any parish that financially supports the GRACE system. The Family/Guardian must be a Parish member in good standing for the entire school year at a GRACE Parish to be eligible for “in system” rates. Parishes will determine the names of students/families that will be included and approved for this program. Any parish may elect to list a student as “affiliated” and count that student in their GRACE assessment calculation.
7. An “out of system” tuition rate is established for students whose family/guardian are not a Parish member in good standing or have not made an attempt to address this situation, or who are registered in a parish that does not financially support the GRACE system. Parishes and GRACE Administration will determine

the names of students/families that will be included and approved for this program. Any parish may elect to list a student as “affiliated” and count that student in their GRACE assessment calculation.

8. Tuition/Fee payments are the responsibility of the parent or guardian who registered the student unless that responsibility is superseded by a signed document in which another party accepts financial responsibility. The GRACE Business Services Dept. must approve all agreements in writing.
9. Student fees are contingent on the participation of the student in an associated activity and are assessed at the time the student’s enrollment in the activity is finalized. All invoices are generated by the GRACE Business Services Department.
10. **SCRIP Discounts:** In order to assist in making tuition and fees affordable, there will be a site based “tuition credit system” for families/guardians choosing to participate in a SCRIP program. Each site will determine their program rules independently. By providing this program, families can actively use the SCRIP program to provide their own individual tuition assistance program. GRACE will offer a SCRIP program for any sites that currently do not have a program, however if your school provides a program GRACE recommends supporting that individual school. Further details on the SCRIP program will be published in a separate document and will list the program details by individual site.
11. All “Before and After School” and “Summer Daycare Programs” (not including Pre-K/EC programming) will be the responsibility of the individual parishes unless agreed to otherwise by both parties. Many of these programs are conducted with third parties that will maintain agreements with the sponsoring parishes to provide these services in the future. Rates/Fees will be established by the parishes managing the programs. GRACE will assist parishes to meet the needs of parents and student



## **GRACE System 2012-2013 Budget Assumptions**

### **Third Source Funding**



## GRACE System 2012-2013 Budget Assumptions

### Third Source Funding

2012-2013 Budget Year (July 1, 2012 to June 30, 2013)  
(Year 5)

1. GRACE third source funding income will be received from the following areas:

#### GRACE Third Source Funding Detail 2012-2013:

Source	GRACE Budget Amount	Purpose
GRACE Annual Appeal	\$ 125,000	<ul style="list-style-type: none"> <li>• Operations</li> </ul>
GRACE Development Income	\$ 269,000	<ul style="list-style-type: none"> <li>• Operations and Tuition Assistance Grants</li> </ul>
GRACE Endowment	\$ 3,000	<ul style="list-style-type: none"> <li>• Operations</li> </ul>
SCRIP	\$ 0	<ul style="list-style-type: none"> <li>• Operations</li> </ul>
Site Development Income (Unrestricted)	\$ 779,100	<ul style="list-style-type: none"> <li>• Operations – “ Budget Contribution”</li> </ul>
Site Development Income (Restricted)	\$ 0	<ul style="list-style-type: none"> <li>• Restricted to each Site Advisory Council direction/approval</li> </ul>

2. Funds raised by the school sites through activities and events fall into two categories:
  - a. **Unrestricted funds** – are priority funds called “budget contributions” necessary to support the school’s operating budget as part of overall system budget. Site Third Source Funding budget contribution assessments must be contributed before restricted funds can be allocated.
  - b. **Restricted funds** - are funds raised in excess of the annual Site Third Source Funding budget contribution assessment and are reserved for spending on projects or items that support that school site in consultation with GRACE.

