



# Guidelines and Policies

Final as Approved by Bishop David L. Ricken

March 5, 2020

## Case for Support

With the guidance of a campaign field director (CFD), each parish will prepare a case for support identifying, in writing, the desired use of its share of funds. The case for support will be informed by the careful consideration of those elements identified in the parish mission planning process. A standard case for support template will be provided to and utilized by each parish.

The parish case for support will be completed in advance of the active campaign at that parish.

The case for support will be printed and used at the parish as a means for motivating parishioners to be generous in their support of the campaign.

The cases for support will be reviewed by the Campaign Office and will be subject to all diocesan policies and procedures with regard to project and cost approvals.

## Campaign Moratorium

Standard annual appeals for normal operating expenses will be allowed. Extraordinary fundraising campaigns by parishes, parish schools or other diocesan public juridic persons will not be allowed during the campaign. All regular, annual collections conducted by the Catholic Foundation for the Diocese of Green Bay (Bishop's Appeal and Seminarian Collection) will continue during the diocesan campaign. Parishes that complete their campaigns in their respective blocks will not be allowed to mount any extraordinary fundraising programs for a period of two years following the completion of their diocesan capital initiative (parishes seeking exemption to this policy should direct all requests for consideration to Josh Diedrich, Executive Director of the Catholic Foundation for the Diocese of Green Bay at (920) 272-8197).

Exemptions may be granted for emergent situations. All requests for exemptions should follow the procedures listed below:

- A letter to Bishop Ricken explaining the situation that needs to be remediated and the proposed solution. A copy of the letter should be sent to Fr. Dan Felton, Vicar General and Moderator of the Curia; Paul Kolbach, Chief Financial Officer; and Josh Diedrich, Executive Director of the Catholic Foundation. Should the request involve the improvement of existing facilities, a copy of the letter should also be sent to Barbara Wiegand, Director of Facilities and Properties. If the request for exemption does involve issues related to the physical plant of the parish, all guidelines established by Bishop Ricken in 2012, as contained within the Parish Manual for Proxies, apply.
- All requests will be reviewed by the Policy Advisory Committee, the Bishop and other appropriate diocesan and foundation staff. A determination will be made and communicated to the pastor or pastoral leader in writing within two weeks or in a timely manner.

## Campaign Expenses

The Foundation for the Catholic Foundation for the Diocese of Green Bay will be responsible for meeting all costs associated with the campaign.

## **Full Parish Participation**

All parishes will participate in the diocesan campaign in an appropriate block of campaign activity between September 2018 and December 2021. Parishes will conduct their campaigns within the overall campaign timetable and respective block format.

Funds will be requested over and above current giving to ensure that current and ordinary income is not jeopardized. Funds raised through the campaign will be used solely for the objectives and programs outlined within the parish's case for support.

## **Adherence to the Campaign Plan**

Each parish will be assigned a campaign field director to guide them through the campaign. This person will schedule regular meetings with the pastor or pastoral leader, assist with the recruitment and management of campaign volunteers, prepare and coordinate communication and solicitation materials, and provide support and counsel throughout the campaign timetable.

The role of the pastor or pastoral leader in the campaign is crucial. Pastors or pastoral leaders will be asked to make a financial commitment to the campaign, provide spiritual guidance and leadership, assist in personal solicitation visits with parishioners, and recruit leadership committees for each phase of the campaign. The pastor or pastoral leader is the lead advocate for the campaign.

Campaign goals will not be considered assessments, assuming a "good faith effort," which includes all of the following:

- Adhere to the campaign timetable;
- Pastors or pastoral leaders, with the assistance of members of the parish campaign team or with their campaign field director, will try to make a minimum of 20 personal visits to key parish donors and volunteers as agreed upon in consultation with their CFD;
- Request a specific, proportional gift from each parish household;
- Implement a personal approach to requests, including face-to-face solicitations by the pastor or pastoral leader and volunteers;
- Direct mail to all parishioners (conducted by the campaign office);
- Communicate campaign successes at the local level; and,
- Conduct at least one in-pew (commitment) weekend.


The Policy Advisory Committee will review any parishes struggling to achieve their goal and determine whether these parishes are following the fundraising plan and are making a "good faith effort" to realize their campaign goal. The Policy Advisory Committee will then recommend a course of action to assist the parish in following the campaign plan and achieving its goal. If the Policy Advisory Committee determines a parish has not made a good faith effort to achieve its goal, it may recommend a discussion of accountability with Bishop Ricken.

