



# *Visitation*

**ANNUAL REPORT**  
**2018-2019**





October 21, 2019

Dear People of Visitation,

The parish staff and I are pleased to present you with this latest Annual Report. This opus covers our Visitation Parish operation from July 2018 to the end of June 2019. The report conveys the financial information the Code of Canon Law requires us to supply you every year. It also makes a determined attempt to describe what we do with your hard-earned, much appreciated contributions.

For a number of reasons, parish revenue was better than a quarter million dollars less this fiscal year than it was the year before. Despite that, we invested a lot of money in facility repair again this year—mostly at the Main Street buildings. We had no legitimate choice. Ministry and education were funded at full strength. It is my hope that we will be able to keep up our mission as much as our buildings. Given your history of active investment in Visitation, I hope for the best.

It takes all of us to make Visitation live and move. Please never doubt my gratitude for your presence and prayers. Even in the best of financial years, the human resources of Visitation Parish eclipse the monetary ones. Your good will and steadfast faith, along with a parish staff comprised of many new people, will make the coming year a great one.

In our Holy Communion,

A handwritten signature in blue ink, reading "Bradley S. Offutt", with a stylized flourish at the end.

Msgr. Bradley S. Offutt

## Living & Moving at Vis

As Msgr. Offutt said in his cover letter to this year's annual report, it takes a lot of human parts to keep Visitation Parish living and moving. Visitation is not just the buildings that house our church and school. Thousands of Catholics have come through our doors over the past 110 years to participate in various ministries, liturgies and activities built upon the strong tradition of our shared faith. Together, generations of parishioners have prayed, learned, worshipped, served, celebrated, grieved and grown. Like many things in life, some things at Vis are traditions that span decades while others change as rapidly as the weather in our city. Either way, the parish and our parishioners keep on living and moving. We hope that the following examples of our parishioners' stewardship, program highlights from the past year and tidbits of trivia will serve to provide a different perspective on the constantly moving and living existence of this parish.

† During the 2018-2019 school year, over 300 Visitation School students completed a record 7,759 service hours. While many of these hours were completed individually or with their families, students also participated in school-wide projects and a variety of grade level projects, including conducting a food drive for Harvesters, **decorating pumpkins for the residents at Little Sisters of the Poor**, stuffing Easter eggs for Operation Breakthrough, helping with the Blue River clean-up, making signs for veterans' families, raising funds for Variety KC, assembling hygiene kits for the Migrant Farmworkers Assistance Project, selling Fair Trade chocolate to benefit our sister parish and cleaning at Sheffield Place. As part of Catholic Schools Week, every Visitation School student was able to **make and take a Care Kit** to give to a person in need. The Care Kits included socks, hand warmers, mylar blankets, bottled water, granola bars, toothbrushes/toothpaste, Kleenex, fruit or pudding cup and more. School families donated many of the items; additional support came from the Women of Visitation and the green drawstring bags were contributed by our parish Care Kit team which received a Peace and Justice Grant from the diocese.



*2nd Graders deliver a pumpkin to a resident at Little Sisters of the Poor*



*Care Kits Assembly line*

† Our Parish Council, ministry teams, committees and a variety of parish groups, ranging from Christ Renews His Parish Teams to our Prayer Shawl Ministry, held over 1,050 meetings during the 2018-2019 parish year in our office building and Tighe Hall meeting rooms. It is not uncommon to have 4-5 different groups meeting on any given evening.

† Age demographics of our 1,482 registered households indicate that 26.5% of our parishioners are children & youth (18 & under), 31% are 19-39 years old, 30% are ages 40-65 and 12.5% are over age 66.

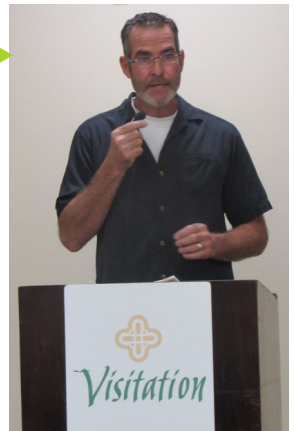


*Left to right: Author Richard Beck chats with Pastoral Associate Teresa Albright about his book, Stranger God, at our 2018 parish book release event on September 16, 2018; Parishioners celebrate our parish feast day following our annual Feast of the Visitation prayer service on May 31, 2019; Christmas in October volunteers at our work site on October 13, 2018*

† Our Respect Life Committee held its first annual panel presentation, Life Is Beautiful, as part of Respect Life month in October 2018. Four members of the parish shared personal stories illustrating how they honored the value and dignity of life at its most vulnerable times.

† 1,053 parish households (71% of registered parishioners) made a financial contribution to Visitation during the 2018-2019 fiscal year.

† Visitation offers multiple opportunities each and every month for our parishioners to serve the poor and vulnerable in our community by feeding the hungry. Our food collection basket in the narthex each weekend benefits the food pantries at St. Francis Xavier, Bishop Sullivan Center (Troost), Guardian Angels and Redemptorist on a rotating basis. In addition, Visitation parishioners serve breakfast at Morning Glory Ministries on the first and third Tuesday of each month and dinner at One City Café on the second and fourth Thursday of each month. Additionally, our community garden provides fresh produce for clients of the food pantry at St. Francis Xavier.



Parishioner John Herring was one of four speakers at the Life is Beautiful panel presentation. Other panelists were Ann Eckels, Shawn Kieffer and Katie Levi.

