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I. Introduction

This is the third in a series of written reports by the School Feasibility Task Force to the Pastoral Council on the feasibility of undertaking a school ministry at St. Madeleine Sophie Parish. Status Report No.2, dated September 19, 2002, presented a draft mission statement and model for a P/K-8 school, together with information developed by the task force in testing and adapting the model based on the demographics of our area, the capacity of the parish campus and facilities, the financial feasibility of operating a parish school, and preferences of parish families with prospective students. The results of the testing process were positive. (See "Summary of Subcommittee Reports", pp. 2 & 3, Status Report No. 2, Sept. 19, 2002).

Upon receiving Status Report No.2, the Pastoral Council directed the task force to continue its work with a focus on school facilities and financial feasibility. The Pastoral Council sponsored three Town Hall meetings for the purpose of identifying questions, concerns and suggestions of parishioners regarding a parish school ministry as it is described and analyzed in Status Report No.2.

This report includes: A summary of Why St. Madeleine Sophie Parish Needs A school; Findings and Recommendations Regarding School Facilities and Financial Feasibility; Information responding to parishioner questions and concerns raised at town hall meetings; and Recommended Next Steps in pursuit of a parish school ministry.

The task force welcomes questions, comments and direction from the Pastoral Council. Task force and committee chairs will be happy to respond to Council questions and to provide such briefings, as the Council may desire.

II. Why St. Madeleine Sophie Needs a School

The feasibility studies have analyzed the aspects of how a school ministry is possible. This section seeks to explain why a school ministry is essential to the growth of the parish.

Live in union with Jesus, keep your roots deep in Him, build your lives on Him and become stronger in your faith as you were taught, and be filled with thanksgiving! Col. 2:6.

The words of St. Paul to the Colossians were used as inspiration by the Steering Committee that produced the Archdiocesan Catholic School study in 1993. In producing their report, the committee identified this scripture passage as a foundation statement for all Catholic Schools in Western Washington. The study brings focus to the fact that our faith is the foundation on which we build our lives and live as community. In living as a community we have a responsibility to pass on our Catholic faith to new generations and as we share our faith with our children, we grow in appreciation of our own Catholic identity. A Catholic school ministry and other parish ministries are not exclusive of each other but are important to each other as sources of renewal and inspiration.

Faith formation in the Catholic community in the United States is at a unique stage in the history of the Church in this country. Never before have there been so many adults and children who lack an age-appropriate comprehensive understanding of the Catholic way of life. This present situation is in some ways the normal result of fairly massive changes in both the Church and American society. Many of those who came of age prior to the Second Vatican Council have not benefited from an updated and contemporary understanding of their faith as adults. At the same time, very large numbers of those who came of age during the period of the 70's through the present have not had the kind of formation which would give them a comprehensive perspective of a Catholic way of life. As one American Catholic Church historian puts it, these latter Catholics frequently have only a "disconnected dots" understanding of Catholicism. In study after study they self-describe themselves as without sufficient knowledge to effectively share their Catholic faith with the young. One cannot pass on what one has not received. Our parish faith formation experience substantiates the lack of knowledge on the part of parents. Initiating a parish school ministry in a parish already committed to formation of adults would permit the tailoring of faith formation throughout the entire parish-programming spectrum benefiting and forming both parents and children. Not having a precedent of a parish school ministry as an inhibiting factor, creativity could be brought to bear on curriculum design, faculty selection, shared staff between the school ministry and other parish ministries, and the other dimensions of a school ministry specifically to benefit adults and children. All research continues to show that the highest indicator of institutional affiliation with the Catholic Church as an adult is Catholic school education as a child. Comprehensive Catholic school education is able to bring the light of faith to bear on all human knowledge rather than treating faith formation as a secondary and unrelated to the rest of life phenomenon.

As a geographical parish, our faith community is obligated to serve all those Catholics who reside within our territorial boundaries. While historically, the parish may have been perceived by some as a "Bellevue" parish, this is an incorrect and inadequate view. The parish and its pastor are mandated to serve a much broader population located on the eastside of Lake Washington in Eastern King County. In fact, areas in the parish outside the city of Bellevue are and have been the most rapidly growing areas within the

parish's boundaries. It is from younger Catholics living in these rapidly growing areas that the parish staff reports most frequently receiving expressions regarding the desire to have a Catholic school.

Perhaps the most immediate reason why the Parish needs a school ministry is the steady loss of time, talent and treasure from the Parish community because there is not a school ministry. For those parents who place a priority on a Catholic education for their children, the choice is clear. Due to the demand for Catholic education on the Eastside, families must register at a Parish that has a school, developing a track record of volunteering and sacrificial giving for several years before qualifying to enroll their child. Parish records and staff experience indicates that we lose parishioners each year because we do not have a school. These same departures deplete the ranks of parent catechists in the GIFT program as attention and parish registration is shifted to a neighboring parish with a school. With few exceptions, these parishioners are guaranteed lost for the parish for the time their children attend the school and for many, lost to the community forever.

The Factoria, Somerset, Newport Hills, Newcastle areas have experienced tremendous growth over the past 30 years. The Parish community has not grown at nearly the same rate as the neighboring areas. One of the reasons for this discrepancy is the lack of a school ministry at St. Madeleine Sophie Parish. The population within our Parish boundaries is projected to continue to grow. For St. Madeleine Sophie to keep up with the growth in the neighborhoods, we must meet the needs of those new and younger families. A review of the demographics of registered adults (21 and older) in the parish demonstrates that 68% of adults registered in the parish are forty years of age or older with 598 between 40 to 49, 714 between 50 to 64, 210 between 65 to 70 and 202 between 71 to 80 years. A school ministry is needed to "grow" the parish, if it is to realize its goals and secure the human and financial resource necessary to meet legitimate ministry goals.

The "older" neighborhoods which are within the geographic boundaries of the Parish are aging. Many of the residents of areas like the Somerset and Newport Hills have reached retirement age or are approaching retirement. Many of them are moving out of their homes resulting in a transition to younger families within the Parish boundaries. As a Parish community, we must meet our communal responsibility to serve the needs of these younger families moving into our "aging" neighborhoods, which includes the expectations of parents for a parish school ministry as those held by young parents in new neighborhoods.

Finally, there is significant support within the Parish for a school ministry. The survey used during the Parish goal setting process asked about support for a school ministry. A majority of those surveyed supported the concept of a school ministry. Follow up surveys with those families with children of school age indicate a high level of support from those parishioners.

III. Communications

Three parish Town Hall meetings sponsored by the Pastoral Council were held in February 2003, one on Sunday, February 23rd and two on Thursday, February 27th. Total attendance at the meetings was approximately 70 parishioners, including task force members. The purpose of the meetings was to get feedback from parishioners on the school feasibility information contained in Status Report No.2. The report was posted on the parish web site and executive summaries were distributed at the meetings. Fr. Jim Picton gave a PowerPoint presentation covering the highlights of the report that was followed by table discussions and answers to questions by task force members. A list of parishioner questions, comments and concerns was compiled and subsequently distributed to task force committees for consideration and response. Committee responses are presented below. A voice mailbox was set up at the parish office to receive additional comments and questions from parishioners.

The task force proposes to communicate to the parish information it has developed on a school ministry using the parish web site, bulletin inserts, a news letter and such other techniques as are appropriate to successful communications with parishioners.

The following responses to comments and questions at the Town Hall meetings are in a question and answer format. In many instances similar questions or comments have been combined in this format in order to avoid repetition.

Questions and Answers: Parish Relationships

How will we assure an integration and balance of faith development and strong curriculum?

This goal is, by definition, at the heart of Catholic education. It is why we have Catholic schools, so that all of a student's formation in knowledge and in life skills is informed by an active faith, and the student knows at the deepest level how the two inform each other. This outcome is addressed in the Mission Statement for the proposed school.

Will programs of the school be integrated with programs of the parish?

How would that work? It's important to remember that the operation of a school is a ministry of our parish, and this is not merely a financial arrangement. This is addressed first as a matter of policy, in which Parish Pastoral Council and School Commission will cooperate to set the course for integration of the school ministry with other ministries of the parish community as a whole. Then provision will be made for cooperative planning and programming between school and parish staff. This would include areas such as sacramental preparation, participation in liturgy, youth ministry, social justice activities, and community outreach/social service ministries.

As facilities are developed, e.g. gymnasium/performance space/multi-purpose areas and eventual classroom space, additional opportunities will be present for co-planning and programming. In addition, as special events and commemorative days occur throughout the liturgical year and the school year, the faith community and the school community will be able to enhance each other's projects and celebrations.

Connect school with existing ministries (outreach)

What an opportunity we would have here to not only teach the gospel but live it out.

How about stocking the St. Vincent de Paul pantry during a Lenten project? Have the school participate in the January coat drive for the poor. Involve the school in the Emergency Feeding Program by having them bring the month's food items to a school liturgy as an offertory gift.

Community school and/or parish school?

A parish school is also a community school, but its emphasis on academic excellence is joined by an emphasis on growth in one's faith.

How do you see the school change the climate of the parish? (them/us mentality)

The most obvious change would be the addition of new families with young children to the overall parish community make-up, and the likelihood that children/youth would become more present and visible in many parish activities and ministries. The younger adults (the parents) would be contributors as well -- a requirement of school registration. (See Financial section for advantages.)

There's likely to be some change-related pain involved as well. Especially in the beginning, a parish school could feel like a drain, and could require attention that seems to come at the expense of other parish priorities. It's not possible to successfully launch something this big without giving it special attention. Some serious attention must be given to enhancing current understanding of a faith community's obligations toward its children, and toward the larger civic community (providing faith-informed leaders for the future.)

