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How Catholic Places Serve Civic Purposes:

The Archdiocese of Philadelphia's Economic "Halo Effects"

A PRRUCS REPORT CO-SPONSORED BY A GENEROUS GIFT FROM MR. FRANCIS J. HAGER

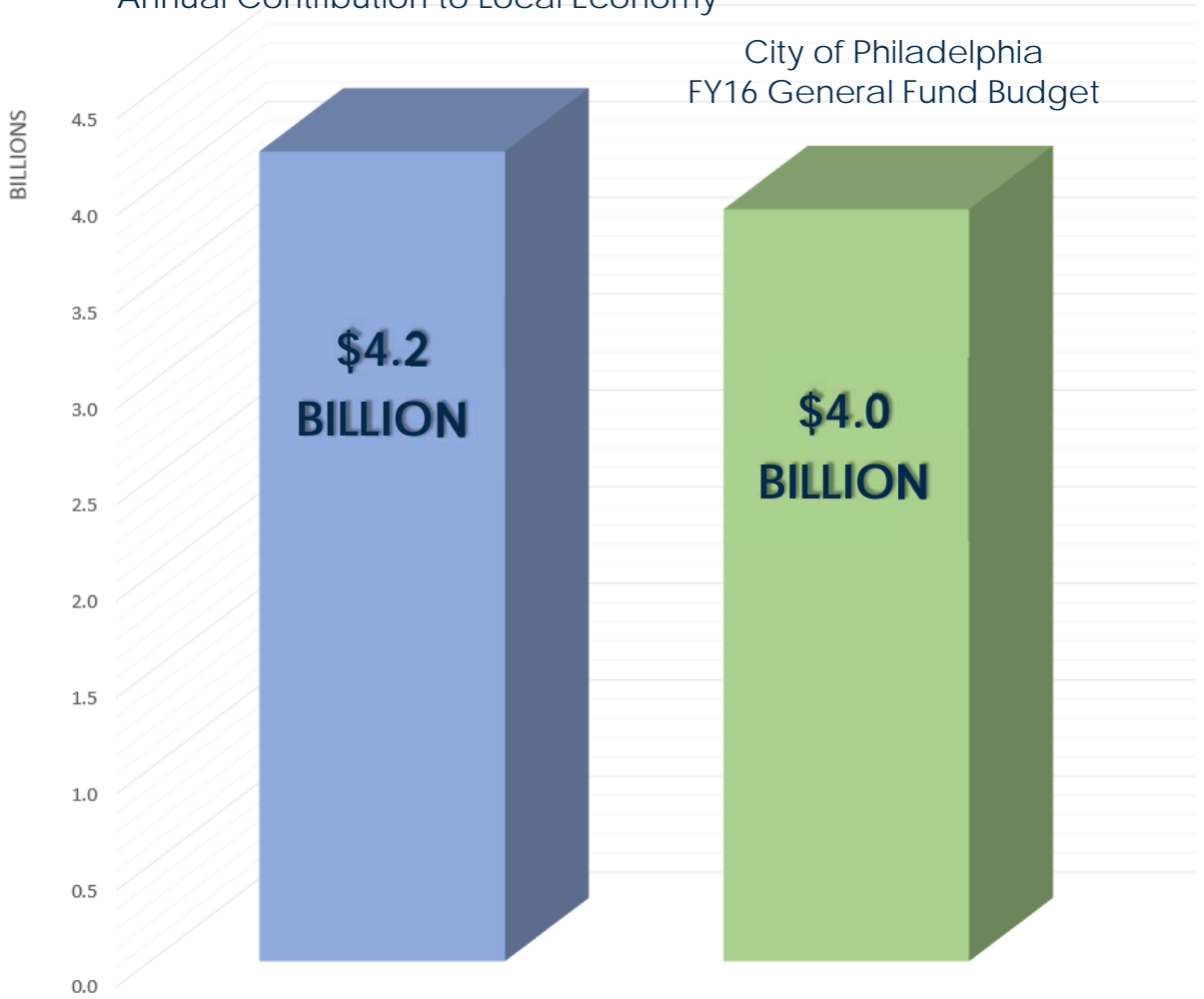
JOSEPH P. TIERNEY

Executive Director, Robert A. Fox Leadership Program
Resident Senior Fellow, Program for Research on
Religion and Urban Civil Society (PRRUCS)
University of Pennsylvania

NOVEMBER 30, 2016

Archdiocese of Philadelphia
Annual Contribution to Local Economy

City of Philadelphia
FY16 General Fund Budget



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November 30, 2016

Joseph P. Tierney
Executive Director, Robert A. Fox Leadership Program
Resident Senior Fellow, Program for Research on
Religion and Urban Civil Society (PRRUCS)
University of Pennsylvania

INTRODUCTION	4
ARCHDIOCESAN PROGRAMS	6
PARISHES	11
INDEPENDENTLY-RUN CATHOLIC ORGANIZATIONS	13
DISCUSSION	16
END NOTES	22

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Introduction

In the early 18th century, St. Joseph's Church in "Old City" Philadelphia was the only place in the English-speaking world where Catholic Mass could be celebrated legally. In 1849, Bishop Francis Patrick Kenrick opened the first Catholic hospital, St. Joseph's; and in the late 18th century, St. Mary's Parish established the Archdiocese's first Catholic elementary school. There has been an active Catholic presence in the Philadelphia area ever since.