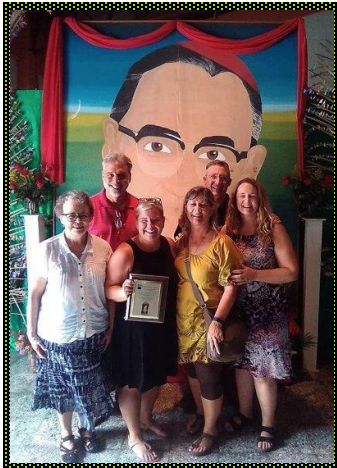


† Parishioner volunteers are essential to everything we do at Visitation. Our weekend and weekday liturgies involve nearly 400 individuals serving as sacristans, lectors, greeters, communion ministers, cantors, choir members, altar servers, as well as washing our liturgical linens, creating flower arrangements as part of our art & environment committee and maintaining our votive candles.

Cantor Dave Ekerdt leads the Psalm.



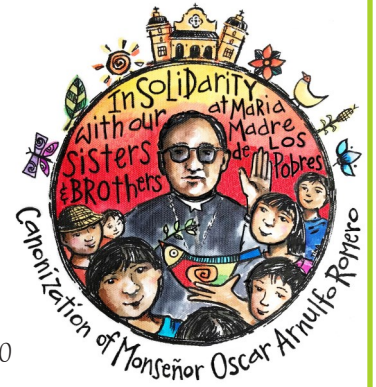
Top Row, left to right: School of Religion First Eucharist; Golden Shamrocks' Valentine Luncheon, Vacation Bible School  
Bottom Row, left to right: Women of Visitation Bunko, Knights of Columbus Pancake Breakfast, Easter Vigil



God of the prophets, we pray for ourselves and our church that we might become prophets of justice and life to our world. If God accepts the sacrifice of my life, may my death be for the freedom of my people. A bishop will die, but the Church of God, which is the people will never perish. I do not believe in death without resurrection. If they kill me, I will rise again in the people of El Salvador. Amen.

Saint Oscar Romero—March 16, 1980

August 15, 1917—March 24, 1980



### Sister Parishes for 30 Years & Counting— Visitation & Santa Maria Madre de los Pobres

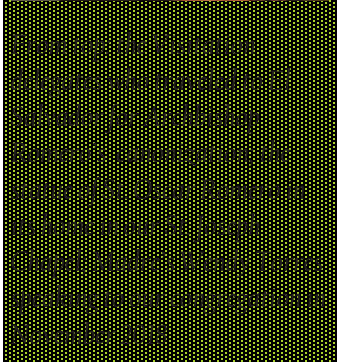
2018 was an important milestone as we celebrated 30 years of solidarity with our brothers and sisters in El Salvador. An added bonus occurred as Archbishop Oscar Romero was canonized a saint on October 14, 2018. Although our sister parish anniversary date occurred in May, our parish celebration was held in November.

Visitation's sister parish relationship was established by a parish vote on Pentecost Sunday, May 22, 1988. Since that time, we have walked with our brothers and sisters at Madre in prayer and in action. Every Sunday, we hold them in prayer and delegates from our parish regularly visit El Salvador to hold medical clinics and to visit our friends. Our relationship is one of solidarity—we are together through thick and thin.

Annually, our parish supports a variety of ministries at Madre. We offer financial support from our parish Commitment to the Poor to the CAPI, Madre's early childhood development program. Members of our parish act as sponsors for children of Madre's community. Parishioners have donated hundreds of water filters to members of our sister parish. We also hold an annual taco dinner and Ride for Madre with proceeds benefitting the medical clinic, renovation projects or other needs that Madre has each year. A couple of years ago, those funds helped rebuild the wall surrounding our sister parish's property. More recently, we have purchased medical equipment for Madre's clinic including a centrifuge and an electrocardiogram machine.

In 2017-18, parish members involved in our sister parish programs raised over \$11,000 to commission a statue of Oscar Romero for the empty niche in our St. Joseph Chapel. The niche had been left empty when the chapel was built awaiting the eventual canonization of Archbishop Romero. Artist Ramon Lopez, who designed and constructed our chapel and the art within, was commissioned to create the statue.

In October 2018, six delegates from our parish—Jeph BurroughsScanlon, Steve Engler, Jan Fakoury, Jenny Greene, Teresa Olsen and Jane Otto—traveled to San Salvador to celebrate the canonization of Romero alongside our brothers and sisters at Madre. Then, in November, Wendy Torres from Madre visited Kansas City as we celebrated our 30th anniversary and blessed the statue of Romero prior to its installation in the St. Joseph Chapel. Wendy expressed the appreciation of the parishioners of Madre for all that we have done for them over the past 30 years. Here's to the next 30 years!



*“Let us not tire of preaching love; it is the force that will overcome the world.” - Oscar Romero*

# Visitation's Commitment to the Poor

July 1, 2018 - June 30, 2019

Since 1975, Visitation has committed a percentage of our total parish budget to assist the poor and vulnerable (marginalized). Since 2001, the Visitation/St. Francis Xavier Social Concerns Ministry teams have worked together. For the year ended June 30, 2019, \$193,228 was allocated as follows:

## Emergency Assistance Fund

\$56,400 was committed to assist 17 parishes or other Catholic ministries who provide emergency support to individuals or families in need. These funds provide food, clothing, utility or rent assistance, help with medical expenses, bus passes or other daily needs. These agencies are located in neighborhoods where the financial needs are greater than our immediate neighborhood.