Much will depend on the willingness and ability of the entire parish community to adopt and wholeheartedly "own" this new ministry, to welcome it joyfully as an important part of community life that has been missing until now, and to support it in creative and life-giving ways. This is something that can't be established as a "policy" -- it must be a communal assent, made in faith, from the heart.

How can the level of faith formation be raised for both school parents and RE parents?

Adult educational opportunities could be offered for parents who are a post-Vatican II generation that have the educational need and are especially receptive to adult learning and a more experiential type of catechesis. We could parallel our Adult Ed offerings to include, for example, a subject night for parents that relates to their child's religious curriculum.(1st grade the Trinity, 3rd grade the Mass or the Creed, 5th grade Sacraments)

What impact would a school have on our Faith Formation?

It is our desire that the school would not negatively impact our current faith formation programs. Every effort will be made to communicate openly, on a regular basis to ensure that the integrity of the parish faith formation is honored along with the faith formation of the parish school. Presently, the absence of a school results in our regular loss of both catechists and students from our Faith Formation programs.

What plan can be put in place to ensure collaboration/sharing with Faith Formation?

Parish staff in areas of Faith Formation and Youth Ministry have been and continue to participate in the entire process of the School Feasibility Task Force's work, and will continue to participate as a School Commission takes shape. They will continue as contributors to curriculum development and joint planning efforts, and it is expected that parish staff and school staff will engage in ongoing joint activities, including in-service training, retreats, etc.

Is a co-op venture between parishes a possibility?

This scenario has indeed been researched by the SFTF, along with other possible models for sharing of resources, costs and affected populations. In the present school year, the neighboring schools on the Eastside do not have the physical space to accommodate the numbers of children of our parishioners who indicate they wish to attend a Catholic School. The model that has been put forward in our recommendations, i.e. a pre-K to 8 parish-based ministry, appears to be the most viable and most acceptable when tested against criteria of feasibility. As part of the Archdiocesan Catholic School accreditation process, hosted by the Vicar for Catholic Education, we will have the opportunity to have conversations with neighboring pastors and school principals.

Questions and Answers: Guiding Statements/School Model

How do we attract the highest quality teachers for our new school?

The School Feasibility Task Force recognizes that one of the most consistent hallmarks of high quality schools is that parents perceive the faculty to be professional, highly trained and – most importantly - caring. Every intention is that the staff hired for St. Madeleine Sophie School will be no different. From the administrative staff (expected to be hired a full year and a half before opening day) through to classroom aides, every step will be taken to ensure the best possible match with the mission of the program. Teachers will be selected based not only upon the professional certification and talents they can bring to the program, and their own commitment to Catholic Faith, but also their desire to go the extra mile to provide that special nurturing of young learners, consistent with the values of their family and parish.

St. Madeleine's is embarking upon this educational mission at a truly unique time in our Church. The opportunity to create from scratch a new school for a new century (even if initially in a temporary location) is extremely attractive to the most energetic and talented educators in our diocesan system and beyond. This coupled with the intent of the Task Force to develop a budget that would offer compensation packages and professional development opportunities at the top range of those found in the best schools, will go a long way toward providing us with a substantial pool from which to choose. Teacher shortage or not, the best teachers want to teach in the best schools; in places where they feel they are encouraged and supported to make a real difference. St. Madeleine Sophie School should be such a place.

Would the school be accredited from the start?

The Washington State Board of Education approves public districts and private schools for operation on an annual basis. St. Madeleine Sophie School would begin the process of seeking approval by the Board as soon as enrollment is completed for the first school year in time to open in September.

The process for accreditation is much more involved. Currently, the diocese encourages parish schools to seek accreditation through a rigorous Catholic school process accepted by the Northwest Association of Schools, Colleges and Universities (NASCU). Our school would begin to gather the documents and information needed for initial approval as soon as allowed after opening day. Formal accreditation is complete after a visiting team of outside educational professionals conducts a three-day on-site review. Scheduling of such a visit can take as long as three to four years after receiving initial NASCU intent to accredit.

Will we have a full day Kindergarten program?

Feedback from families surveyed indicates a strong desire for a full day program. This is consistent with the trend in both our local public and private schools.

Full day programs can provide a number of benefits. Extended time is not an excuse to “squeeze” more academics into young minds. Rather, it allows children to develop skills at a pace more appropriate to their development. It allows for more curriculum enrichment and offers teachers much more time to get to know the children and to design with parents an educational plan for success in a way half-day programs cannot.

At the outset, a few five-year olds could find the schedule a challenge. This tends to even out within the first month. With the norm now of regular preschool attendance, this seems to be less and less the case. Even so, a Kindergarten developmental readiness assessment will most likely be a precursor to admission. For more information, see Full-Day Kindergarten: Exploring an Option for Extended Learning, Northwest Regional Educational Laboratory, and December 2002.

Does a Catholic elementary education really make any difference?

Obviously, religious outcomes are more difficult to assess than academic outcomes, yet numerous studies have been conducted in an attempt to quantify the effectiveness of K-12 religious instruction. Quite consistently, these studies agree that the adult practices of receiving the sacraments, daily prayer, regular Mass attendance, sacrificial giving, works of service and organizational involvement were significantly higher in study groups of Catholics who had attended Catholic school. A good resource for a more in-depth analysis may be found in Catholic Schools Make a Difference: Twenty-five years of Research, 1992, authored by John Convey, professor at the Catholic University of America, and published by the National Catholic Educational Association.

Why the PK-8 model?

While the Task Force originally considered a number of grade configurations, the feedback from the surveys and demographic study focused our attention on a traditional parish grade school model. The current proposal suggests phasing in grades as quickly as is feasible to address the needs of those families responding, realizing that the most likely time parents would be considering a new school placement would be in the preschool/Kindergarten/ first grade years, and also at the natural junction between local

elementary programs and middle school (Grade 6). Additional classes would be added from that point as physical space and family needs evolve. The Task Force also realized that a regional middle school or new high school would be a multi-parish initiative and thus, fell outside the scope of our planning authority. Ultimately, the final design and timeline for each grade is dependent upon the desire of families for our particular design of parish school. The market will drive the final product.

What are the school’s expectations of parents of students enrolled in a parish school?

Typically, the financial commitment a family makes to send a child to a Catholic school covers only a portion of the full amount the parish annually invests in each child to operate the program. To attain the kind of quality program we expect for St. Madeleine Sophie School, as well as sustain and grow the existing parish programs, each of us will need to commit our maximum contribution of time, talent and treasure. Neither of these gifts is greater than another, as each is equally significant. For some, that may mean more volunteer hours, for others, a greater financial sharing. We would prefer not to think so much of minimum “requirements” but a maximum “pledge” toward reaching our goal. After considering all the legitimate family demands on the gifts you have been given, what commitment can your family make toward a quality Catholic education?

What additional services might be available?

Outside of the basic school program, additional offerings will be solicited from the soon-to-be instituted School Commission and the eventual Parents Club. Would it be important to provide transportation service? Perhaps, depending upon need and cost. What about before and after care or summer enrichment? Most likely, as it would give us the ability to support diverse family needs from early in the morning until after work and commute times and into the breaks. How about CYO sports? Can’t imagine a Catholic school without it. All it takes are dedicated volunteers and adequate practice or game facilities. The sky’s the limit.

If we have more students wanting to go to the school than we have capacity, how will students be prioritized?

A typical parish school enrollment policy would give value toward making a quality education available to all those who exhibit the desire to attend. After parishioners are accepted and as space is available, enrollment is opened to the community. Often, in cases where class loads reach the maximum, an offer to new students is extended to those showing the strongest commitment to the parish in a manner such as:

1. *Catholic families who are registered in the parish and attending the church with children already in school and are current with their financial and other commitments to the parish and its school.*
2. *New Catholic families who are registered in the parish and attending the church who are current with their financial and other commitments to the parish.*
3. *Non-Catholic families with children in school.*
4. *Practicing Catholic families from other parishes.*
5. *Non-Catholic families new to the school.*

Many times, when the number of applicants - eligible per rules of admission above - exceed the number of vacancies, the school principal decides who is to be admitted according to criteria such as the following (not ranked in any order):

- *Active in Parish.*
- *Active in other areas, other parishes or ministries.*
- *Balancing of class needs as determined by principal (e.g., mixture of boys and girls in the class.)*

Usually, attendance in a school's preschool program does not automatically guarantee a place in Kindergarten, especially if a developmental readiness assessment is to be given.

What is not considered in ranking applicants is the level of financial commitment to the school or parish nor the ability to make major donations to a campaign.

Inclusiveness

What diversity is expected in the school?

A modern Catholic parish school is a rich diversity of families. As much as possible, St. Madeleine Sophie School will seek to be welcoming to families who add to the mosaic of the parish mission to serve. We intend to open our doors and give support to students representing a broad range of cultural, economic, familial, religious and educational differences. Fully realizing the challenges that will entail, the Task Force is exploring the best practices of private and public programs around the country that have demonstrated success, especially in a Catholic parish environment.

Already articulated is our desire to devote increased attention to children with special educational needs. The design of our program, the hiring of our teachers, staff and support personnel, and the resources needed for success in this area are receiving focused attention during this phase of the planning process. We will keep you updated.

Questions and Answers: Demographics, Student Population

How does the parish plan to tap into non-parishioner potential students/families?

