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CAPITAL PROJECT POLICIES & PROCEDURES

INTRODUCTION

Our Christian faith cannot be contained in a building or a structure. It reaches beyond walls into the very fabric of people's lives. However, buildings and structures are important. They frequently constitute the place where we come together to experience support for our life of faith, both in words and in sacraments as well as in education and social spheres.

Adding a building to a parish or renovating an existing structure is a major undertaking in the life of any parish. What is built or renovated has a lasting effect upon all people in the diocese.

This section has been assembled in order to help parishes and institutions within the Diocese discharge their responsibilities in this important area. This planning will help meet their current needs and provide useful and attractive facilities for the future with the financial resources of the parish. This chapter delineates in outline form the actual procedures to be followed by parishes and institutions of the diocese planning to build or alter their facilities in any way. It describes the roles and responsibilities of the major participants in the project and gives directions about how to organize a parish building or renovation program and bring it to a successful completion.

Throughout this Section, the words, "parishes, pastor, parish Pastoral Council and parish Finance Committee" are often referenced. As noted above, these guidelines and requirements apply equally to institutions located within the Diocese which are subject to the canonical jurisdiction of the Bishop. These will include our high schools and other corporate entities as well. Therefore, wherever the term "parish" appears, that section is equally applicable to institutions and corporations. The entity of an institution which is the most comparable to the parish Pastoral Council is the Board of Trust or Board of Directors for institutions and corporations within the Diocese. The entity of an institution which is the most comparable to the parish Finance Committee is the Finance Committee of the institutions and corporations reporting to the Board of Trust or Board of Directors. If the entity does not have a Finance Committee, then the Board of Trust or Board of Directors would be the most comparable entity. Wherever the term "pastor" appears, that section is equally applicable to institutions and the responsible Administrator, such as the CEO or Principal or Headmaster or, if none, the President of the institution or corporation.

THRESHOLDS OF ASSENT

Bodies of Governance

Below are listed the various bodies of governance that may be required to be approached for consultation, consent, or approval for any specific capital project, purchase of property, or

other matter. Each of these bodies meet on a quarterly basis (March, June, September, December) in the order listed below.

1. Presbyteral Council
2. College of Consultors (COC)
3. Diocese & CCIL Credit Committees
4. CCIL Board (see section on Financing below)
5. Diocesan Finance Council
6. Liturgical Review Committee

Initiatives Requiring Assent

- Capital project < \$75,000
 - a. Review of legal terms and conditions and insurance indemnification
 - b. Bishop's written approval should be obtained if there is a chance that incremental costs will add up to a project total cost exceeding \$75,000.
- Capital project > \$75,000
 - a. Review of legal terms and conditions and insurance indemnification
 - b. Bishop's written approval must be obtained
- Capital project > \$300,000
 - a. Review of legal terms and conditions and insurance indemnification
 - b. Consultation of the Diocesan Finance Council
 - c. Bishop's written approval must be obtained
- Capital project > \$500,000
 - a. Review of legal terms and conditions and insurance indemnification
 - b. Consent of the College of Consultors
 - c. Consent of the Diocesan Finance Council
 - d. Bishop's written approval must be obtained
- Hiring a consultant to perform a Feasibility Study
 - a. Bishop's written approval must be obtained
- Initiation of a Capital Campaign
 - a. Bishop's written approval must be obtained
- Purchase or sale of real estate

- a. Bishop's written approval must be obtained
- b. Depending on dollar value, may require assent of other groups as noted above

If there is a question as to whether a certain purchase or project requires Bishop approval, please contact the office of the CFO. There may be other projects that require approval per canon law but are not listed above. In addition, Holy See approval is required on certain transactions involving purchase or alienation of property of a significant sum. There may be an additional fee associated with Holy See approval. The office of the CFO, in collaboration with other diocesan offices will communicate with the Holy See to facilitate approval.

Capital projects that are required as result of an insurance claim and meet the thresholds listed above are still projects requiring extraordinary administration and therefore may need to adhere to the process of obtaining assent from the respective bodies as noted above.

Liturgical Review Committee

The Liturgical Review Committee is responsible for review and approval of any sanctuary design changes. Please consult with the office of the CFO if you have any questions pertaining to changes to the sanctuary.

Requirements for Bishop's Approval

When requesting approval from the Bishop, a written letter is to be signed and submitted from the pastor (or in the case of a corporate entity, the respective President, CEO, etc.). The letter should include the answers to the following questions:

1. What is the purpose of the letter for which approval is being sought? (Scope of work)
2. What is the need that is being addressed?
3. Have 3 competitive bids been obtained? Submission of the 3 bids is required
4. Of the 3 competitive bids, which vendor has been selected and why?
5. How will the project be paid for? Are there restricted donations involved? Is financing being sought?
6. Have the Parish Council, Finance Council, or other respective bodies at the parish level been consulted on the project?