3. A school site based development funds “assessment” will be set for all GRACE schools. The funding amount will be determined utilizing the historical information gathered from previous years fundraising amounts, enrollment, existing tuition levels, and total parish funds contribution data. See the attached chart for detail of school generated Third Source Funding Assessments. Each school site will be assessed this amount for third source funding revenue. Funds will be held in the GRACE accounts for dispersion for operations. The School Site Advisory Council will have the responsibility to develop and manage these programs for their site. **Funds that are not raised by each individual site during each fiscal year will be assessed by GRACE on a pro rata basis to the parents/guardians with students attending that school site. Site Advisory Councils will determine when this option will be utilized.**
  
4. Parish Based Restricted Funds
  - i. Each parish Site Advisory Council will have its own non-lapsing fund.
  - ii. All funds raised by the Site Advisory Council, on-behalf of the school or that are given to the school (except those designated to endowment special funds) must be deposited in this account.
  - iii. The GRACE system will establish procedures that ensure the safe handing and proper management of funds. These procedures will be communicated to council leaders. The Site Advisory Council leader must follow these procedures to ensure that these funds are managed in to maintain the trust of donors and contributors. GRACE will provide quarterly reports on the status of each individual fund.
  - iv. System staff will annually provide training to Site Advisory Council leaders. This staff will also perform basic audit and oversight to ensure procedures are followed.
  
5. **SCRIP:** GRACE may manage a SCRIP program independent of existing parish/site programs. GRACE will provide this service to accommodate members of any parish or site that does not have an existing SCRIP program, to improve access for any person willing to participate. Families/Guardians wishing to participate in the programs must purchase SCRIP from GRACE or GRACE approved school/parish site providers. Please see the Tuition Section (Page 18) of this budget document to read further detail.
  
6. **In Kind Donations:** No accounting of “in kind” donations has been used in the Third Source funding budgets.

<b>GRACE School Site Fundraising Assessment: Year 5</b>						<b>School Site Fund Raising Assessment</b>
Holy Cross						\$53,550
Our Lady of Lourdes						\$79,800
Prince of Peace						\$57,750
Resurrection						\$81,900
Holy Family						\$113,400
St. Bernard						\$94,500
St. John the Baptist						\$90,300
Notre Dame						\$100,800
St. Thomas More						\$52,500
St. Matthew						\$54,600
<b>Totals</b>						<b>\$779,100</b>

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## GRACE System 2012-2013 Budget Assumptions

### Facilities



## GRACE System 2012-2013 Budget Assumptions

### Facilities

2012-2013 Budget Year (July 1, 2012 to June 30, 2013)  
(Year 5)

- 1 Similar to this year, the GRACE system will enter into individual Lease Agreements for each operating school campus/facility. (See Lease Agreement attachment – Page 29)
  - i. Credits for facility operations support payments will be deducted from invoiced parish subsidy amounts for each site that maintains a facility.
  - ii. Credits for utility support payments will be deducted from invoiced parish subsidy amounts for each site that maintains a facility.
- 2 GRACE Student enrollment data that will be used for calculation of operations/utility credits will be as of the third Friday of September of each school year. (K-8 enrollment = xxxx)
- 3 Facility Operation and Utility Credits will be determined based on a “per student” basis. Calculations will be based on a rolling three (3) year average of K-8 students enrolled at each school building site.
- 4 Specific building usage rules and detail will be outlined in each Lease Agreement

5	<b><u>GRACE School Site</u></b>	<b><u>Lessor Parish</u></b>
	1. Our Lady of Lourdes - De Pere, WI	Our Lady of Lourdes Parish - De Pere, WI
	2. Notre Dame Elementary School - De Pere, WI	St. Mary Parish - De Pere, WI
	3. Notre Dame Middle School - De Pere, WI	St. Francis Parish - De Pere, WI
	4. Resurrection School - Green Bay, WI	Resurrection Parish - Green Bay, WI
	5. St. Matthew School - Green Bay, WI	St. Matthew Parish - Green Bay, WI
	6. St. Thomas More School - Green Bay, WI	St. Mary of the Angels Parish-Green Bay, WI
	7. Prince of Peace School - Green Bay, WI	Prince of Peace Parish - Green Bay, WI
	8. St Bernard School - Green Bay, WI	St. Bernard Parish - Green Bay, WI
	9. Holy Cross School - Green Bay, WI	Holy Cross Parish - Green Bay, WI
	10. Holy Family School - Green Bay, WI	St Agnes Parish - Green Bay, WI
	11. St John the Baptist School - Howard, WI	St John the Baptist Parish - Howard, WI