Bishop Sullivan Center—Troost	\$3,600	Redemptorist	\$4,800
Bishop Sullivan Center—Truman	\$3,600	Sacred Heart/Guadalupe	\$3,600
Christ the King	\$3,600	<b>St. Francis Xavier</b>	\$4,800
Father Hix Fund	\$2,400	St. Louis	\$2,400
Guardian Angels	\$3,600	St. Monica	\$2,400
Holy Cross	\$2,400	St. Therese Little Flower	\$4,800
Journey to New Life	\$2,400	Seton Center	\$4,800
Morning Glory Ministries	\$3,600	Troost 39	\$1,200
Our Lady of Peace	\$2,400		

St. Francis Xavier's emergency assistance program provides food, bus passes, funds for prescription eyeglasses and medications, as well as assistance obtaining ID cards, birth certificates and drivers licenses. With the grant monies, SFX was able to increase the number of bus passes distributed as well as expanding to assist their food pantry clients with summer camp fees for their children.

The Learning Club completed its 17th school year in 2019. They now have tutors working with students at six sites throughout the urban core in KCK and KCMO. One student shared, "I love to read! But there's no one at home to read with me." The Learning Club expressed appreciation for the financial support as well as the Visitation parishioners who volunteer at their Pemberton Park site.

## Community Grants

The Visitation/St. Francis Xavier Social Concerns Ministry Team provides grants in order to offer support to community-based groups whose work corresponds to our mission as a Catholic parish. The areas of concern include life, poverty and justice issues based on Catholic Social Teaching. This year, 28 grants of \$1,000 were awarded to the following agencies:

**Defense of Life:** Alexandra's House, Mother's Refuge, Missourians for Alternatives to the Death Penalty

**Youth and Education:** Cristo Rey High School, Family Conservancy, F.I.R.E., Our Lady's Montessori School, **The Learning Club**, Pastoral Juvenil Hispana

**Health:** Brain Injury Association, Duchesne Clinic

**Emergency Assistance:** Mid-America Assistance Coalition, Morning Glory Ministries

**Emergency Shelter:** ReStart, Sheffield Place

**Economic Empowerment:** Holy Rosary Credit Union, The Tamale Kitchen, Catholic Charities

**Domestic Violence/Sexual Assault:** Rose Brooks Center, Metropolitan Organization to Counter Sexual Assault (MOCSA)

**Advocacy for Low Income Women:** **The Justice Project**, Keeler Women's Center, The Yellow Brick Foundation, Ellis Care Community Outreach

**Senior Ministry:** Jeanne Jugan Center/Little Sisters of the Poor, Shepherd's Center

**Migrant Aid:** Migrant Farmworkers Project

**Advocacy for Peace/Non-Violence:** Jerusalem Farm

All of the agencies supported by our community grants welcome volunteers!

The Justice Project serves women in poverty, helping the women navigate the path to self-sufficiency. Their clients are often survivors of domestic violence, homelessness, sexual exploitation or addiction. They meet the women where they are—in the streets, jails, treatment centers or under the bridge. One client stated, "With the Justice Project, I have been able to maintain housing, sobriety, dignity and self-respect."



← **Our Sister Parish—Santa Maria Madre de Los Pobres**

Since 1988, Visitation has maintained a sister parish relationship with Santa Maria Madre de los Pobres in San Salvador, El Salvador, walking with them in prayer and action. This past year, \$38,645 was allocated to support Madre’s early childhood development program, CAPI, where 140 children are served each day.

Since 2006, the child sponsorship program has offered parishioners the opportunity to support a child from Madre’s community. Each \$300.00 annual contribution provides school supplies, school uniforms and medical assistance for the child each year until they matriculate from grade school. Eighty Visitation families now support children through this program.

Water for Madre supplies our sister parish families with water filters that can be used for 10 years to provide clean water in their homes. Each filter costs \$75. To date, Water for Madre has supplied over 450 filters through Los Olivos CIS.

Visitation fulfilled an additional commitment in 2018-2019 to purchase an electrocardiogram machine for the medical clinic at a cost of \$2,000.

**CCO**

CCO - Communities Creating Opportunity was founded by Fr. Norm Rotert in 1977 in the Blue Hills neighborhood where he saw practices such as “redlining” and “blockbusting” which exploited the black community. Even today, CCO remains committed to neighborhood organizing and social justice advocacy work. In recent years, our parish chapter has focused on the benefit and importance of access to Early Childhood Education. This year, \$2,000 was allocated to support Kansas City CCO.

**Emergency Assistance at Visitation**

\$10,627.96 was used to assist those who live near/within our parish boundaries with food, rent, utilities, prescriptions, medical expenses and bus passes.

**Habitat for Humanity – The House of Abraham**

Currently, our House of Abraham group which includes other Christian, Jewish and Muslim congregations (the religions of Abraham) is in the process of renovating a house. In 2018-19, we provided \$400.00 to support a new Habitat fundraiser envisioned by the late Dan Needham, Social Services Director at St. Peter’s Parish. We also added \$2,360 to our Habitat for Humanity reserve account for future projects and builds.