Any additional information that would be considered relevant in evaluating approval should be included as well.

GENERAL OUTLINE OF PLANNING, FINANCING, AND BUILDING PROCEDURES

A general outline of procedures for the planning, financing, and implementing of parish capital projects and building procedures are contained in the following pages of this section. When there is a question about the necessity of completing a particular step or steps, contact the CFO of the Diocese for clarification.

Step 1. Parish Requests Permission to Study Project Feasibility

If required, pastor writes a letter to the Bishop and copies the CFO explaining the necessity of the building project including a summary of the project scope and requesting permission to organize a parish feasibility study to further investigate the feasibility and acceptance of the project within the parish. This step should be taken before any project (new construction, renovation, or major repairs) is publicized or generally known within the parish. Its purpose is to determine whether the project, in its most general and conceptual sense, is in accordance with the overall future planning and goals of the diocese. The written approval of the Bishop to proceed with the formation of a parish feasibility study is only an approval for further detailed investigation of the project by the institution or parish and does not imply approval of the project as a whole.

Step 2. Parish Investigation of Project Feasibility

Upon receipt of written approval from the Bishop, the Pastor and Parish Pastoral Council appoint a Building Committee to investigate the proposed needs.

The Building Committee develops a preliminary building/renovation program for assessing the needs and the parish acceptance of the program, based on input from all segments of the parish. This phase is undertaken to ascertain whether the parish supports the project and if it has the economic resources to proceed. (Note: If the proposed project requires the purchase of additional land, the site check list in Exhibit E should be considered.)

Depending upon the scope of the project, it may be helpful to consult and retain an Architect to help in assessing the needs of the parish. If the parish desires to utilize an Architect to obtain preliminary schematic drawings for the project and the total cost of the overall project is expected to exceed \$75,000, the pastor writes the Bishop and copies the CFO requesting permission to hire the Architect. This is the first phase of the Architect's duties. After a review of the parish's program, the architect will prepare schematic design studies which will lead to a solution to the problems of the project. This will include a preliminary cost estimate. The Architect may assist in developing a concept and a master plan, as well as a budget to meet the proposed needs of the parish. The Architect may consult other experts to arrive at a general cost of the project.

The Building Committee meets with the parish Finance Council to discuss the financial feasibility of the proposed project and the parish's ability to afford the project.

The Building Committee presents its findings to the parish Pastoral Council. The Pastor and the parish Pastoral Council then decide whether to proceed with the preliminary planning of the project. Some projects may go no further than the parish investigation or project feasibility phase.

Step 3. Parish Preliminary Planning

If the parish decides to proceed with the project, the Pastor and Parish Pastoral Council develop a preliminary building program in consultation with all segments of the parish.

The Building Committee, preferably with the aid of its Architect, develops a rough budget estimate of construction costs and operating costs of the new facility.

The Building Committee meets with the parish Finance Council to reaffirm the financial feasibility of the project, as well as the parish's ability to operate the new facility. The debt service of the project shall also be considered.

Step 4. Capital Campaign

If a fundraising effort is necessary, a request to conduct a drive is forwarded at this time to the Bishop with a copy to the CFO. The parish may conduct a pledge drive to obtain the necessary financial commitments. A consultant for the capital campaign is recommended and is only retained with a written contract approved by the Diocesan Attorney, CFO and Development Director for the Diocese.

Step 5. Project Re-Assessment

The parish Building Committee with the parish Finance Council should also at this point re-review a projected parish operating budget after completion of the proposed project, to verify the parish can demonstrate the ability to generate at least 25% of the TOTAL Project Costs, including financing costs during the construction phase, and the parishes ability to repay the building loan within a reasonable time and with reasonable interest rate assumptions as determined by the Diocesan (and maybe CCIL) Credit Committee.

Step 6. Construction

Upon receipt of the Bishop's approval regarding any project the approved, signed construction contract with all requisite attachments including, proof of insurance from the Contractor (with appropriate limits as advised by Catholic Mutual Group naming the parish and the Diocese of Nashville as additional insured) should be sent back to the diocese for record keeping.

The Parish may then authorize the Contractor to start construction.

Change Orders. All change orders affecting the design or the cost of the project must be sent to the CFO and Diocesan Attorney for review and approval before implementation. Change orders exceeding certain thresholds may require additional approvals before proceeding.