Attracting non-parish students would be done by word of mouth and a well-developed advertising and marketing strategy.

Has the study tried to assess what growth would be expected from St. Mad's area families with kids under 5 that would switch parishes with the addition of a school here? Parish baptismal data provided by the Archdiocese indicated that over 60 infants were baptized annually at St. Mad's over the past four years. Demographic trends through the history of the parish show that a significant number of these children who are baptized and their families, leave the parish during elementary school years, some of who return at a later time. We also have zip code data pertaining to the number of families living within the St. Mad's parish boundaries that have enrolled students in area Catholic and private school.

What is the expected cannibalization from other private schools to St. Mad's? Not much, we don't anticipate a showering of migration from other private schools.

How many families are attending other Eastside Catholic schools? Our zip code data indicate there is an interest among families within the parish boundary for private school education. 105 families from 98006 Zip code attend local Catholic Schools and another 154 families have enrolled students in other local private schools. From 98056 Zip Code, 29 families send children to Catholic schools while at least 7 families enroll children in other private schools.

Have the families who left St. Madeleine's to have children attend other parish schools been notified of our intent to have a school, and will they return?

Families have been notified through the parish statement of goals and through letters from our pastor. Our parish survey of parents with school aged children and our recent Town Hall meetings indicated that there is interest in a parish school. It is unknown whether parents would take their students out of a neighboring parish school to return to St. Madeleine's.

Is there adequate demand for a school? Is there a waiting list at other Catholic school? We understand that St. Louise currently shows a decline in demand?

Our data prepared for St. Madeleine's by Mary Beth Celio, demographer for the Archdiocese, indicate a need for an additional parish schools within the Eastside Deanery. All parishes and their schools go through natural cycles during which more or less children of school age are present in the parish community. The Archdiocese also indicates that there are more than enough students on the Eastside to support additional schools. There is specially a need for Eastside Catholic Schools to accommodate immigrant and bilingual student populations. Creative planning and marketing will be important in reversing recent Eastside history of no available spaces in Catholic schools.

Questions and Answers: Facilities

Would a school fit on our property?

An architectural feasibility study has shown that we have space on the undeveloped land at the SW corner of our property to construct classrooms for up to nine grades with offices, a gymnasium, etc. The parish has not yet retained an architect to develop schematic drawings.

Could the parish acquire more property for more classrooms?

There are houses all around our property, making acquisition fairly costly. If it became necessary in the future to add more classrooms the parish would look at utilizing a portion of the existing lower parking lot.

Where would play areas be located?

It is one of our parish goals to construct a full multipurpose gymnasium that could be used for youth activities, CYO sports, major events, etc. in addition to school uses. Outdoor recreation for recess, etc. during school hours would take place on our existing paved areas.

Could a preschool be incorporated?

Yes. It's all a matter of planning the specific spaces in accordance with the greatest needs.

Can the parish start a school before building a complete facility?

Yes. An alternative approach has been found to be more economical. Recently schools were added at the Catholic parishes in Gig Harbor and Issaquah where an incremental approach was used. The schools were begun with 2-3 grades, with further grades added each year. This approach allowed the schools to develop facilities as resources became available.

Could part of our existing facilities be used for school classrooms?

That would be very difficult. Our current space is very tight and is hard to schedule for any purpose at most desired days and times. Our faith formation classrooms are smaller than that required for school purposes. Furthermore the desks and other materials for a school would be in the way of the many other existing uses of our spaces.

What about offices?

Every school needs administrative space. With the recent decision to postpone the office wing of our new Parish Community Center our parish is extremely short on office space. This will need to be included in our discussions and planning during the coming years.

Where would the initial classrooms be located?

Interim classrooms could be located either on-site or off-site. A committee has looked at how leased modular classrooms could be placed on the lower portion of our property. Space in a former Bellevue public school building close to the parish also may be available.

Will there be problems getting permits to build a school?

The parish's long-range plan is designed to minimize permit issues. We have kept in mind the interests of our neighbors in each step of our planning and have already shared our approach and comprehensive campus development plan with the City of Bellevue and the Archdiocese. We will work to minimize opposition by striving to minimize the impacts on the surrounding areas.

Are modular classrooms effective?

The parishes in Issaquah and Gig harbor have found them to be. Quality rented classrooms is both educationally effective and cost effective. They come with restrooms and other school needs built in. Portable classrooms can be rented or leased with the option to buy.

How would an interim off-site location work out?

It may be the best alternative for a few years while the new school is forming. Initial discussions have taken place in regards to the former Lake Heights Elementary School. The Bellevue School District does not currently need this school, but wishes to keep it for possible future needs. The school site currently is leased to the Lake Heights YMCA, which in turn could lease part of the site to us. The space is in good condition and would meet our needs very well. It is within two miles of our Church, allowing

reasonable opportunities for the children to attend Mass and other activities at the parish. In addition, this site may allow us to progress with more grades on a more rapid time schedule.

Are there other possible off site locations?

Yes, certainly. At this time the Lake Heights site is closest and looks most promising.

How about Forest Ridge School or Eastside Catholic?

Neither Forest Ridge School nor Eastside Catholic has enough space to offer for elementary grades on the necessary time frame.

How will the decision about the interim location be made?

At some point during 2003 the school discussion will move from the feasibility study stage to an initial administrative stage. A Parish School Commission under the direction of the Pastor and in consultation with the parish Pastoral Council, Finance Council and Faith Formation Commission, and parish staff will need to look at the advantages, disadvantages and costs of each viable alternative.

Questions and Answers: Finance

How are we going to pay for the facility especially with indicators of a parish deficit?

The current thinking on our initial approach for a school is to utilize interim facilities before we contemplate building our own school. This will be financed from tuition, a founders club and other fundraising approaches as well as potentially a parish subsidy, especially during the start-up phase. We are exploring a number of alternatives to keep the parish subsidy as low as possible.

What is the estimated cost?

The cost to run the school ranges from \$625,000 in the first full year of operation to \$1.4 million in the fifth year. Depending on tuition and enrollment assumptions, once the school is fully operational the parish subsidy could range from 0 to \$200,000 per year.

Being able to afford tuition

Tuition options are being explored. Tuition rates in the area are being examined. The cost of providing a quality, Catholic education is being considered. Scholarships for those who cannot afford the tuition as well as discounts for multiple children from a family are also being evaluated.

Pay for qualified teachers/staffing costs

Our strategy is to pay the going rate for Eastside teachers to help insure we provide the best possible education for our children. Details of these and other costs are contained in the financial model on the parish website

What happens when parish finances result in budget cuts?

It is difficult to predict this scenario. What can be stated is that the Pastoral Council will have over-all responsibility with the Pastor for the school and all the parish ministries. The school commission will not be independent of the Pastoral Council. Therefore, if there are difficult financial decisions to be made, they will be made in the best interests of the entire parish.

15% of school subsidy is proposed to be coming from families that will not leave St Madeleine Sophie parish to go to other parishes with a school. Will school get all the money from these families etc?

The Task Force is not sure of the source of the 15% comment. Generally, the school is expected to have a positive impact on reducing the number of parishioners who leave to join another parish because they have a school as well as attract parishioners because we have a school. Parishioners attending the school will pay tuition, typically support other fundraising efforts and their normal tithing would be used for other parish purposes.

When would the capital campaign start to raise money for the school building on-site?

This is still to be determined. Best guess at the moment is 5-7 years from now.

When does the current capital campaign end? Is there any time between the current capital campaign and the one for the school?

Given the recent decision to scale back on our building plans, there is a possibility that there could be overlap in the campaigns.

Have we finished pledging for the existing capital campaign?

No. New pledges continue to be received. Payments of pledges for the most part are coming in on schedule and we have reduced our loan to \$1.6 million for current construction. Of course, loans need to be paid back. Parishes accomplish this by debt reduction campaigns usually in connection with the next phase of construction in their master plans.

Cost per student operating cost

Depending on enrollment assumptions, cost is projected to be between \$6,500 and \$8,000. This is within the range of schools in this area.

Would the Archdiocese underwrite the project if the parish cannot make it?

No, but the Archdiocese is very interested in having new schools in place in Western Washington and is exploring funding options. As well, there will be an assessment for all parishes that do not have schools to assist neighboring parishes that do have schools in accommodating children of parishes that do have them. The Archdiocese will also reduce our annual assessment and Annual Catholic Appeal goal if we have a school.

Concern that fundraising will take over religion. Too much time will be spent on fundraising.

We do not believe such an imbalance will occur. The school will extend parish vitality to a new level. Having a school is a natural extension of our evangelistic responsibility. New parishioners will be attracted and those now leaving because of a lack of a school will stay in the parish. The school is a very important part of our growth. We will teach "values for a lifetime" and this will permeate throughout the parish.

The parish needs a clear financial plan for meeting all of the current and proposed parish costs, both capital and operating, before we proceed with a parish school.

Agreed. The parish has been recently informed about the extensive work done by a lot of parishioners and staff to align the operating expenses with our revenue as well as the prudent reductions in our current building plans. The school feasibility is also being reviewed by the Parish Pastoral Council and the Parish Finance Council. There is very close scrutiny of these plans by well-qualified people from many perspectives including Archdiocesan review and oversight.

Other questions could be answered by publishing a new financial model once all the assumptions have been given to the Finance committee of the School feasibility task force. This should be put on the web as soon as practical.

IV. School Facilities

During 2002 the School Feasibility Task Force commissioned a Facilities Committee to study school facilities issues. The Facilities Committee included Gene Vanderzanden, Maynard Polkinghorn, Pat Loeken and Jon Danielson. The following report was issued in April of 2003.