Campaign Field Directors will work with pastors and pastoral leaders to tailor the campaign plan, as appropriate, for each parish campaign.

## **Campaign Prospect Management**

One of the key components of each parish campaign is personal visits with potential donors. Face-to-face meetings (as opposed to a letter or phone call) are more likely to lead to larger gifts and, as such, the following guidelines will apply:



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- Each parish may only approach parishioners registered in that parish. If any parish wishes to solicit a gift for its campaign (parish campaign or combined campaign) from an individual or family not registered in that parish, it must request approval from the Campaign Office to ensure a coordinated approach and to avoid duplicate gift solicitations.
  - If a parishioner or family is not registered to any parish but uses a particular parish as their principal place of worship, or resides within a parish's territorial boundaries, that parish may solicit the family but is asked to notify the Campaign Office in advance to avoid duplicate gift solicitations.

### **Use of Parish Information**

As part of the campaign planning process, each parish will submit its current parish census data, including individual parishioner offertory donations, to the Campaign Office. An analysis of this parish offertory data is critical for establishing giving capacity of prospective campaign donors, and will ensure that all active parishioners are approached with an appropriate gift request during the campaign. The Catholic Foundation for the Diocese of Green Bay will, for the purposes of only this campaign, integrate parish offertory data with Bishop's Appeal data to best determine individual campaign request amounts. Data transfer protocols and handling will be managed in strict confidence and no data requested from parishes will be shared with any entities outside of the Foundation and campaign management team.

### **Parish Goal-Setting Formula**

Parish campaign goals will be set at 115% of the three-year average of annual parish collections for the fiscal years 2015-2017 rounded up to the nearest \$5,000.

### **Goal/Block Review Process**

Preliminary goals and block assignments may be adjusted based on local prevailing conditions such as recent campaigns, changing demographics, current parish indebtedness, and/or known local extenuating conditions.

- Parishes will be informed of their goals and scheduled block of activity through a letter.
- Goal/Block adjustment requests should be made via a letter from the pastor, after consultation with his Finance and/or Parish Pastoral Councils.
- All requests should include supporting statistics and the rationale for goal and/or block adjustment.
- The Policy Advisory Committee will review requests and make recommendations to Bishop Ricken for his decision.
- All goal and block assignments will be finalized after review of requests for adjustment.
- Parishes that appeal for a goal and/or block adjustment will be notified in writing of their final goal and block assignment.

### **Sharing Campaign Funds**

Each parish will receive a portion of the proceeds from its parish campaign for projects outlined in its approved parish case for support.

The proceeds of each parish campaign will be shared 50% to the parish and 50% to the Diocese in support of elements identified in the case for support as cash payments are received on all pledges. Parishes that exceed their assigned goal will receive 50% of all cash payments received above that goal.

Gifts made through the Bishop's Leadership Phase of the campaign are subject to a different sharing formula outlined below.

## Disbursement of Campaign Funds

Distribution of the parish share of funds can be made as funds are available in the parish campaign account. Please know that a minimum of \$1,000 must remain in the account.

The six-month lag time following the completion of the campaign will allow for proper accounting of the funds raised. Disbursement amounts will be based on the sharing formula and the cash received.

## Combined Campaigns

Should parishes have extraordinary local fundraising needs, they may wish to consider conducting a “combined campaign” (i.e., raising capital funds for major parish needs in conjunction with the diocesan-wide campaign). The following special provisions have been created to accommodate parishes wishing to conduct a combined parish campaign:

- A parish wishing to conduct a combined campaign must comply with all existing diocesan policies and approval processes on capital projects and major fundraising initiatives.
- A parish will need to apply for permission to conduct a combined campaign. To be considered for a combined campaign, the parish case for support should be at least three times its regular offertory. The threshold for parishes with offertory of at least \$1 million is two times offertory.
- The pastor or pastoral leader should clearly define, with parish leadership, the nature and scope of the project concept. Parishes should involve the Parish Council and the Parish Finance Council.
- The parish should write to Bishop Ricken requesting approval to proceed with the project concept exploration. A copy of the letter should be sent to Fr. Dan Felton, Vicar General and Moderator of the Curia; Paul Kolbach, Chief Financial Officer; and Josh Diedrich, Executive Director of the Catholic Foundation. Should the request involve the improvement of existing facilities, a copy of the letter should also be sent to Barbara Weiss, Director of Facilities and Properties.
- The parish case for support, application for combined campaign, and outcome of any feasibility/ planning studies will be reviewed by Bishop Ricken, appropriate diocesan and Foundation staff and the Policy Advisory Committee. A determination will be made as to whether a combined parish campaign is feasible for the applicant.
- When/if a parish receives approval to conduct a combined campaign, the coordination, integration and implementation of the parish’s campaign timetable will be facilitated through the Campaign Office.
- CCS will serve as counsel for the development and implementation of these combined campaigns. All proposals submitted by CCS for the development and implementation of combined campaigns will be evaluated by the parish, Catholic Foundation and the diocesan Finance Office. In many instances, combined campaigns will need to be predicated by a feasibility study. CCS and Catholic Foundation staff will review each combined campaign request to determine if such a study is needed.
- The Catholic Foundation will fund costs associated with printing and mailing materials above and beyond those for the standard parish campaigns.
- The Catholic Foundation will cover the costs related to pledge redemption as it would for the standard diocesan-wide parish campaign.
- Additionally, parishes conducting combined campaigns will be responsible for the following:
  - Create brochures unique to their parish effort in conjunction with their assigned CFD.
  - Incur costs of campaign counsel and other costs associated with the combined campaign that are over and above the standard campaign expenses.



- In the event a parish implements a combined campaign in support of another entity within the Diocese of Green Bay, such as a school, information regarding any and all contributions to the campaign will be restricted to the leadership of the parish. Exceptions may be made when contributions are made by constituents who have no documented affiliation with the parish, have a shared affiliation with the parish and the other entity or who have no concern with their contribution being made known to parties other than the leadership of the parish.
- In recognition of the significant local needs associated with combined parish campaigns, the assigned goal will be set at 100% of the three-year average of reported income, a reduction of 15% from the standard campaign goal.
- If/when a parish receives approval to conduct a combined campaign, the parish must guarantee the parish's reduced goal to the Diocese in order to receive 100% of the funds raised over that benchmark. This will be done in a signed agreement between the parish and the Diocese.
  - *Example: In a standard campaign a parish is assigned a campaign goal of \$230,000, of which, \$115,000 is to be returned to the Diocese in support of the diocesan case for support. In the context of a combined capital campaign, the parish must "guarantee" the diocesan share of the campaign goal (in this case, \$100,000).*
- At his discretion, Bishop Ricken may make exceptions to the policies for combined campaigns.
- All funds raised in combined campaigns will be included in the total raised in the *one by One* campaign



### **Leadership Gift–Parish Share**

Leadership gift prospects are individuals/families who will be asked for gifts of \$250,000 or more, payable over a five year period. These families will be identified by the Campaign Office and assigned to Bishop Ricken and/or other campaign volunteer leaders, as appropriate.

When appropriate, leadership gift prospects will be discussed and vetted in collaboration with the parishioner's local pastor or pastoral leader and the Campaign Office.

All leadership gift prospects will be contacted personally by Bishop Ricken and/or the appropriate persons and presented with a personal request.

Gifts solicited by Bishop Ricken, or his selected committee(s), are subject to a separate parish share cap. A donor may elect for a parish to receive credit toward its parish goal in the amount of 10% of the gift or \$100,000, whichever is less.

*Example: If a donor pledges an unrestricted \$250,000 to the campaign, the parish would receive the credit and cash of \$25,000 toward its goal, which would not be subject to the standard parish sharing formula (50/50). The remaining \$225,000 would be allocated in support of the diocesan-wide priorities.*

If a leadership gift is solicited with the pastor involved, the parish may receive cash and credit for a different portion of the gift (as appropriate and determined by Bishop Ricken, the pastor or pastoral leader, and the Campaign Office prior to solicitation).

Leadership gift credit will be applied in consultation with the Campaign Office and the assigned Campaign Field Director.

Donors also have the right to further restrict their gift. If the gift is restricted to benefit only the parish, the funds may be applied to meet parish needs, but will not be counted to the parish campaign goal as sizable gifts which may meet or exceed parish goals may preclude all parishioners from participating in this historic endeavor.

## Gift Acknowledgement

The donor (or his/her designee) must formally document all gifts and commitments made to the campaign in writing. The Catholic Foundation for the Diocese of Green Bay will acknowledge all gifts and commitments including substantiation of each gift for the donor's tax purposes. Parishes are also encouraged to actively engage in thanking and stewarding their donors.