NOTE: Construction may be broken into separate distinguishable phases, in which case each phase could require separate approval from Bishop and potentially other bodies of governance. If a project is broken up into phases, appropriate matching of fundraising may be required to initiate future phases. Please contact the office of the CFO if you have any questions.

PROPERTY PURCHASE PROCEDURES

Site Checklist for Proposed Property Purchases

The following checklist will serve as an outline prior to requesting diocesan approval for purchase of any real property. As a first step, obtain a copy of the real estate plat for the property from the local city or county tax assessor's office or the recorder of deeds office. It is also advisable to ask for information on adjacent parcels to see a broader view of the property in question. It is also recommended that the entity consult a knowledgeable real estate agent who can assist in this project.

7. Size - be sure that adequate acreage is available to serve all needs: church use, church/ school use, parking, recreation areas, access roads, buffer area if needed, as well as the aesthetics of the site (please check with the diocese regarding acreage).
8. Make sure adequate utility services at the proposed site can be made available without serious problems or expense. These include electrical set-vice, water set-vice (added water capacity if sprinkler system is required), sewer set-vice, telephone set-vice, natural gas. If the property does not have access to city sewer, obtain the opinion of a qualified site engineer as to the availability of building sites on the property with appropriate septic drain fields.
9. Check with local and/ or county authorities to be sure the land is properly zoned for the intended use. If not, inquire as to and document the process for obtaining approval to change the zoning to the intended use. Check the required setbacks for construction and make sure the property is not in a flood plane. Note any easements or encumbrances on the property and assure that they will not interfere with intended use.

10. Take a number of pictures (digital photos recommended) of the front, rear, side views, construction site, etc., and of the surrounding neighborhood for review and presentation.
11. If the property has been used for commercial purposes or there is a concern about the dumping of hazardous wastes on the property, contact an environmental engineer to perform a phase 1 environmental evaluation of the property.
12. If you are located in an area subject to local building codes, the appropriate codes enforcement office can assist you in answering any questions. If the property is located in a regulated subdivision, obtain a copy of the subdivision regulations and assure that these regulations will not interfere with intended use or intended building structures.
13. Any questions that cannot be answered by contacting local officials and/or realtors should be directed to the Diocesan CFO.

Steps to Purchase Property

1. The pastor writes the Bishop with a copy to the CFO explaining the necessity of the proposed property purchase including a summary of the project immediate and longer-term use of the property. This step should be taken before any proposed property purchase is publicized or generally known within the parish. Its purpose is to determine whether the land purchase, in its most general and conceptual sense, is in accordance with the overall future planning and goals of the diocese.
2. The CFO will review the requested property purchase and develop its opinion as to whether or not the parish has demonstrated an ability to finance the project. The Diocesan Credit Committee will submit its findings/recommendation to the Diocesan Finance Board who will subsequently advise the Bishop.
3. When the Bishop has made his decision, he will inform the Pastor in writing of his decision regarding the land purchase. If approved, the parish can then take the next step to finalize the purchase contract with the property owner.
4. Any purchase of land must be done by use of a written contract. The contract must be reviewed by the Diocesan Attorney prior to discussion in detail with the property owner or his/her representative.
5. The key elements of the contract to purchase real property must at a minimum contain the following:
 - a. Price
 - b. Description.
 - c. Title Insurance
 - d. Contingencies to be fulfilled prior to closing

- e. Closing Date
 - f. Appropriation of costs between Seller and Buyer
 - g. Opportunity to inspect property for utilities, equipment, zoning, specific use, environment, etc.
 - h. Use
6. Survey depending upon location.
7. The stipulation:
- a. This Agreement is contingent upon The Bishop of the Diocese of Nashville reviewing and approving the above-described Property and Buyer shall notify Seller or Broker on or before _____ that the Property is acceptable or unacceptable. If unacceptable to The Bishop of the Diocese of Nashville, Buyer shall provide written notice within the said time frame to Seller that Buyer is exercising his right to terminate this Agreement and all Earnest Money/Trust Money will be refunded to Buyer in full, in which event all parties agree to execute all applicable documentation. In the event this contingency is not removed by the date set above, this contingency shall be deemed waived, and the Agreement shall remain in full force and effect.
8. Any deed or instrument of conveyance shall contain the following language: 'THIS CONVEYANCE IS ALSO SUBJECT TO THE CODE OF CANON LAW AND THE STATUTES AND NORMS OF THE CATHOLIC DIOCESE OF NASHVILLE.'

FINANCING

If a parish is interested in financing a project or purchase, options for financing through CCIL or a 3rd party exist. Below is a general summary of the process for either option. For further information, consult the office of the CFO of the diocese.