Ultimate On-Site Educational Center:

An architectural feasibility study has shown that we have space on the undeveloped land at the SW corner of our property to construct classrooms for up to nine grades with offices, labs, a gymnasium, etc. Outdoor recreation for recess, etc. during school hours would take place on our existing paved areas. We have not yet gotten to the point of retaining an architect to develop schematic drawings.

There are houses all around our property, making acquisition of land fairly costly. If it became necessary in the future to add more classrooms than one per grade the parish could look at utilizing the southerly portion of the existing lower parking lot.

It is one of our parish goals to construct a full multipurpose gymnasium that could be used for youth activities, CYO sports, major events, etc. in addition to school uses. School classrooms also could be scheduled for after-hours general parish uses.

While very preliminary, it may be estimated that the multipurpose gymnasium will cost about \$2.5 million to construct. Building nine classrooms, three labs, school offices and related spaces may cost in the order of \$7 million.

Initial Availability of Space On-Site:

If a school is started in 2005 all of the school space needs will need to be newly developed, either off-site or on-site. The existing classrooms are too small for school use, and they have too high of a utilization for faith formation and other parish uses to permit desks and other school items to be left in place. While it had been the plan for the current Youth Room and Faith Formation Offices to be made available, for possible school on site use, the recent decision to postpone the office wing of the new Parish Community Center has reversed this assumption.

Off-Site Opportunities for School Facilities:

At this point the most promising off-site location appears to be the Lake Heights School site in Newport Hills. This Bellevue School District property is currently leased to the YMCA on terms that allow the school district to retain it for the future. We have had preliminary discussions with the Y about leasing two buildings of five classrooms each with restrooms and use of the gymnasium and playground. One of the classrooms can be used for school offices. The current tenant will be vacating in 2004 or 2005, and if we lease the space we will need to take all of the rooms.

While no commitments have been made the Y has provided the following information:

Available Space	12,134 square feet
Base Rent 2003-04	\$10,724 per month, subject to inflationary increases
Utility Cost Sharing	\$ 159 per month
Gym Use	\$ 45 for first hour, \$35 for additional hours

We have told the YMCA that we have a significant interest in the site and that we will keep them informed as our school planning progresses. If we wish to go for this site it will be to our advantage to work toward mutual commitment as early as our task force progress permits.

Feasibility of Modular Facilities on our Site:

Modern, quality, ready-built classrooms are available for purchase, lease or lease option. On an interim basis up to six of these could be fit onto the southerly portion of our lower parking lot. Such classrooms are proving to be effective at the new schools in Gig Harbor and Issaquah. Costs would be in the order of \$60,000 per classroom, depending upon permits and utility hookups.

With the postponement of the new office wing and the need to retain the current Faith Formation offices, placing leased modular classrooms on our site appears less feasible. School offices, restrooms and classrooms would all have to be modular, giving our school a particularly 'portable' look. Furthermore with the limitation on the number of grades that could be accommodated on the southerly portion of our lower parking lot, this could create a built in need to construct permanent facilities earlier than may be viable in light of the many needs facing our parish. Particularly if additional off site possibilities were not simultaneously available.

V. Financial Feasibility

Executive Summary

St. Madeleine Sophie can successfully operate a school from a financial perspective based upon the following considerations:

- It is believed that the school can be run at a comparable cost per pupil (\$7,000) with schools in the surrounding area.
- The school would need to operate at 85-90% of projected school capacity (24 students per class). Based on demand projections, 100% capacity does have reasonable potential and reduces financial risk.
- Tuition is expected to be at the upper end of the range of other Eastside Catholic schools depending on enrollment projections and success of other revenue sources (financial model assumes tuition at 50-80% of school total costs).
- One factor mitigating risk is if full enrollment is not achieved from parish families it is felt that any potential shortfall would be made up by non-parishioners who would pay full cost (e.g. currently estimated at \$6,400). This is not factored into any financial models.
- Parish subsidy expected to be between \$100,000-200,000 per year in keeping with the Canonical responsibility of a parish with a parish school.
- Parish will rent a facility for the foreseeable future.
- Capital costs for building a school and gym are estimated at \$9,400,000 by the Facilities Committee. A more detailed analysis of this cost as well as timing and feasibility of a school capital campaign will need to be done in the future.
- The Archdiocese is expected to announce in the near future a policy of charging parishes that do not have schools a significant fee to support those parishes that do have schools. Our parish money would be better spent on our own school, which could provide programming complementary to our other parish ministries.
- The first school year would be 2005/2006. The parish would need to begin incurring expenses in the next fiscal year (2003/2004) in order for this to happen (when a school commitment is made, the parish can reduce its payment to the Archdiocese by 10% of school subsidy up to \$35,000 and our Annual Appeal Goal would be lowered.
- The financial model does provide for scholarships for those who cannot afford the tuition and discounts for multiple students from the same family.
- The economic model does not address extra expenses that may be required for special needs children. There is a committee examining alternatives, which will make a recommendation at a later date.

Financial Summary Overview

- Financial feasibility task force has been examining school financial implications for more than 18 months
 - Assessed many scenarios
 - Looked at Eastside schools financial information
 - Worked closely with School Feasibility task force and other parish organizations
- In April 2003 met with parish members including representatives from School Feasibility, Parish Finance, Parish Development, Tuition study group, Dan Sherman and Fr Jim.
 - Examined five options with varied tuition and enrollment assumptions
 - Assessed risk to parish if things go wrong with Parish finances and/or school feasibility assumptions not achieved.
 - Discussed implications of timing of debt reduction campaign and start of a school building campaign and current projected debt free status in 2010/2011
- Key non financial model assumptions/conclusions
 - Rent for foreseeable future
 - \$9,500,000 estimate to build school and gym
 - Assess school capital campaign later on this decade as well as prioritization of other parish capital projects
 - Once we start a school we cannot stop
 - Needs to be a parish subsidy to truly make this a parish school
 - Start school in 2005/2006 school year
 - Because the entire facility, of nine classrooms must be rented, several grades might be started at the outset
 - Assumes today's dollars current with no provision for inflation in either revenue or expense
 - Archdiocese will soon be implementing assessments on all parishes not having schools whose parishioners' children attend neighboring parish schools.

Key Financial Assumptions

Using SY09/10 (Stabilized) Enrollment and Option 1b (Most Likely) School Operating Parameters**

School Operating Costs \$1,373,000

Annual Non-Tuition Revenue Sources:

- Incremental operating revenue to Parish from new or retained school families \$90,000
- Reduction in Archdiocesan assessment due to the presence of a school 12,000
- Annual school development revenue 206,000
- Net Parish Direct Support 119,000

Total Non-Tuition Revenue Sources \$427,000

Total Tuition Revenue Required: \$946,000

Number of students at 100% enrollment: 216

Full Tuition \$5,000

Average Tuition \$4,379

Note: The difference between Full Tuition and Average Tuition is due to the cost of scholarships, sibling discounts, and uncollectable accounts. It is presumed that the Parish would determine the actual tuition schedule annually based on enrollment projections, operating costs, the availability of Parish financial resources, and the priority assigned to other Parish ministries. For planning purposes, tuition revenue is presumed to be targeted at 65% of school operating costs.

** See Appendix A for Scenarios

VI. Recommended Next Steps

The timeline for the current phase of task force work, Phase III, is shown on the pages following this section. This status report is the "Interim Report to Pastoral Council" shown on the timeline under May 2003.

The task force recommends that the Pastoral Council take the following actions:

1. Review this status report and obtain such clarifications and elaborations, as it desires from the School Feasibility Task Force.
2. Direct the task force to continue the Initial Planning Phase work shown on the chart below.
3. Direct the task force to communicate to parishioners information it has developed to date using the parish web site, bulletin inserts and other techniques as appropriate. The timing of this communications effort should extend through Catechetical Sunday, September 21, 2003.
4. Direct the task force to develop parishioner input opportunities after the Catechetical Sunday. The purpose is to elicit parishioner comments and suggestions regarding the proposed parish school ministry.
5. Utilize the task force, Parish Finance Council and Parish Development Committee to accomplish the following financial steps:
 - Secure enough money from founders/patrons club as well as "start-up" fees from school families to ensure parish subsidy between \$100-200K in first years of school start-up
 - Continue negotiations for school rental
 - Consider integrating school related needs to debt reduction campaign (e.g. multipurpose facility/gym, endowment to begin school capital campaign etc.)
 - Parish finance committee assess how to achieve parish subsidy
 - Ensure 2003/2004 school costs included in current parish budget planning
 - Re-examine parish financial projections provided recently to Archdiocese with current school financial model to see where there might be opportunities