## Pledge Collection, Reminders and Remittances

Donors will be given the option of making a campaign commitment that is payable for a period of five years. After the initial solicitation and collection of commitment forms at the parish level, gift follow-up will be administered by the Catholic Foundation for the Diocese of Green Bay. The collection of commitments will be the responsibility of the Foundation. Donors will be given the option of making payments annually or monthly. Parishes are encouraged to assist in optimizing pledge redemption efforts when/ if appropriate, which will ensure the best possible commitment redemption rate and avoid the loss of potential revenue the parish expects to receive from its gifts.

## Campaign Gift Crediting

All gifts and commitments made to the Catholic Foundation for the Diocese of Green Bay in support of the campaign through December 2021 will be counted toward the overall campaign goal and will be subject to the parish share policies previously identified. This includes all gifts that are designated in support of the campaign.

- Campaign gifts and matching gifts from corporations will be encouraged. Campaign donors who secure a matching gift from a corporation will receive a "soft credit" for that corporate commitment.

As recommended by the guidelines of the Council for the Advancement and Support of Education (CASE), individuals 70 years of age or older will receive campaign credit for confirmed outright and irrevocable bequest provisions and/or life insurance policies.

For those donors between 50 and 69 years of age, they may receive campaign credit at a discounted value, to be determined by the Foundation. Individuals less than 50 years of age will not receive campaign credit for these types of gifts.

Gifts of paid-up life insurance policies should receive campaign credit for the cash value of the policy.

- Irrevocable life income gifts (unitrusts, annuity trusts and gift annuities) made during the campaign should receive full campaign credit as recommended by the recording policies of FASB (Financial Accounting Standards Board).
- All annual payments of a charitable lead trust made during the campaign period should receive campaign credit.
- Some gifts may include a planned gift component to benefit the objectives outlined in the case for support.
- Donors of real estate and personal property (such as paintings, antiques, sculptures, etc.) should be credited at the appraised value of the gift at the time it is made, provided there is no restriction on its sale.
- Matching gifts from corporations will be encouraged. In order to receive corporate matching gifts, specific areas of the case could be designated.
- A donor of appreciated securities will receive credit for her gift based on the median value of the shares on the day the donor transfers the securities to the Diocese.
- All campaign gifts are subject to review in accord with the gift acceptance policies of the Foundation.

## **Endowments**

Any endowment funds that are established as a result of this campaign will be managed by the Catholic Foundation for the Diocese of Green Bay.

## **Designated Gifts and Case Element Funding**

Gifts of \$100,000 and above may be restricted at the donor's discretion. As restricted and unrestricted gifts are collected, monies will be distributed according to donor restrictions first; then unrestricted funds will be used to "level" the disbursement of funds to case elements and align with percentages outlined in the case for support.

Once monies have been collected to fulfill all campaign elements as outlined in the case for support, the diocesan portion of additional monies will be distributed to case elements outlined in the case for support or other related needs, at the discretion of the Bishop of the Diocese of Green Bay.

## **Methods of Giving**

The campaign seeks commitments to be fulfilled over the next five years. Gifts of cash or liquid securities are the preferred methods of giving to the campaign. Other forms of giving, such as deferred gifts, are acceptable and may offer qualified donors an attractive alternative, enabling them to significantly increase the level of their gifts.

Donors considering one of the methods of giving described below, gifts of marketable securities, real estate, life insurance, giving from an IRA, 401k, or another alternate method of giving, are asked to contact Josh Diedrich, Executive Director of the Catholic Foundation for the Diocese of Green Bay, at 920-272-8197 for assistance and to ensure proper crediting of the gift. Additionally:

- Gifts that will not be accepted include, but are not limited to, gifts of timeshares, mobile homes, cars, and/or real estate with outstanding debt.
- Only irrevocable planned gifts will be counted toward a parish goal.
- Only the actual cash received from the liquidation of a non-cash gift will be counted for the sharing formula.
- In-kind donations will be subject to review by the Campaign Office and appropriate Foundation staff in accord with the Foundation's gift acceptance policies and will be credited on a case-by-case basis.

## **Parish Phase Campaign Costs**

For standard campaigns, parishes will not incur the costs for professional campaign counsel or operative materials such as brochures.

The costs of additional mailings or campaign enhancements initiated by the parishes outside of the fundraising plan are costs for which the parishes will be responsible. Questions regarding the coverage of campaign expenses should be directed to the Campaign Office.

## **Fundraising Consulting Firm**

CCS is the fundraising firm that will provide counsel within parishes during the course of this campaign.