1. CCIL Financing

- a. A loan application must be completed and submitted to the Controller of the diocese.
- b. Funds should be in hand or easily collectible to cover at least 25% of the cost of the project. Exceptions can be made by the diocese in exigent circumstances.
- c. The parish should be able to demonstrate the fiscal ability to sustain the debt load and cover interest and principal payments (specific terms to be decided by Credit Committee)

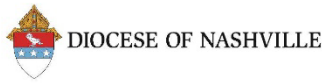
- d. The loan application is presented to the Diocesan Credit Committee for purpose of determining whether financing is appropriate and whether the debt can be sustained.
- e. The loan application is then presented to the CCIL Credit Committee and then the CCIL Board to determine whether financing through CCIL is appropriate.
- f. CCIL can provide financing in two ways: through a loan or a line of credit. The standard terms will be described below; however, the CCIL Credit Committee may provide unique terms for a specific project depending on the nature of the request.
 - i. CCIL Loan
 - ii. Standard terms: 7-year term, 20-year amortization, fixed rate loan with the interest rate being set on the date that the loan is established. Interest rate is based on US Treasury 7-year rate plus 150bp (spread subject to change based on CCIL Interest Rate Committee).
- g. CCIL Line of Credit
 - i. Standard terms: 5-year term, variable rate loan with interest rate changing on a quarterly basis based on WSJ Prime rate minus 150bp (spread subject to change based on CCIL Interest Rate Committee).
- h. Finally, the loan is presented to the Diocesan Finance Council for approval.

2. 3rd Party Financing

- a. Similar to financing through CCIL, a loan application should still be completed and submitted to the Controller of the diocese.
- b. Funds should be in hand or easily collectible to cover at least 25% of the cost of the project. Exceptions can be made by the diocese in exigent circumstances.
- c. The parish should be able to demonstrate the fiscal ability to sustain the debt load and cover interest and principal payments (specific terms to be decided by Credit Committee)
- d. The loan application is presented to the Diocesan Credit Committee for purpose of determining whether financing is appropriate and whether the debt can be sustained.
- e. Finally, the loan is presented to the Diocesan Finance Council for approval.

EXHIBIT A: COLUMBARIUM POLICY

The Diocesan Columbarium Feasibility and Approval Process was approved and established on December 12, 2023. Please see the following pages for further information and consult with the office of the CFO if you have any questions.



Columbarium Feasibility and Approval Process **Approved December 12, 2023**

Background

There has been a steady rise in desire for cremation among the Christian Faithful in recent years. The Church permits cremation within certain defined parameters but requires ashes to be treated with dignity proper to the human body.

Cremated remains must be interred in a sacred place. Canon 1242 of the *Code of Canon Law* states, "Bodies are not to be buried in churches unless it is a question of burying in their own church the Roman Pontiff, cardinal, or diocesan bishops, including retired ones." Applying this principle, cremated remains may not be buried inside churches, but can be buried in consecrated ground or interred in properly constructed columbaria.

A parish which is considering the construction of a columbarium on its property must consider the complexity of this decision and the complications that can arise with such an action. Disposition of cremated remains requires proper understanding of the responsibility to respect and preserve the dignity of the human body after death. Placement of a columbarium on parish property involves a commitment by the parish to preserve and care for the remains of all who are interred there in perpetuity. Since columbarium structures age and wear out, sufficient funds for future replacement and maintenance are required. The likelihood of having a columbarium that will at some point have to be relocated is significant, based upon the history and experience of our own and other dioceses. The burden on future generations of parishioners and pastors must be carefully considered.

The commitment involved in constructing and maintaining a columbarium is so significant that it can be undertaken only with the support of the entire parish and with the consent of the bishop, in light of the ongoing possibility of legal issues and disputes, the need to ensure compliance with civil and canon law, perceptions of care, and family concerns.

Therefore, the Diocese of Nashville has established the following process for parishes to follow in order to explore the feasibility of a parish columbarium.

In accordance with canon law, all capital improvement and repair projects which may exceed \$30,000 in total costs must be approved in writing in advance by the Bishop. In addition, in accordance with diocesan insurance requirements, no contract exceeding \$10,000 may be signed without prior review and approval by diocesan legal counsel or the diocesan risk manager. When there is a question about the necessity of completing



a particular step, contact the CFO of the diocese for clarification.

The pastor must seek permission from the bishop in writing to begin the “Feasibility Stage” of the Columbarium Approval Process.

If this permission is granted, the parish may proceed with the remaining steps necessary to satisfy the approval criteria, as outlined below in Appendix A. Tennessee state law regulates the operation of cemeteries and columbaria. Although religious organizations are exempt under the statute, the terms of these regulations provide important prudential guidance, especially related to Improvement Care Trust Funds. These terms are summarized in Appendix B.