**Special Projects**

Over the past four decades, Visitation has developed relationships with many social service organizations in our community. This year, we were fortunate to be able to assist these organizations with \$21,000 in special projects funding:

- Care Beyond the Boulevard—\$2,500 for gasoline for bus operations
- Encuentro Project—\$1,000 for migrant support at the border
- Giving the Basics—\$3,000 for new program supplying adult diapers
- Happy Bottoms—\$3,000 for facilities improvements and diaper supplies
- Holy Cross Catholic School—\$3,500 for registration fees, religion books, playground equipment**
- Migrant Farmerworkers Project—\$2,000 for legal support & client needs
- Morning Glory Ministries—\$3,500 for facilities improvements
- The Justice Project—\$1,000 for client support services
- Thelma’s Kitchen—\$1,500 for meat slicer and kitchen improvements



Students and teachers at Holy Cross School are grateful for the gift that allowed for the purchase of new, hard cover *New American Bibles* for the middle school religion classes.





Chaperone Maddie Watts shared these thoughts about the Young Neighbors in Action 2019 mission trip to Brooklyn, New York: "Our time in Brooklyn was eye-opening and transformative. It was an opportunity for all of us to share our value of love for the dear neighbor and allowed us to recognize that small actions can make a big impact."



### Community Garden

\$99.36 provided seeds and supplies to prepare the garden which has harvested over 550 lbs. of fresh produce for those in need. The garden, on the grounds of St. Francis Xavier, is maintained by a group of volunteers from both parishes. In addition, funds from the social concerns area of our operating budget were allocated to purchase building materials for new garden beds.

### Respect Life Committee

This year, Visitation's Respect Life Committee hosted three events. In October, we hosted a panel of parishioner speakers who discussed their experiences caring for life in all its stages. Tighe Hall was filled with parishioners awestruck by the courage and faith the panel displayed. In January, a candle vigil was held during a school Mass. The vigil again spoke to life issues with prayer and solidarity. Both events were a beautiful witness to our Catholic position on life. Finally, families passed out prayer cards and Mary medals for anyone to take on Mother's Day. \$1,170 was allocated to the Respect Life Committee for scholarship and miscellaneous expenses.

### Youth Justice Ministry

This year, 18 students and 4 young adults traveled to Brooklyn, New York to participate in a **Young Neighbors in Action** service trip. Highlights included serving at St. Gregory the Great Catholic School and working in the original space of the Catholic Worker House where founder Dorothy Day worked, served and died.

### Parish Based Ministry Supplement

Visitation provided \$30,000 to help pay the salaries of lay ministers at St. Anthony Parish, Holy Cross Parish and Our Lady of Peace Parish. Fr. Andres expressed his appreciation saying, "I want to thank you all for the generous contributions to our parish." Because of this gift, bi-lingual sacramental education and pastoral support is available.

### Companions in Chillicothe

\$300.00 was contributed to the Companions in Chillicothe program. This partnership, between Rockhurst University and the all-female Chillicothe Correctional Center, offers educational programs for the inmates. The courses are taught by both full-time and adjunct faculty of Rockhurst University and count as college credit for those enrolled. Rev. Thomas Curran S.J., president of Rockhurst University, spoke about the program at our annual Lenten Hunger Banquet.

### Miscellaneous

\$225.68 was allocated to various miscellaneous expenses necessary to manage our social concerns programs.

## Visitation Parish Vital Statistics 2018-2019

Registered Households	1,482	Baptisms	73
Visitation School Students 2018-19	521	First Communions	76
School of Religion Students	70	Confirmations	64
RCIA Participants	16	Marriages	34
		Deaths	14

# Annual Financial Report

## Highlights for Fiscal Year 2018-2019

Our annual financial plan was to manage our operating budget of \$5,068,025 to a breakeven level or better and continue to grow our long term Capital Improvement Fund, while addressing a variety of special facility and maintenance needs around the campus, including an extensive renovation of the exterior of the church, Tighe Hall and parish office building. We were unsuccessful in our efforts to achieve these goals and a variety of factors played a role in this.

For the first time in ten years, our contributions were not sufficient to meet our income goals, while our operating expenses for both the church and school exceeded budget, creating an operating loss of \$349,534. Contribution Income decreased by \$236,092, or 5.5%, compared to the prior year, and Tuition and Fee income decreased by nearly 21%, or \$62,590, after over 25% of our tuition students graduated in 2018 as part of an unusually large 8th grade graduating class. This also had an impact on school enrollment which declined by 6% to 521. School Fundraising income increased slightly but remained generally the same after another successful auction the prior year. Overall, Total Parish Operating Income declined \$305,361, or 5.9%, year over year.

Because we operate on a fiscal cycle that ends in June each year, parishioner pledges to our annual calendar year campaigns may result in contributions falling on both sides of that cut-off from one year to the next. Likewise, the giving patterns of our once-a-year donors may be influenced by market value of investments or by recent changes in the tax laws. For the coming year, we expect contributions for calendar year 2019 will balance out somewhat, but we have also taken measures to rethink our income budgeting protocol to take these annual fluctuations into account by employing a 3-year average of contributions received rather than using last year's depressed figure as our income target. In this way, we can continue to adequately fund ministries, including RCIA, adult faith formation and senior programs as well as continue to improve our buildings and grounds. It should also be noted that we have built up a cushion, or cash reserve, from the operating surpluses we have generated over the last ten years that will allow us to absorb the shortfall and continue to ensure that Visitation remains a financially stable parish. Also, we will continue to invest donations made in our monthly "green envelopes" into our Capital Improvement Fund to build up the fund in order to offset the cost of any significant facility repair or replacement in the future.

Your support makes this possible and we thank you very much.