SCHOOL TASK FORCE PHASE III INTERIM TIMELINE 6/4/03

NEXT STEPS		J	J	A	S	CATECHETICAL SUNDAY PROCLAMATION 9/22					O	N	D	***** PASTORAL DECISION POINT *****					2004 J	F	M	A	M	J	J					
PARISH RELATIONSHIPS COMMITTEE <i>Chair: Fr. Jim</i>	Faith Formation design assumptions.																													
	For Pastoral Council: School Governance structure finalized. Tuition model refined. Finalize definition of "Parish Membership."																													
	For Parish Development Committee: Assess potential for developed funds. Secure "start-up" costs for initial years. Complete parish auction.																													
	For Diocese and Deanery: Coordinate discussions on possible support opportunities and regional implications.																													
SITE (FACILITIES) COMMITTEE <i>Chair: Deacon Gene</i>	Principal Search Issues and Coordination.																													
	Interim location: On-site modular estimate. Off-site location lease specifics and possible 2004 uses. Permanent construction: Site planning. Campaign design/timing.																													
FINANCE COMMITTEE <i>Chair: Jim McGinley</i>	Cost projections for 2003-04 Parish operating budget.																													
	Continue to refine financial assumptions model. Work with Parish Finance Council to assess how to achieve parish school subsidy.																													
INCLUSIVENESS COMMITTEE <i>Chair: Mary Anne D'Ambrosio</i>	Continue to refine vision and implications of preferred local approach to accommodating students of special academic, social and physical abilities.																													
	Communication of information gathered to date through newsletters, mailings, bulletin and web site. Continue to monitor voice mail for additional information sharing.																													
COMMUNICATIONS COMMITTEE <i>Chair: Ginny Morrissey</i>	Interim Report to Pastoral Council 5/22																													
	***** PASTORAL DECISION POINT *****																													
PHASE IV BEGINS - PRINCIPAL HIRED																														

IV. ADMINISTRATIVE PLANNING PHASE

	A. ORGANIZATION PLANNING	B. ENROLLMENT PLANNING	C. FINANCIAL PLANNING	D. SITE PLANNING	E. INSTRUCTIONAL PLANNING
IV. ADMIN. PLANNING PHASE	<p>Sequential Steps</p> <ul style="list-style-type: none"> - Initiate Pastoral Council governance of school ministry through Commission Constitution and By-Laws. - Engage Development Dir./Admissions Officer, Office staff and bookkeeper. - Publish monthly newsletters/ web site. -Continue relationship with deanery and diocese for opening of new school. 	<p>Sequential Steps</p> <ul style="list-style-type: none"> - Investigate transportation needs, requirements, and impact. - Modify and refine first year enrollment projection. - Plan comprehensive recruitment program. - Develop mailing list and send informational letters, brochures and invitation to prospective students. - Convene meetings of prospective parents and students. - Develop a transportation policy. - Develop a 5-year enrollment projection. - Implement a comprehensive recruitment plan. - Intensify the recruiting effort. 	<p>Sequential Steps</p> <ul style="list-style-type: none"> - Develop a comprehensive plan for cash flow and funding to cover initial capital needs, exploration costs and first year operation costs. - Draft a Preliminary operating budget. - Project a tuition rate. - Establish the parish financial support system and any pre-paid tuition or registration fees. - Set up the accounting system. - Finalize the first year budget. - Approve tuition rate and salary schedule. -Initiate full development program. 	<p>Sequential steps</p> <ul style="list-style-type: none"> - Continue process of working toward final site development. - Develop plan for full use of leased interim site including upkeep, maintenance, and custodial services. -Assess interim site needs and schedules for first term of lease. -Develop plan for outfitting classrooms and administrative space and timeline for beginning of operation. 	<p>Sequential Steps</p> <ul style="list-style-type: none"> - Hire Lead Teachers - Outline instructional objectives for the school. - Draft a philosophy statement of curriculum development. - Finalize school mission statement and faculty vision statement - Prepare brochure for potential students describing program. - Determine policies and criteria for staff selection. - Project first year staff needs. - Draft a preliminary salary schedule and fringe benefit package. - Provide preliminary cost estimate of equipment and supplies. - Develop a list of teacher candidates.
Conclusion of Phase IV					
Results of Administrative Planning Phase indicate a <u>readiness</u> to open a school.					
	<p>Sequential Steps</p> <ul style="list-style-type: none"> - Install School Commission. <i>(Task Force terminates at this point)</i> 				

Appendix A

St. Madeleine Sophie School - Various Scenarios

**Financial Feasibility Committee Report
May 22, 2003**

Contents

- Scenarios
- Assumptions
 - ◆ Enrollment
 - ◆ Tuition
 - ◆ Net Direct Parish Support
 - ◆ Total Non-Tuition Support
- Recommendation

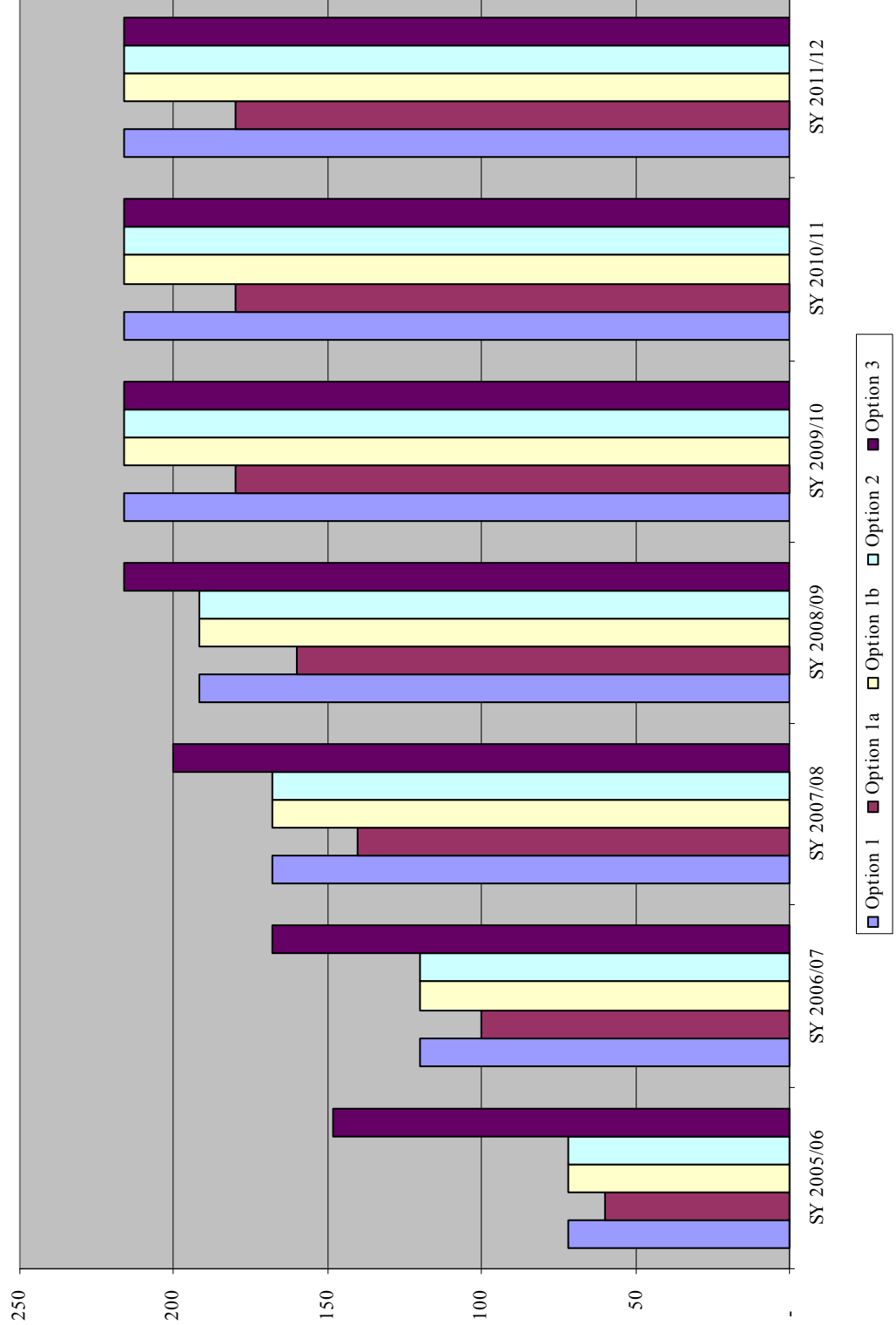
Scenarios

- 1) \$4,400 full tuition w/ 100% enrollment
- 1a) Option 1 w/ 85% of capacity
- 1b) \$5,000 full tuition w/ 100% enrollment
- 2) Full Cost - No parish subsidy w/in 6 years at 100% capacity
- 3) \$4,400 tuition with a faster implementation: K-6 immediately, adding 7th & then 8th