DIOCESE OF NASHVILLE

Appendix A

Diocese of Nashville

Approval Criteria for a Parish Cemetery or Columbarium

Approved December 12, 2023

Requirement	Criteria
Financial Analysis and Proforma	The columbarium committee will complete a Proforma for review, demonstrating the financial viability of the requested columbarium project. The Proforma must demonstrate that pre-niche sales will cover all related construction costs as well as the required initial balance of the Permanent Care Trust Fund (defined below). The Proforma should also indicate future projected sales, Permanent Care Fund balances, and the buildup of an additional management-designated Columbarium Maintenance Fund (See Appendix C).
Demonstration of Parishioner Support and Commitment to Maintain (by survey)	Parishioners are surveyed, and results must validate that parishioners will support the establishment of a columbarium at the parish. A survey response rate of at least 33% of registered families is required, with at least 75% of those responding indicating approval, in order for the parish to proceed with installing the columbarium and assuming permanent responsibility for its maintenance.
Verification of Adequate 200 Year Availability for Parcels of Land	Analysis is completed to project current and future capacity requirements for the columbarium to support 200 years of projected demand. Land availability is demonstrated to support phases of construction that would ultimately support this level of columbarium capacity.
Consecrated Ground	Designs are completed and presented that clearly demonstrate that the columbarium will be properly located on parish grounds in an appropriate setting and in a configuration that honors the consecration of the ground to be blessed by the bishop upon project completion.
Sacred Space	The columbarium is a resting place for cremated remains. As such, it constitutes a sacred space for remembering loved ones, as well as a space for prayer and meditation. Designs must properly address these elements as well as providing for limited access and control of the columbarium space.
Awareness and Compliance with State Law	The Pastor affirms that proper awareness and any required compliance with current and future state law will be maintained on a permanent basis under his responsibility for the permanent operation and maintenance of the columbarium.
Awareness and Compliance with Canon Law	The Pastor affirms that proper awareness and any required compliance with current and future canon law will be maintained on a permanent basis under his responsibility for the permanent operation and maintenance of the columbarium, in particular canon 1176 §3 of the <i>Code of Canon Law</i> : The Church earnestly recommends that the pious custom of burying the



Requirement	Criteria
	bodies of the deceased be observed; nevertheless, the Church does not prohibit cremation unless it was chosen for reasons contrary to Christian doctrine.
Policies on Maintenance, Facility Requirements, Ownership Policies, Ownership Contracts, and Dispute Resolution Processes	A Columbarium Board will be appointed, with the Pastor as a required member. The Columbarium Board has governance responsibility to ensure that all required policies for operation and maintenance of the columbarium are in place and adhered to. These policies will be consistent with diocesan guidelines and policies that will be initially established and revised over time as needed and appropriate.
Historical Records Database	All transactions and records related to the columbarium will be maintained and managed in an online database created as part of the project with its cost included in the initial construction estimate.
Funding Initial Construction and Establishment of a Permanent Care Trust Fund	<p>Initial sales will be required to fund 100% of development and construction, as well as providing an initial \$100K Permanent Care Trust Fund – with sales refundable if baseline requirements not met</p> <p>Annual operations and improvement care of the columbarium shall be funded by and not exceed annual net earnings of the Permanent Care Trust Fund and an amount not exceeding five percent (5%) of the fair market value of the trust, with the additional stipulation that no less than 20% of all future niche sales be added to this Permanent Care Trust Fund.</p> <p>If within a period not to exceed one year from commencement of actual niche sales those sales are not sufficient to fund 100% of development and construction as well as the initial \$100K Permanent Care Trust Fund, the construction will not commence, and all monies will be returned for the niche sales that did occur. Contracts for niche sales must make this stipulation clear to any buyer of niches.</p> <p>Beyond the initial niche sales defined above and required prior to approval for columbarium construction, 100% of additional niche sale revenue will be deposited into the Permanent Care Trust Fund until the fund reaches \$200K. Niche sales beyond that point would then contribute no less than 20% to grow the fund.</p>
Expansion and Special Operation Fund	<p>Any remaining portion of future niche sales after funding the Permanent Care Trust Fund shall be added to a separate Expansion and Special Operations Fund that will serve as the sole source of funding for future expansion of the Columbarium and any special operations and/or maintenance requirements beyond the Permanent Care Trust Fund provisions.</p> <p>Pertaining to the sale of unconstructed columbaria, future expansion of the columbarium would proceed only after niche sales sufficient to fund incrementally the required 20% contributions to grow the Permanent Care Trust Fund and when</p>