### Year Ending June 30, 2019

#### Total Operating Income

Visitation had four basic sources of total operating income in 2018-2019:

**Contribution Income** - Contributions totaled \$4,084,386 or 84.4% of parish operating income. Contribution income included contributions made towards pledges as well as plate income from visitors, holy day collections and gifts from parishioners who have not made a pledge.

**School Tuition and Fee Income** - School Tuition and Fee Income totaled \$384,472 or 7.9% of total operating income. In 2018-2019, this revenue category covered 12.2% of school expenses. This source of income consisted of the following items: Tuition income - \$137,359; Registration /Book & Activity Fee income - \$189,539; After Care income - \$57,574.

**School Fundraising Income** - This is income that was raised for the school in the annual auction, trash bag sale, flower sale and other events. Also included here are donations designated for specific programs or materials. Fundraising income accounted for \$300,122 or 6.2% of total operating income and covered 9.5% of school expenses.

**Other Income** - In addition to facility rental, interest income, mass stipends and candle donations, Other Income includes fees that parishioners pay for participating in certain activities such as School of Religion and Sunday Preschool. Other Income generated \$72,620 in 2018-19.

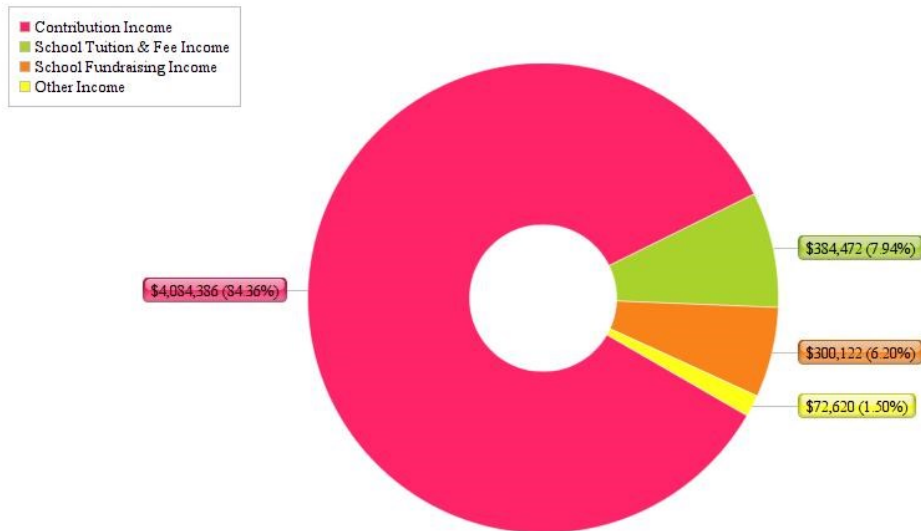
#### Visitation by the Numbers

481 Number of followers on our Visitation Church Instagram page

84 Percentage of parish income obtained through contributions

1,053 Number of parish households who made at least one financial gift in 2018-19

The chart below depicts the main sources of total operating income during the 2018-19 fiscal year.



## Total Operating Expense

Operating expenses for 2018-2019 are classified into ministries or functional needs as follows:

**School Ministry** – Committed to providing a quality Catholic education for the children of the parish, Visitation School served 521 students from 295 parish families in the 2018-19 academic year. School expense was \$3,151,747 or 60.71% of total parish operating expenses. Salaries for teaching and non-teaching staff, textbooks, classroom supplies, technology, furniture and equipment, library books, teaching resources and field trips make up the bulk of school expense. Facilities expense for the school building, included in the above amount, was \$374,626 or 11.89% of the total school expenditure.

**Church Facilities** – Facilities expense includes such items as utilities, custodial & maintenance services and salaries, repairs, improvements, snow removal, lawn care, security expense, etc. The facilities expense for the church building, offices and priest residence was \$448,724 or 8.64% of the total expenses.

**Administration** – Administration is the ministry which assures just and proper stewardship of parish resources. This expense area includes salaries for management, development and support staff, as well as property and casualty insurance, stewardship and development expense, printing, postage, website development, offertory envelopes, Catholic Key subscriptions and special events. Administrative expenses were \$576,838 or 11.11% of total expenses.

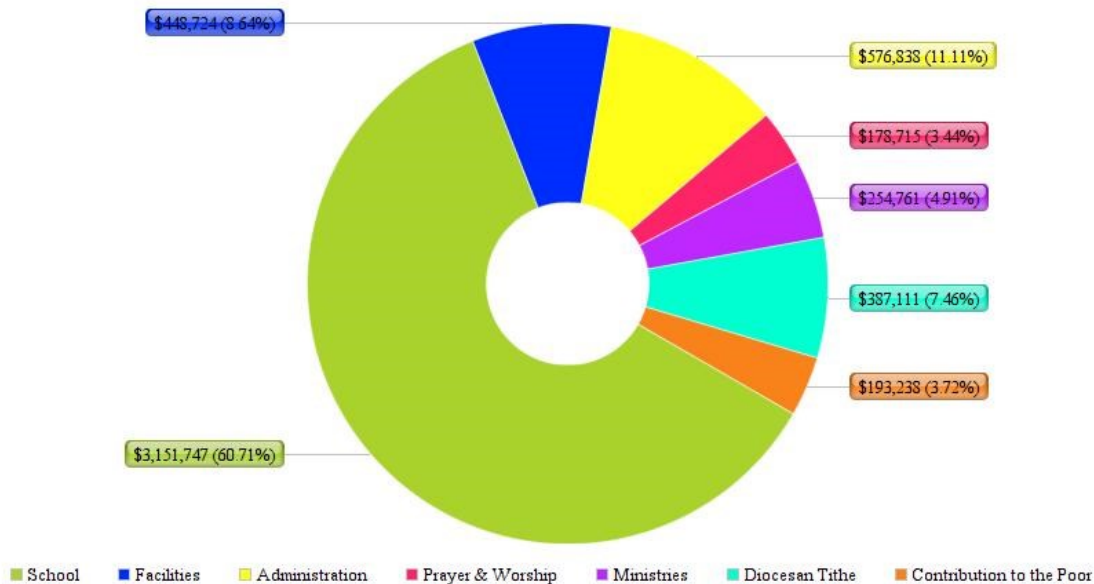
**Prayer and Worship** – Prayer and Worship is at the heart of our existence as a faith community, forming and touching every person in the parish. Expenses include the cost of celebrating weekday, weekend and holy day liturgies at Visitation: organists, musicians and substitute priests; creating an environment appropriate to the season; candles, hosts, wine, and all of those items necessary to celebrate the Eucharist. In 2018-2019, the expense for Prayer and Worship was \$178,715 or 3.44% of total expenses.