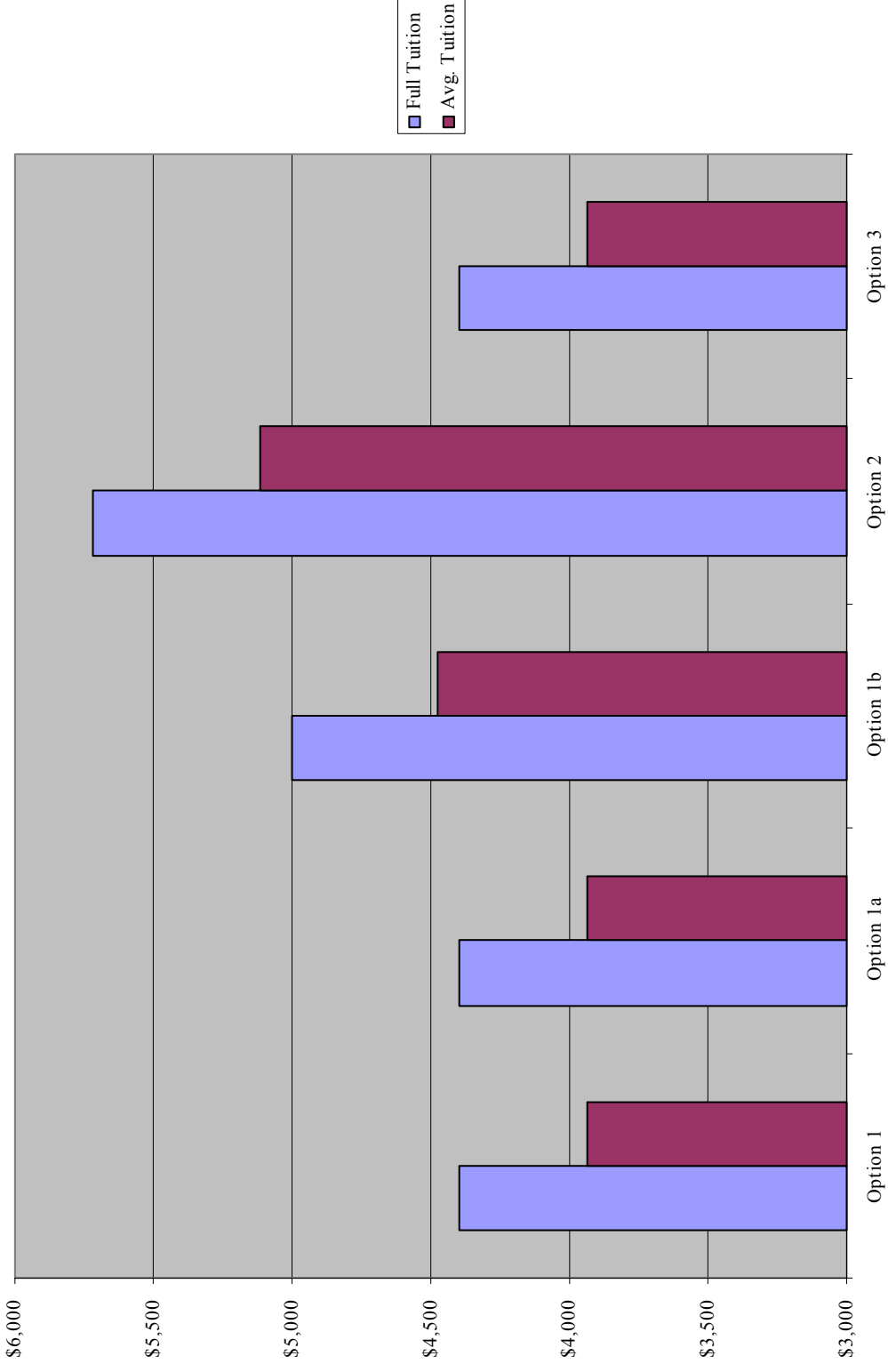
Assumptions across all scenarios

- 10% discount for first sibling, 40% discount for additional siblings
- Founders Club will bring in \$100,000 in initial year of school (100 * \$1,000), \$50K yr 2
- Seat Licenses will generate \$60,000 in the initial year of the school
- Other Development will contribute 15% of cost
- School is operated in rented facilities
- Current Year \$\$ Used
- The number of teaching specialist staffed by St. Madeleine Sophie School will be based upon affordability. The goal is to have as robust a special activities program as possible. In all scenarios, specialists will be hired over time as enrollment grows.

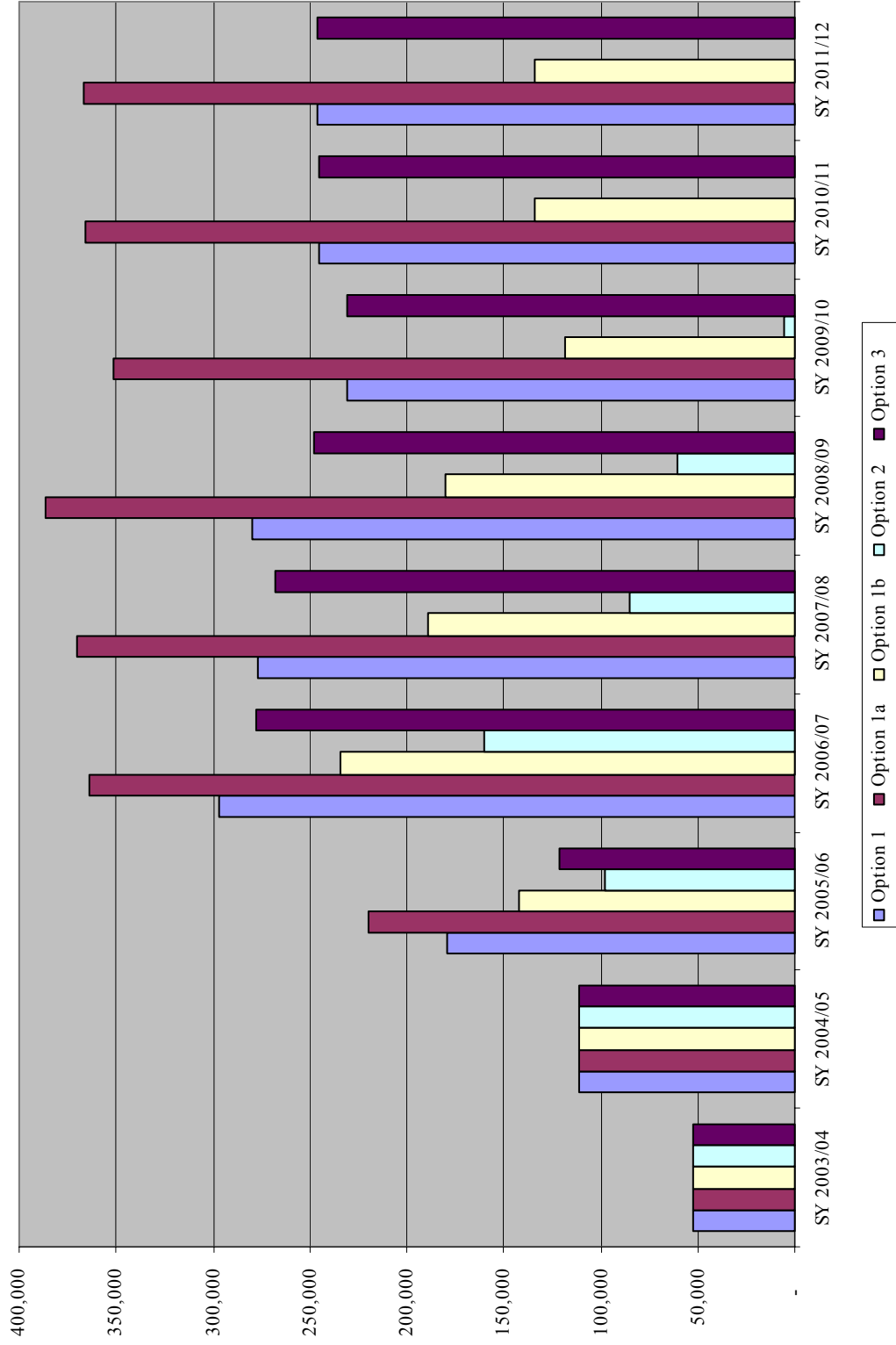
Enrollment



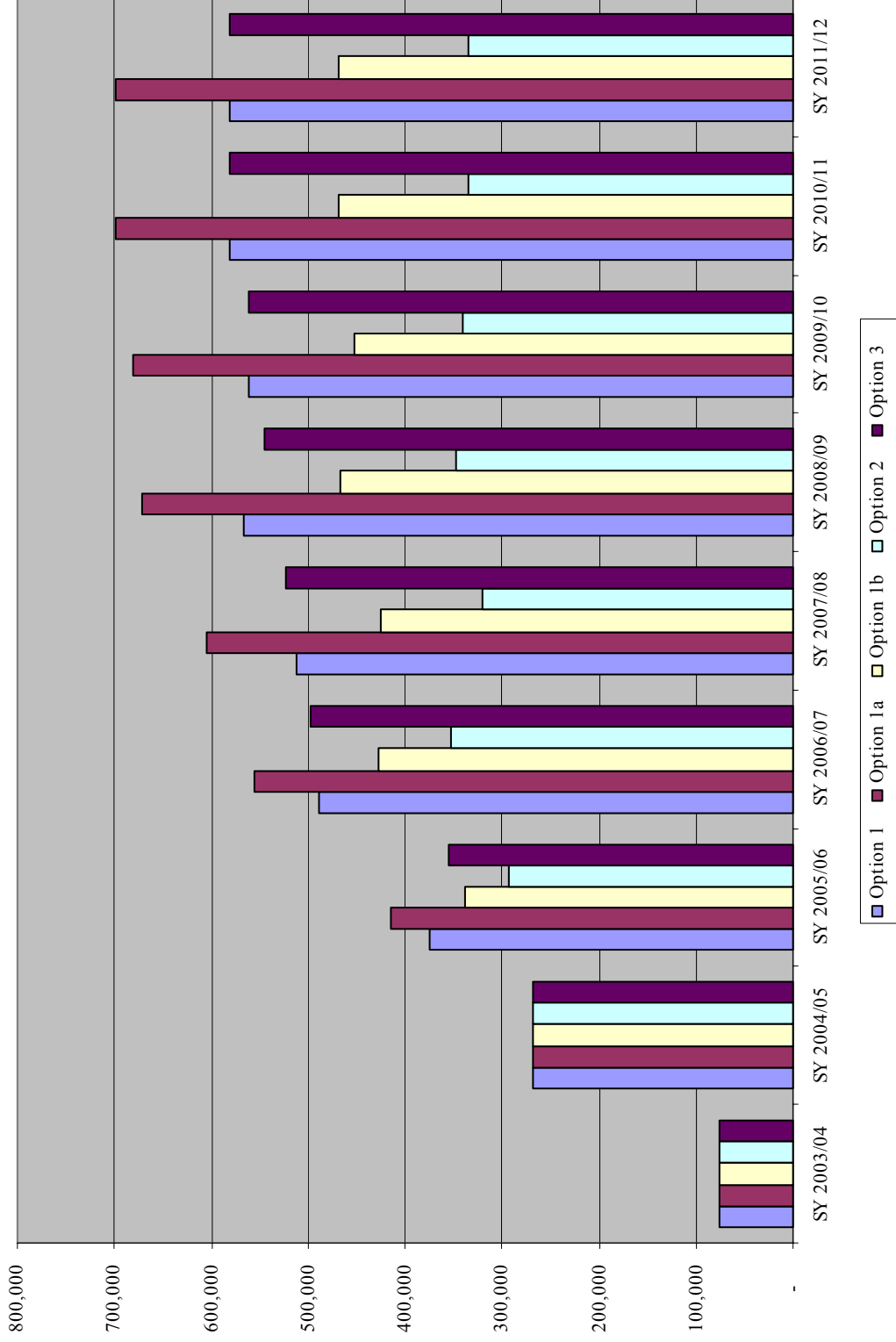
Tuition



Net Direct Parish Support \$



Total Non-Tuition Support



Financial Feasibility Recommendation

St Madeleine Sophie can operate a school from a financial perspective based upon the following considerations:

- ◆ It is believed that the school can be run at a comparable cost per pupil with schools in the surrounding area.
- ◆ The school will need to operate within the parameters of the selected scenarios evaluated and at full capacity.
- ◆ Parish surveys indicate sufficient enrollment potential to accommodate the above scenarios paying an average of \$5,000 tuition.
- ◆ Financial support will need to be provided for 1 1/2 years prior to the school opening.
- ◆ Direct support from the parish will peak during the middle years of growing the enrollment but will always be required in keeping with the parishes canonical responsibility.
- ◆ Important assumptions about facility construction have not been addressed as current models are focused on rented school facilities.

Appendix Slides

High Level P&L – Option 1

	SY 2003/04	SY 2004/05	SY 2005/06	SY 2006/07	SY 2007/08	SY 2008/09	SY 2009/10	SY 2010/11	SY 2011/12
Revenue									
Tuition & Registration Fee Revenue	0	0	276,336	460,560	644,784	736,896	829,008	829,008	829,008
Fundraising and Development	15,000	130,000	154,428	139,533	170,626	192,068	205,928	209,678	209,725
Endowment	0	0	0	0	0	0	0	0	0
Allowance for Uncollectable Accounts	0	0	(2,835)	(4,726)	(6,616)	(7,561)	(8,506)	(8,506)	(8,506)
Total Revenue	15,000	130,000	427,929	595,367	808,794	921,403	1,026,430	1,030,180	1,030,227
Revenue Moved to Contingency Fund	(375)	(3,250)	(12,198)	(14,884)	(20,220)	(23,035)	(25,661)	(25,755)	(25,756)
Total Revenues for School Operations	14,625	126,750	415,730	580,483	788,574	898,368	1,000,769	1,004,425	1,004,471
Expenditures									
Salaries	0	56,145	232,329	400,173	551,070	656,728	737,722	762,359	762,359
Administration	63,379	188,366	215,892	215,647	254,170	279,929	279,868	279,900	279,900
Less: Indirect Support	(6,250)	(6,250)	(6,250)	(12,500)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)
School Operations & Curriculum	12,800	14,700	61,821	87,198	113,305	124,354	135,339	135,668	135,987
Facilities	5,000	12,000	192,394	239,704	243,964	244,444	244,924	244,924	244,924
Less: Indirect Support	0	0	0	0	0	0	0	0	0
Total Expenditures for School Operations	74,929	264,962	696,186	930,222	1,137,509	1,280,455	1,372,853	1,397,850	1,398,169
Net Contribution from Special Programs	0	0	0	0	7,320	7,468	16,454	22,792	22,792
Direct Parish Support	(60,304)	(138,212)	(280,456)	(349,739)	(341,614)	(374,619)	(355,630)	(370,633)	(370,906)
Parish Savings From Reduction in Assessments	7,493	26,496	35,000	35,000	35,000	35,000	35,000	35,000	35,000
Incremental Family's Due to School	0	0	6,000	18,000	30,000	60,000	90,000	90,000	90,000
Seat License	0	0	60,000	0	0	0	0	0	0
Net Direct Parish Support	(52,811)	(111,716)	(179,456)	(296,739)	(276,614)	(279,619)	(230,630)	(245,633)	(245,906)

High Level P&L – Option 1a

	SY 2003/04	SY 2004/05	SY 2005/06	SY 2006/07	SY 2007/08	SY 2008/09	SY 2009/10	SY 2010/11	SY 2011/12
Revenue									
Tuition & Registration Fee Revenue	0	0	230,280	383,800	537,320	614,080	690,840	690,840	690,840
Fundraising and Development	15,000	130,000	153,669	138,269	168,856	190,045	203,652	207,401	207,449
Endowment	0	0	0	0	0	0	0	0	0
Allowance for Uncollectable Accounts	0	0	(2,363)	(3,938)	(5,513)	(6,301)	(7,088)	(7,088)	(7,088)
Total Revenue	15,000	130,000	381,586	518,131	700,663	797,824	887,404	891,153	891,201
Revenue Moved to Contingency Fund	(375)	(3,250)	(11,040)	(12,953)	(17,517)	(19,946)	(22,185)	(22,279)	(22,280)
Total Revenues for School Operations	14,625	126,750	370,547	505,178	683,146	777,879	865,219	868,874	868,921
Expenditures									
Salaries	0	56,145	232,329	400,173	551,070	656,728	737,722	762,359	762,359
Administration	63,379	188,366	215,892	215,647	254,170	279,929	279,868	279,900	279,900
Less: Indirect Support	(6,250)	(6,250)	(6,250)	(12,500)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)
School Operations & Curriculum	12,800	14,700	57,003	79,168	102,063	111,506	120,885	121,214	121,533
Facilities	5,000	12,000	192,154	239,304	243,404	243,804	244,204	244,204	244,204
Less: Indirect Support	0	0	0	0	0	0	0	0	0
Total Expenditures for School Operations	74,929	264,962	691,128	921,792	1,125,707	1,266,967	1,357,679	1,382,676	1,382,995
Net Contribution from Special Programs	0	0	0	0	7,320	7,468	16,454	22,792	22,792
Direct Parish Support	(60,304)	(138,212)	(320,582)	(416,614)	(435,240)	(481,621)	(476,006)	(491,010)	(491,282)
Parish Savings From Reduction in Assessments	7,493	26,496	35,000	35,000	35,000	35,000	35,000	35,000	35,000
Incremental Families Due to School	0	0	6,000	18,000	30,000	60,000	90,000	90,000	90,000
Seat License	0	0	60,000	0	0	0	0	0	0
Net Direct Parish Support	(52,811)	(111,716)	(219,582)	(363,614)	(370,240)	(386,621)	(351,006)	(366,010)	(366,282)

High Level P&L – Option 1b

	SY 2003/04	SY 2004/05	SY 2005/06	SY 2006/07	SY 2007/08	SY 2008/09	SY 2009/10	SY 2010/11	SY 2011/12
Revenue									
Tuition & Registration Fee Revenue	0	0	315,000	525,000	735,000	840,000	945,000	945,000	945,000
Fundraising and Development	15,000	130,000	154,428	139,533	170,626	192,068	205,928	209,678	209,725
Endowment	0	0	0	0	0	0	0	0	0
Allowance for Uncollectable Accounts	0	0	(3,222)	(5,370)	(7,518)	(8,592)	(9,666)	(9,666)	(9,666)
Total Revenue	15,000	130,000	466,206	659,163	898,108	1,023,476	1,141,262	1,145,012	1,145,059
Revenue Moved to Contingency Fund	(375)	(3,250)	(13,155)	(16,479)	(22,453)	(25,587)	(28,532)	(28,625)	(28,626)
Total Revenues for School Operations	14,625	126,750	453,051	642,684	875,655	997,889	1,112,730	1,116,387	1,116,433
Expenditures									
Salaries	0	56,145	232,329	400,173	551,070	656,728	737,722	762,359	762,359
Administration	63,379	188,366	215,892	215,647	254,170	279,929	279,868	279,900	279,900
Less: Indirect Support	(6,250)	(6,250)	(6,250)	(12,500)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)
School Operations & Curriculum	12,800	14,700	61,821	87,198	113,305	124,354	135,339	135,668	135,987
Facilities	5,000	12,000	192,394	239,704	243,964	244,444	244,924	244,924	244,924
Less: Indirect Support	0	0	0	0	0	0	0	0	0
Total Expenditures for School Operations	74,929	264,962	696,186	930,222	1,137,509	1,280,455	1,372,853	1,397,850	1,398,169
Net Contribution from Special Programs	0	0	0	0	7,320	7,468	16,454	22,792	22,792
Direct Parish Support	(60,304)	(138,212)	(243,135)	(287,538)	(254,533)	(275,098)	(243,669)	(258,672)	(258,944)
Parish Savings From Reduction in Assessments	7,493	26,496	35,000	35,000	35,000	35,000	35,000	35,000	35,000
Incremental Family's Due to School	0	0	6,000	18,000	30,000	60,000	90,000	90,000	90,000
Seat License	0	0	60,000	0	0	0	0	0	0
Net Direct Parish Support	(52,811)	(111,716)	(142,135)	(234,538)	(189,533)	(180,098)	(118,669)	(133,672)	(133,944)