DIOCESE OF NASHVILLE

Requirement	Criteria
	100% of required expansion funding is secured, with incremental sales refundable if expansion requirements not met and the expansion does not occur.
Exclusive use and control of Permanent Care Trust Fund and Expansion and Special Operations Fund	<p>Funds in the Permanent Care Trust Fund and the Expansion and Special Operations Fund would remain restricted only to the Columbarium and would not be available for any other purpose.</p> <p>Any release of funds in any amount from either source for any purpose other than that stated above constitutes Extraordinary Administration and would require the approval of the Bishop with consent of both the College of Consultors and the Diocesan Finance Council.</p>
Approval of Pastor	The Pastor approves installation of the columbarium and assumes personal responsibility for its proper maintenance on a permanent basis, both for the duration of his own assignment at the parish, and on behalf of all future pastors of the parish.
Support of Parish Council	The Parish Council supports installation of the columbarium and assumes responsibility to support the Pastor in its proper maintenance on a permanent basis, both for the duration of its own term of office, and on behalf of all future parish councils.
Support of Finance Council	The Finance Council certifies that the financial viability of the columbarium has been evaluated and established, and that the columbarium construction and permanent maintenance will be supported by projected niche sales including the establishment of the required Permanent Care Trust Fund and associated Expansion and Special Operations Fund.
Approval of Bishop	The Pastor requests the approval of the Bishop and demonstrates that all required approval criteria elements have been satisfied. The Bishop considers the request, and if he so chooses, with the consent of the College of Consultors and the Diocesan Finance Council, may approve the columbarium.



Appendix B

Columbarium Requirements: 200 Year Trust Fund – Improvement Care Trust Fund

Title 46 of the Tennessee Code addresses regulation of cemeteries, including columbaria. Per TCA 46-1-106, exemption is provided to cemeteries owned by churches and religious organizations. Therefore, columbarium operations by the Diocesan Cemetery and parish locations are exempted. However, the Diocese of Nashville is committed to prudent and effective management requirements for columbarium approval and operation that will apply, notwithstanding exemption from regulatory and statutory requirements.

SAMPLE IMPROVEMENT CARE TRUST FUND POLICY PATTERNING TENNESSEE CODE REQUIREMENTS

Improvement Care Trust Fund

Any organization operating a columbarium will be required to establish and forever maintain a sufficient improvement care trust fund to maintain, keep up and beautify the columbarium and associated area and grounds on a permanent basis.

Financial requirements to support the improvement care trust fund include the following:

- Fidelity bond coverage for officers and employees who handle money and securities of at least \$100,000.
- Initial deposit in the improvement care trust fund based upon population of county of the location.
 - Under 100,000 county population, deposit requirement of \$100,000.
 - Over 100,000 county population, deposit requirement of \$200,000.
- For all niche sales, not less than 10% of the total transaction amount shall be deposited in the improvement care trust fund.
- For any special care of any niche the full amount (100%) shall be deposited in the improvement care trust fund.

Operations and improvement care of the columbarium shall be funded by and not exceed net earnings of the improvement care trust fund, that will include net income of niche operations and an amount not exceeding five percent (5%) of the fair market value of the trust.

Pertaining to the sale of unconstructed columbaria, at least the first 75% of the proceeds of the sale shall be held and placed in trust until such time as the columbarium in which the space was sold is completed. After completion, the improvement care trust fund requirements shall apply to the completed structure.

Appendix C: Columbarium Planning Model

SAMPLE

As of 12/11/2023

REQUIREMENTS FOR APPROVAL:	
Percent of Registered Families Replying	33%
Percent of Responses Voting Yes to Columbarium	75%
Number of Years of Niche Capacity For Space	200
Initial Funding for Permanent Care Trust Fund	\$ 100,000
Target Funding for Permanent Care Trust Fund	\$ 200,000
REQUIREMENTS PASS/FAIL BASED ON INPUTS:	
PERCENT RESPONSE PASS/FAIL	FAIL
PROPORTION OF RESPONSES INDICATING YES PASS/FAIL	PASS
REQUIRED NICHE CAPACITY AVAILABLE AT PARISH	PASS
REQUIRED PRESALES COMPLETED TO PROCEED	PENDING
NUMBER OF YEARS NICHE USE SOLD IN PRESALE	54

SUPPORT IN PARISH TO INSTALL AND MAINTAIN COLUMBARIUM:

Number of Registered Families	2,300
Number of Responses	481
Number of YES Votes	371
Number Planning to Purchase Niches	250
PERCENT OF REGISTERED FAMILIES RESPONDING	21%
PERCENT RESPONSE PASS/FAIL	FAIL
PROPORTION OF RESPONSES INDICATED YES TO INSTALL COLUMBARIUM	77%
PROPORTION OF RESPONSES INDICATING YES PASS/FAIL	PASS

LONGTERM NICHE CAPACITY REQUIRED FOR APPROVAL:

Average Expected ANNUAL Funerals for Parish	39
Percentage Choosing Cremation	50%
Percentage of Cremations Using Parish Columbarium	50%
Number of Years Columbarium Capacity Required	200
Average Annual Niche Use	10
TOTAL NUMBER OF NICHE CAPACITY REQUIRED	2,000
Niche capacity in space available to dedicate to columbarium	2,500

INITIAL PHASE AND NICHE PRESALES REQUIRED TO PROCEED:

PHASE 1:	
Number of Niches Provided in Phase	540
Development and Construction Cost for Phase	\$ 1,275,000
Sales Price Per Niche	\$ 4,500
PRESALE REQUIREMENT FOR NICHE SALES (100% const + initial PCTF)	306
Presales of Niches Completed	0

Appendix C: Columbarium Planning Model

SAMPLE

As of 12/11/2023

PROFORMA CALCULATION FACTORS:		Input Req'd
Average Annual Inflation Percentage		5.0%
Average Annual Return on Fund Balances		5.0%
Average Annual % Increase in Niche Price		5.0%
Initial Niche Sales Price	\$	4,500
Total Required Capacity	\$	2,000
Total Niches All Phases		2,500
Phase 1: (2023 \$'s)		
Development/Construction Cost	\$	1,275,000
Number of Niches		540
Phase 2: (2023 \$'s)		
Development/Construction Cost	\$	336,000
Number of Niches		460
Phase 3: (2023 \$'s)		
Development/Construction Cost	\$	1,625,000
Number of Niches		1,000
Phase 4: (2023 \$'s)		
Development/Construction Cost	\$	400,000
Number of Niches		500
Permanent Care Trust Fund:		
Initial Funding for Permanent Care Trust Fund	\$	100,000
Target Funding for Permanent Care Trust Fund	\$	200,000
% of Niche Sales to PCTF Until Target		100%
% of Niche Sales to PCTF AFTER Target Reached		20%
Maximum % of Permanent Care Trust Available for Ops		5%