**Pastoral Ministries** – Visitation parishioners participate in and are assisted by a number of parish ministries. This budget area includes adult faith formation, RCIA, School of Religion, marriage preparation, sacramental preparation, Senior Ministry and Pastoral Care, including ministry to families in times of illness or death, as well as outreach to those who are hospitalized and homebound. The cost for providing these ministries at Visitation for 2018-2019 was \$254,761 or 4.91% of total expenses.

**Contribution to the Poor** – For over 40 years, Visitation has made a commitment to tithe a specific portion of contribution income to help the poor. The formula used for Contribution to the Poor is: Contribution Income minus Diocesan Assessment times 5%. The Social Concerns Ministry Team helps parish staff in coordinating these programs, which include both assistance directly to individuals and to agencies whose efforts reflect our Catholic beliefs. The Social Concerns annual report, included in this booklet, details how the \$193,238 allocated in 2018-2019 was distributed.

**Diocesan Assessment** – All parishes in the Diocese of Kansas City-St. Joseph provide financial support for the diocese by giving a certain portion of their income to the diocese. The diocese requests an amount equal to 9.25% of our total prior year income minus half of prior year school expenses. In 2018-2019, Visitation’s Diocesan Assessment amounted to \$387,111 or 7.46% of total expenses which included a new assessment to support Catholic education throughout the diocese that is based on 2.0% of total prior year income minus 100% of school expenses. The amount of this year’s special school assessment was \$42,041. In addition, Visitation continued to make payments for Diocesan Assessments which were deferred from years past (see Capital Projects Segment later in this report.)

Total expenses are grouped into functional or ministry areas for the following graphical presentation of 2018-2019 results, with each area including all associated salaries, benefits and operating expenses.



### Capital Projects Fund Results for 2018-2019

Contributions to the Capital Improvement Fund totaled \$157,443, including \$6,350 in memorials and special donations. These contributions are placed on deposit in the Visitation Capital Improvement Fund, housed at the Greater Kansas City Community Foundation, in the month succeeding the donation. For the fiscal year 2018-19, the deposit of these funds helped to bring the fund balance to \$1,758,575. This balance reflects the withdrawal from the fund this year of \$225,000 to finance nearly 2/3 of the \$350,000 cost of the extensive renovation of the exterior of the Church, Tighe Hall and parish offices. The remainder was funded by the surpluses from previous fiscal years that had been placed on deposit in an interest-bearing account with the diocese. Also, this year we received a bequest of \$90,990 which was applied to our Capital Projects Income.

In addition to the annual payment of \$63,408 to the diocese for our deferred assessment, there were extraordinary capital expenses of \$57,760 during the 2018-2019 fiscal year for the purchase of a new bell carillon ring control and the replacement of the digital processor for the sound system in the church and Tighe Hall, as well as the resealing and restriping of both parking lots. These projects did not require a withdrawal from the Capital Improvement Fund, but were paid out of the operating budget.

### A VISITATION BY THE NUMBERS QUIZ—HOW CAREFULLY HAVE YOU READ?

*Match the number on the left with the definition on the right.*

- |                |  |
|----------------|--|
| 1. \$2,039,387 | a. Pastoral Ministries Expense for 2018-2019 |
| 2. \$254,761   | b. School Tuition Income for 2018-2019       |
| 3. \$137,359   | c. Parish Operating Expenses for 2018-2019   |