High Level P&L – Option 2

	SY 2003/04	SY 2004/05	SY 2005/06	SY 2006/07	SY 2007/08	SY 2008/09	SY 2009/10	SY 2010/11	SY 2011/12
Revenue									
Tuition & Registration Fee Revenue	0	0	361,256	602,093	842,930	963,349	1,083,767	1,083,767	1,083,767
Fundraising and Development	15,000	130,000	154,428	139,533	170,626	192,068	209,630	209,678	209,725
Endowment	0	0	0	0	0	0	0	0	0
Allowance for Uncollectible Accounts	0	0	(3,685)	(6,141)	(8,597)	(9,825)	(11,054)	(11,054)	(11,054)
Total Revenue	15,000	130,000	511,999	735,485	1,004,959	1,145,591	1,282,343	1,282,391	1,282,438
Revenue Moved to Contingency Fund	(375)	(3,250)	(14,300)	(18,387)	(25,124)	(28,640)	(32,059)	(32,060)	(32,061)
Total Revenues for School Operations	14,625	126,750	497,699	717,098	979,835	1,116,951	1,250,285	1,250,332	1,250,377
Expenditures									
Salaries	0	56,145	232,329	400,173	551,070	656,728	762,359	762,359	762,359
Administration	63,379	188,366	215,892	215,647	254,170	279,929	279,900	279,900	279,900
Less: Indirect Support	(6,250)	(6,250)	(6,250)	(12,500)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)
School Operations & Curriculum	12,800	14,700	61,821	87,198	113,305	124,354	135,349	135,668	135,987
Facilities	5,000	12,000	192,394	239,704	243,964	244,444	244,924	244,924	244,924
Less: Indirect Support	0	0	0	0	0	0	0	0	0
Total Expenditures for School Operations	74,929	264,962	696,186	930,222	1,137,509	1,280,455	1,397,532	1,397,850	1,398,169
Net Contribution from Special Programs	0	0	0	0	7,320	7,468	16,454	22,792	22,792
Direct Parish Support	(60,304)	(138,212)	(198,487)	(213,124)	(150,354)	(156,036)	(130,793)	(124,727)	(125,000)
Parish Savings From Reduction in Assessments	7,493	26,496	35,000	35,000	35,000	35,000	35,000	35,000	35,000
Incremental Families Due to School	0	0	6,000	18,000	30,000	60,000	90,000	90,000	90,000
Seat License	0	-0.31982	60,000	(0)	0	0	(0)	0	(0)
Surplus	0	0	-	-	-	-	-	(273)	-
Net Direct Parish Support	(52,811)	(111,716)	(97,487)	(160,124)	(85,354)	(61,036)	(5,793)	0	(0)

High Level P&L – Option 3

	SY 2003/04	SY 2004/05	SY 2005/06	SY 2006/07	SY 2007/08	SY 2008/09	SY 2009/10	SY 2010/11	SY 2011/12
Revenue									
Tuition & Registration Fee Revenue	0	0	568,024	644,784	767,600	829,008	829,008	829,008	829,008
Fundraising and Development	15,000	130,000	193,604	167,486	189,835	202,178	205,928	209,678	209,725
Endowment	0	0	0	0	0	0	0	0	0
Allowance for Uncollectable Accounts	0	0	(5,828)	(6,616)	(7,876)	(8,506)	(8,506)	(8,506)	(8,506)
Total Revenue	15,000	130,000	755,800	805,654	949,559	1,022,680	1,026,430	1,030,180	1,030,227
Revenue Moved to Contingency Fund	(375)	(3,250)	(20,395)	(20,141)	(23,739)	(25,567)	(25,661)	(25,755)	(25,756)
Total Revenues for School Operations	14,625	126,750	735,405	785,513	925,820	997,113	1,000,769	1,004,425	1,004,471
Expenditures									
Salaries	0	56,145	457,752	563,308	663,788	713,087	737,722	762,359	762,359
Administration	63,379	188,366	215,528	215,574	253,982	279,834	279,868	279,900	279,900
Less: Indirect Support	(6,250)	(6,250)	(6,250)	(12,500)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)
School Operations & Curriculum	12,800	14,700	96,415	109,530	128,193	135,010	135,339	135,668	135,987
Facilities	5,000	12,000	193,914	240,664	244,604	244,924	244,924	244,924	244,924
Less: Indirect Support	0	0	0	0	0	0	0	0	0
Total Expenditures for School Operations	74,929	264,962	957,359	1,116,575	1,265,566	1,347,856	1,372,853	1,397,850	1,398,169
Net Contribution from Special Programs	0	0	0	0	7,320	7,468	16,454	22,792	22,792
Direct Parish Support	(60,304)	(138,212)	(221,954)	(331,063)	(332,426)	(343,275)	(355,630)	(370,633)	(370,906)
Parish Savings From Reduction in Assessments	7,493	26,496	35,000	35,000	35,000	35,000	35,000	35,000	35,000
Incremental Family's Due to School	0	0	6,000	18,000	30,000	60,000	90,000	90,000	90,000
Seat License	0	-0.31982	60,000	(0)	0	0	(0)	0	(0)
Net Direct Parish Support	(52,811)	(111,716)	(120,954)	(278,063)	(267,426)	(248,275)	(230,630)	(245,633)	(245,906)

APPENDIX - B

SCHOOL FEASIBILITY TASK FORCE – PHASE III ORGANIZATION

TASK FORCE

Annette Alling
Jennifer Ballsmith
Mary Anne D'Ambrosio
Michael Ensminger, Co-Chair
George Flood
Marilyn Geiger, OSF
Sharon Glenn
Janet Kelly
Bruce Laing, Co-Chair
Jim McGinley
Ginny Morrissey
Fr. Jim Picton, Pastor
Gene Vanderzanden
Leanne Ursino

COMMITTEES

Parish Relationships

Julie Callahan
Jo David
Mike Ensminger
Janet Kelly
Ann LaBeck
Fr. Jim Picton, Chair

Facilities

John Danielson
Pat Loeken
Maynard Polkinghorn
Gene Vanderzanden, Chair

Finance

Dennis Kibby
Jim McGinley, Chair
William Palmer
Maynard Polkinghorn

Communications

George Flood
Mary Anne Jenkins
Ginny Morrissey, Chair
Margaret Perugini
Leanne Ursino
Dee Huff

Inclusiveness

Mike & Angela Ensminger
Leann Ursino
Annette Alling
Stacey Driggers
Kim McCreave
Mary Anne D'Ambrosio, Chair

ST. MADELEINE SOPHIE SCHOOL FEASIBILITY TASK FORCE ROSTER - 2003

<u>NAME</u>	<u>E-MAIL ADDRESS</u>	<u>PHONE</u>
Alling, Annette	alling@seanet.com	425-401-8959
Armstrong, Pam	pbenine@aol.com	425-391-8210
Ballsmith, Jennifer	jballsmith@aol.com	425-649-1834
Callahan, Julie	julie@stmadsophie.org	425-747-6770 xt.122
Celio, MaryBeth	MaryBethC@seattlearch.org	206-382-4272
D'Ambrosio, Mary Anne	jerrydambrosio@msn.com	425-226-1985
Danielson, John	jonjdan@aol.com	425-228-7933
David, Trish	PbearDavid@aol.com	425-643-4897
David, Jo	jo@stmadsophie.org	425-747-6770 xt.124
Ensminger, Mike	michael.ensminger@Par3.com	425-653-0945
Ensminger, Angela	aensming@mindspring.com	425-653-0945
Flood, George	colgflood@aol.com	425-747-2472
Geiger, OSF, Marilyn	geigerosf@msn.com	206-282-0223
Glenn, Sharon	glennmal@attbi.com	425-255-8351
Heneghan, Barbara	psheneghan@earthlink.net	425-747-2394
Huff, Dee	deahuf@safeco.com	425-235-7695
Jenkins, Mary Anne	dwjmaj@gte.net	425-747-9208
Kelly, Janet	acclaimcab@jps.net	425-641-5543
Kibby, Dennis	darkwingg@hotmail.com	425-649-9214
LaBeck, Ann	ann@stmadsophie.org	425-747-6770 xt.123
Laing, Brigid	blaing@aol.com	425-747-1369
Laing, Bruce	blaing@aol.com	425-747-1369
McCreave, Kim	smccreave@attbi.com	425-204-1567

McGinley, Jim	JimJmcgin4017@aol.com	425-277-9842
Moraski, Marikae	Marikaem@seattlearch.org	425-747-1128
Morrissey, Ginny	VLMorrissey@aol.com	425-747-9461
O'Leary, Dennis	DennisO@seattlearch.org	206-382-4834
Palmer, William	william.palmer@bankamerica.com	425-746-1686
Perugini, Margaret	mp@mirkprod.com	425-454-4817
Picton, Fr. Jim	frjim@stmadsophie.org	425-747-6770 xt.102
Polkinghorn, Maynard	maynadpolkinghorn@comcast.net	425-746-5122
Sherman, Dan	wfisherman@earthlink.net	206-352-6026
Ursino, Leanne	urleanne@hotmail.com	425.401.0323
Vanderzanden, Gene	gene@stmadsophie.org	425-747-6770 xt.110
Vitzthum, Judy	JudyV@seattlearch.org	206-781-0364
Wright, Loretta	loretta@stmadsophie.org	425-747-6770 xt.104