Appendix C: Columbarium Planning Model
SAMPLE
As of 12/11/2023

	Phase 1 Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Phase 2 Year 23	Phase 3 Year 68	Phase 4 Year 168	Year 200
DEVELOPMENT AND CONSTRUCTION:															
New Phase Construction Investment	\$ 1,275,000	0	0	0	0	0	0	0	0	0	0	\$ 1,032,031	\$ 44,846,205	\$ 1,451,651,058	0
Total Construction Investment To Date	\$ 1,275,000	\$ 1,275,000	\$ 1,275,000	\$ 1,275,000	\$ 1,275,000	\$ 1,275,000	\$ 1,275,000	\$ 1,275,000	\$ 1,275,000	\$ 1,275,000	\$ 1,275,000	\$ 2,307,031	\$ 47,153,236	\$ 1,498,804,295	\$ 1,498,804,295
New Niches Added	540	0	0	0	0	0	0	0	0	0	0	460	1,000	500	0
Total Number of Niches Installed	540	540	540	540	540	540	540	540	540	540	540	1,000	2,000	2,500	2,500
NICHES SOLD:															
Niche Price	\$ 4,500	\$ 4,725	\$ 4,961	\$ 5,209	\$ 5,470	\$ 5,743	\$ 6,030	\$ 6,332	\$ 6,649	\$ 6,981	\$ 7,330	\$ 19,822	\$ 124,189	\$ 16,931,074	\$ 77,816,614
Niches Sold	306	10	10	10	10	10	10	10	10	10	10	10	10	10	10
Contribution to Permanent Care Trust Fund	\$ 102,000	\$ 47,250	\$ 49,613	\$ 10,419	\$ 10,940	\$ 11,487	\$ 12,061	\$ 12,664	\$ 13,297	\$ 13,962	\$ 14,660	\$ 27,644	\$ 248,379	\$ 32,662,149	\$ 155,633,227
Contribution to Expansion and Other Ops Fund	\$ -	\$ -	\$ -	\$ 41,675	\$ 43,758	\$ 45,946	\$ 48,243	\$ 50,656	\$ 53,188	\$ 55,848	\$ 58,640	\$ 110,575	\$ 993,516	\$ 130,648,595	\$ 622,532,909
Total Niches Sold	306	316	326	336	346	356	366	376	386	396	406	536	986	1986	2306
Total Available Niches to Sell	234	224	214	204	194	184	174	164	154	144	134	464	1014	514	194
NICHES USED:															
Niches Used	0	10	10	10	10	10	10	10	10	10	10	10	10	10	10
Total Niches Used	-	10	20	30	40	50	60	70	80	90	100	230	680	1,680	2,000
Niches Installed and Not Yet Used	540	530	520	510	500	490	480	470	460	450	440	770	1,320	820	500
Number of Years Requirement Sold and Not Used	54	53	52	51	50	49	48	47	46	45	44	77	132	82	50
OPERATIONS AND MAINTENANCE:															
Operating Cost	0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Maintenance Cost	0	\$ 2,200	\$ 6,750	\$ 7,088	\$ 7,442	\$ 7,814	\$ 8,205	\$ 8,615	\$ 9,046	\$ 9,498	\$ 9,973	\$ 18,805	\$ 168,965	\$ 22,219,149	\$ 105,872,944
Total Operating and Maintenance Cost	0	\$ 2,200	\$ 6,750	\$ 7,088	\$ 7,442	\$ 7,814	\$ 8,205	\$ 8,615	\$ 9,046	\$ 9,498	\$ 9,973	\$ 18,805	\$ 168,965	\$ 22,219,149	\$ 105,872,944
PERMANENT CARE TRUST FUND:															
Max Permanent Care Trust Funds Available to Operations	\$ 7,463	\$ 10,343	\$ 11,032	\$ 11,858	\$ 12,634	\$ 13,458	\$ 14,333	\$ 15,261	\$ 16,247	\$ 17,293	\$ 18,341	\$ 38,341	\$ 522,771	\$ 120,841,668	\$ 655,239,393
Permanent Care Trust Funds Used for Operations	\$ 2,200	\$ 6,750	\$ 7,088	\$ 7,442	\$ 7,814	\$ 8,205	\$ 8,615	\$ 9,046	\$ 9,498	\$ 9,973	\$ 10,450	\$ 18,805	\$ 168,965	\$ 22,219,149	\$ 105,872,944
Gain On Invested Permanent Care Trust Fund Balance	\$ 5,100	\$ 7,608	\$ 10,131	\$ 10,804	\$ 11,519	\$ 12,279	\$ 13,086	\$ 13,942	\$ 14,852	\$ 15,818	\$ 16,840	\$ 35,298	\$ 487,326	\$ 113,812,594	\$ 618,135,541
Contribution to Permanent Care Trust Fund	\$ 102,000	\$ 47,250	\$ 49,613	\$ 10,419	\$ 10,940	\$ 11,487	\$ 12,061	\$ 12,664	\$ 13,297	\$ 13,962	\$ 14,660	\$ 27,644	\$ 248,379	\$ 32,662,149	\$ 155,633,227
Ending Balance of Permanent Care Trust Fund	\$ 102,000	\$ 152,150	\$ 202,620	\$ 216,082	\$ 230,384	\$ 245,576	\$ 261,711	\$ 278,945	\$ 297,039	\$ 316,355	\$ 336,860	\$ 750,100	\$ 10,313,266	\$ 2,400,507,466	\$ 13,030,606,646
EXPANSION AND EXCESS OPERATIONS FUND:															
Expansion and excess operations funded	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,032,031	\$ 44,846,205	\$ 1,451,651,058	\$ -
Contribution to fund from niche sales	\$ -	\$ -	\$ -	\$ 41,675	\$ 43,758	\$ 45,946	\$ 48,243	\$ 50,656	\$ 53,188	\$ 55,848	\$ 58,640	\$ 110,575	\$ 993,516	\$ 130,648,595	\$ 622,532,909
Gain on Invested Expansion and Excess Operations Fund	\$ -	\$ -	\$ -	\$ -	\$ 2,084	\$ 4,376	\$ 6,892	\$ 9,649	\$ 12,664	\$ 15,957	\$ 19,547	\$ 105,309	\$ 2,633,606	\$ 687,633,337	\$ 3,895,771,689
Ending Balance of Expansion and Excess Operations Fund	\$ -	\$ -	\$ -	\$ 41,675	\$ 87,516	\$ 137,838	\$ 192,974	\$ 253,278	\$ 319,130	\$ 390,935	\$ 469,122	\$ 1,290,041	\$ 11,453,040	\$ 13,119,297,622	\$ 82,433,738,376
VALIDITY TESTS:															
Permanent Care Trust Fund Always Positive															PASS
Expansion and Excess Operations Fund Greater or Equal \$0															PASS