ANSWERS: 1-c, 2-a, 3-b

## Prior Year Results and Budget for 2019-2020

	2015/2016 Actual	2016/2017 Actual	2017/2018 Actual	2018/2019 Actual	2019/2020 Budget	% Increase (Decrease)
<b>Operating Income</b>						
Contribution Income	\$ 4,022,529	\$ 4,204,430	\$ 4,320,478	\$ 4,084,386	\$ 4,182,479	2.4%
Tuition and Fee Income	\$ 449,272	\$ 451,160	\$ 447,062	\$ 384,472	\$ 478,886	24.6%
School Fundraising Income	\$ 278,128	\$ 411,019	\$ 298,693	\$ 300,122	\$ 328,451	9.4%
Other Income	\$ 70,963	\$ 81,599	\$ 80,728	\$ 72,620	\$ 68,630	-5.5%
<b>Total Income</b>	<b>\$ 4,820,892</b>	<b>\$ 5,148,208</b>	<b>\$ 5,146,961</b>	<b>\$ 4,841,600</b>	<b>\$ 5,058,446</b>	4.5%
<b>Operating Expense</b>						
School (including school facilities)	\$ 2,878,831	\$ 2,891,877	\$ 3,098,693	\$ 3,151,747	\$ 3,108,761	-1.4%
<b>Parish Operating Expenses</b>						
Facilities Expense	\$ 366,826	\$ 437,030	\$ 427,449	\$ 448,724	\$ 377,456	-15.9%
Administration	\$ 533,139	\$ 617,924	\$ 605,362	\$ 576,838	\$ 580,973	0.7%
Prayer and Worship	\$ 162,734	\$ 161,848	\$ 161,944	\$ 178,715	\$ 172,150	-3.7%
Ministries	\$ 278,426	\$ 262,703	\$ 260,325	\$ 254,761	\$ 245,535	-3.6%
Contribution to the Poor	\$ 178,452	\$ 180,466	\$ 190,559	\$ 193,238	\$ 182,509	-5.6%
Diocesan Tithe	\$ 318,038	\$ 329,254	\$ 329,891	\$ 387,111	\$ 391,062	1.0%
<b>Subtotal Parish Operating Expenses</b>	<b>\$ 1,837,615</b>	<b>\$ 1,989,225</b>	<b>\$ 1,975,530</b>	<b>\$ 2,039,387</b>	<b>\$ 1,949,685</b>	-4.4%
<b>Total Expenses</b>	<b>\$ 4,716,446</b>	<b>\$ 4,881,102</b>	<b>\$ 5,074,223</b>	<b>\$ 5,191,134</b>	<b>\$ 5,058,446</b>	-2.6%
<b>Operating Income (Loss)</b>	<b>\$ 104,446</b>	<b>\$ 267,106</b>	<b>\$ 72,738</b>	<b>\$ (349,534)</b>	<b>\$ -</b>	-100.0%
<b>Capital Project Income</b>						
Capital Improvements Contributions	\$ 183,924	\$ 39,055	\$ 150,001	\$ 151,093	\$ 150,001	
Donations/Memorials/Bequests	\$ 955	\$ 2,915	\$ 3,935	\$ 97,340	\$ -	
<b>Total Capital Project Income</b>	<b>\$ 184,879</b>	<b>\$ 41,970</b>	<b>\$ 153,936</b>	<b>\$ 248,433</b>	<b>\$ 150,001</b>	
<b>Capital Project Expense</b>						
Deferred Diocesan Assessment	\$ 63,408	\$ 63,408	\$ 63,408	\$ 63,408	\$ 63,401	
Extraordinary Expenses	\$ 13,721	\$ 44,935	\$ 234,023	\$ 57,760	\$ 251,680	
New Construction/ Major Renovation	\$ -	\$ -	\$ -	\$ 350,217	\$ -	
<b>Total Capital Project Expense</b>	<b>\$ 77,129</b>	<b>\$ 108,343</b>	<b>\$ 297,431</b>	<b>\$ 471,385</b>	<b>\$ 315,081</b>	
<b>Capital Project Income (Loss)</b>	<b>\$ 107,750</b>	<b>\$ (66,373)</b>	<b>\$ (143,495)</b>	<b>\$ (222,952)</b>	<b>\$ (165,080)</b>	
<b>Total Net Income (Loss)</b>	<b>\$ 212,196</b>	<b>\$ 200,733</b>	<b>\$ (70,757)</b>	<b>\$ (572,486)</b>	<b>\$ (165,080)</b>	

## 2019-2020 Budget Highlights

Our budget is broken down into two major segments—Operating and Capital Projects. The Operating budget is the lifeblood of the church which enables us to function day to day and week to week. All contributions received into the Capital Projects segment are placed into our Capital Improvement Fund investment account.

### Operating Segment

The total operating budget for 2019-2020 is \$5,058,446. In our financial plan, we allocate 55% of contributed revenue to support the school. A balanced operating budget is then developed for the church and school.

In the past, our income budgeting practice was to budget Contribution Income for the year based on prior year actual receipts. However, the year-to-year volatility in contribution timing that had such a negative impact on our contribution results in fiscal year 2018-19 prompted us to evaluate and adopt a “3-year average” model to budget contributions going forward. As a result, Contribution Income for 2019-20 is budgeted at \$4,182,479, or 2.4% higher than the prior fiscal year. Tuition and School Fee Income, on the other hand, is budgeted based on actual enrollment for the ensuing school year. After losing a quarter of our tuition students to graduation last fiscal year, tuition enrollment has rebounded significantly to its highest level since 2011. We do not expect that level to be sustained, however, since many of the new tuition students are 7th and 8th graders. In addition, Extended Care Fees fell short of budget last year due to employee turnover and lagging collections, but the budget for 2019-20 will remain at the same level as the previous year. In total, Tuition and Fee Income is budgeted to increase by 24.6% for the 2019-20 fiscal year. School Fundraising Income in 2019-20 is budgeted to increase by \$28,329, or 9.4%, due to an increase in our FIRE Grant and the first annual distribution from the Diocesan Catholic Education Assessment Fund (into which we paid \$42,041 in fiscal 2018-19.) In total, our budgeted operating income for 2019-20 is 4.5% higher than the prior year actual receipts.

The yearly operating expense budget is developed jointly by the staff considering the income anticipated. A thoughtful review of each department’s current spending needs led our pastoral staff to identify potential cost reductions, while maintaining adequate funding to ensure a top notch school, as well as emphasis on senior ministry and adult faith formation programs and our continuing facility upgrade and repair initiative. We have budgeted for a number of mid-sized and larger facility projects under the Capital Projects heading in 2019-20 to hold down the facilities expenses in the operating budget for the upcoming year. In addition, ice and snow removal costs last winter were inordinately high and exceeded budget expectations, creating significant negative variances, but we have held the budget for these costs at the same level on the assumption that two harsh winters in a row is unlikely. In total, operating expenses are budgeted to remain well below last year’s actual by \$89,702, or 4.4%.

Besides the manner in which expenses are broken down on the prior pages, here is an analysis at a more functional level for 2019-20 budgeted expenses. Viewing the data in this manner reveals that many of the expenses are fixed, resulting in a relatively small portion of the total budget being available for discretionary spending.

**Salaries and Benefits**—Personnel expense for the school is projected at \$2,568,771 or 82.63% of budgeted school expense. We have budgeted 52 full-time school employees and 13 part-time employees. Personnel expense for the church is budgeted at \$716,304 or 36.74% of budgeted church expense, based on 9 full-time church employees and 4 part-time employees. Wages and benefit plans for all personnel are set by the diocese, and individual wages fit within a scale for a particular job function. Total parish salaries and benefits account for 64.9% of all expenses.

**Facilities Expense**—Parish Facilities Expense is budgeted at \$591,901 or 11.70% of the total parish expense budget, with the school accounting for \$333,336 and the church for \$258,565. Facilities Expense can be further broken down into 3 major categories:

1. **Repair and Maintenance**—This category includes expenses for maintaining our buildings, equipment and grounds, for ensuring security and for purchasing supplies such as light bulbs, paper goods, etc. It does not include the expense for our maintenance and custodial staff which is included in Salaries and Benefits above. The total parish-wide repair and maintenance budget for 2019-20 is \$237,871.

2. **Utilities**—Gas, Water, Electricity, Phone and Internet Services account for \$253,900 of parish budget.

3. **Technology**—This category includes maintaining computer hardware, purchasing new hardware and software and leasing copiers and printers, accounting for \$100,130 of the facilities budget.

**Diocesan Obligations**—We pay the diocese for insuring our buildings and their contents. The most recent valuation of all campus buildings totaled \$26,614,000. Insurance expense is split between the school and church based on relative insured value. Insurance premiums will increase 3% year over year and will represent 5.18% of the 2019-2020 budgeted expenses. In addition, diocesan offices provide numerous services. For example, the Human Resources Office negotiates benefits to leverage the purchasing power of all parishes, the Accounting Office pays interest on funds deposited and the Office of Worship provides training of liturgical ministers. These and other services provided by the diocese benefit the entire community. Without them, we would have to expend parish resources to develop similar services and programs. To fund these services, parishes are assessed 9.25% of total prior year income minus one half of school expenses. This assessment is absorbed by the church budget. There is also a per pupil assessment paid to the Diocesan School Office and absorbed by the school budget. The 2% Catholic School Assessment for the 2019-20 fiscal year has been calculated at \$44,044. This brings our total assessment due for the parish to \$400,062, which represents 7.91% of the total parish budget under this category. In addition, Visitation has one remaining year to pay on the Deferred Diocesan Assessment (see Capital Projects Segment below.)

**Contribution to the Poor**—We tithe a portion of our income to assist the poor and vulnerable. We base our giving on the following formula; Budgeted Contribution Income minus Diocesan Assessment times 5%. Based on this formula, we have allocated \$182,509 of expense for the church, or 3.61% of the total parish budget, in 2019-2020.

These four major functional expense categories identified above total \$4,721,641 or 93.34% of the entire parish operating budget. They represent \$3,032,161 of the school expense budget or 97.54% and \$1,689,480 of the church expense budget or 86.65%. The remainder of the budget must then support all other expenses such as office supplies, postage, printing, liturgical supplies, music at worship services, textbooks, celebration events, legal fees, banking fees, school crossing guards, religious books and magazines, candles and funeral meals to name just a few of the myriad costs which are necessary to effectively operate the church and school.

### Capital Projects Segment

All the income for this segment will be invested in the Visitation Capital Improvement Fund. Income from this segment consists of the green capital improvement fund envelopes, bequests and those designating donations to a longer term cause. For 2019-2020, we budget based on recent giving trends and project \$150,001 in donations.

This segment includes a number of large facility and maintenance projects, including the concrete repairs on 51st Terrace, the carpeting of the library and lower level classrooms at school, the major renovation of the exterior of the school building, the replacement of all 10 computers in the church office, the replacement of one of the boilers in the church and repairs to two of the quatrefoil windows in the nave.

Also, 2019-20 represents the eighth and FINAL year of repayment of the Deferred Diocesan Assessment. The assessment on Capital Campaign contributions was deferred from February 2003 until July 2008 and, beginning in the 2012-13 fiscal year, we began to pay back that deferred assessment. The annual amount of this expense is \$63,401 which we plan to pay out of operating income so that we can maximize the amount of money deposited into our investment account.

### *Need more information?*

Your contributions, both human and financial, are required to keep this parish strong. In providing this report, we strive to illustrate what your stewardship has achieved in 2018-19. We trust that the material included is both informative and interesting. We welcome your suggestions for future reports!

If you have questions, comments or would like additional information about anything included in this report, please contact:

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