According to a 2006 report, *The Catholic Puzzle Revisited*¹, in the early 2000s Catholic organizations in the City of Philadelphia provided 7.1% of the city's nursing home beds², 8.1% of the city's hospital beds, and 7.9% of hospital beds in the suburbs. They served 18.7% of the city's elementary school students; 11% of the city's high school students, and 18% of students who attended the city's colleges and universities. This report asked a very simple question: who would provide these services if Catholic organizations did not? Although *The Catholic Puzzle Revisited* presented compelling data about the quantity of services provided by Catholic organizations in the Philadelphia area, it did not attempt to quantify the economic impact of these organizations.

How Catholic Places Serve Civic Purposes: The Archdiocese of Philadelphia's Economic "Halo Effects" conservatively estimates that Catholic community-serving organizations working through the Archdiocese of Philadelphia and its parishes and independently-run Catholic organizations generate \$4.2 billion annually in economic activity. This total was calculated by using an innovative method to estimate the economic activity generated at the parish level; adding the estimated value of educating Catholic school students in the public schools; and finally,

adding in the total annual expenses of the remaining organizations. This paper will explain this method in more detail.

The Archdiocese of Philadelphia consists of the City of Philadelphia and the Pennsylvania counties of Bucks, Chester, Delaware, and Montgomery. The schools, parishes and community-serving institutions examined in this study are scattered throughout these five counties, which contain 219 parishes. There are 1.43 million Catholics living in the Archdiocese, comprising 34.9% of the total population of 4.1 million people who reside in Philadelphia and its four suburban counties.³



The Catholic community-serving organizations within the Archdiocese of Philadelphia operate in three distinct ways:

- **Archdiocesan-run programs.** Archdiocesan staff or contractors run these programs and report through an administrative structure that is established and controlled by the Archdiocesan hierarchy.
- **Parish-run programs.** Pastors are responsible for the community service programs run by the parishes and their schools.
- **Independently-run Catholic organizations.** Catholic hospitals, colleges and universities operate independently of the Archdiocese, but they must operate in a manner consistent with Catholic doctrine. The Archbishop has the authority to remove an organization's Catholic designation if it strays from established doctrine.

This report begins by examining the community-serving programs operated by the Archdiocese, followed by the work done in the local parishes, and concludes by examining the work of the independently-run Catholic hospitals and educational institutions.

Archdiocesan Programs

The Archdiocese operates its community-serving programs principally through Catholic Social Services, Catholic Health Care Services, Nutritional Development Services and an Archdiocesan high school system.

Catholic Social Services⁴

Catholic Social Services (CSS) provides programming in four broad areas:

- Developmental Programs
- Youth Services
- Community-Based Services
- Housing and Homeless Services

The Developmental Programs provide services to individuals with intellectual disabilities. In 2015, CSS ran three residential developmental programs: Divine Providence Village, which serves women; St. Edmond's Home for Children, which serves children with multiple disabilities; and the Don Guanella Homes, which serve men. In addition, CSS operates a variety of Community Outreach and Day Programs that provide in-home or center-based supports to individuals and their families. In 2015, CSS spent \$55,951,336 on Developmental Programs.

In 2015, CSS provided Youth Services to at-risk, dependent or court-adjudicated youth through five distinct programs: St. Gabriel's System, which provides residential, educational and treatment programs to court-adjudicated youth; St. Francis and St. Vincent Homes, which offer education and treatment to dependent youth; Adoption Services, which provide services to birth mothers and adoptive parents; Foster and Kin Care; and case management for at-risk youth through Catholic Community Services. In 2015, CSS spent \$47,550,042 on Youth Services programming.

The Archdiocese offers diverse Community-Based Services that include after school programs; case management for Catholic high

schools; Family Service Centers that provide referrals, material assistance, and case management; and classes on parenting and life skills. The Archdiocese also provides Community-Based Services to specific groups, such as legal services for immigrants; supportive services to homeless or at-risk veterans and their families; initiatives that benefit the Latino community; and programs for pregnant women. In 2015, the Archdiocese spent \$12,166,973 on Community-Based Services.

CSS also provides housing and homeless services to a diverse population. Elderly women are served at St. Mary's Residence; the medically fragile are served in residences for men (Good Shepherd Program) and women (McAuley House); the Mercy Hospice serves women who are struggling with substance abuse; women with mental health needs are served in residential programs sponsored by Women of Hope; Visitation Homes provides transitional housing to mothers with young children; and St. John's Hospice provides shelter, social services and meals to homeless men. In 2015, CSS spent \$7,089,439 on Housing and Homeless Services.

In 2015, Catholic Social Services spent a total of \$122,757,790 on the aforementioned four areas of programming while serving 62,589 clients and 111,341 family beneficiaries.⁵

Catholic Health Care Services⁶

In 2015, Catholic Health Care Services (CHCS) concentrated its programming on providing community-based services for the elderly through senior centers, senior community housing, parish-based eldercare and an adult day care center.

The two largest components of CHCS, community centers and affordable housing, are not traditionally thought of as health care services. In 2015, the Archdiocese spent \$2,201,657 operating four community centers: Norris Square Senior Community Center, St. Anne's Senior Community Center, St. Charles Senior Community Center, and Star Harbor Senior Community Center. These centers allow seniors to maintain their old friendships and forge new relationships while socializing in a safe and comfortable location. Over 2,000 seniors attended these community centers in 2015. In addition, CHCS also provided 75 units of affordable senior housing at St. John Neumann Place in South Philadelphia, at a total cost of \$1,394,082.

CHCS has three parish-based eldercare service programs. The oldest of these, St. Monica Eldercare Program, began in 2003, and eldercare programs at Holy Saviour parish in Norristown and St. Andrew the Apostle in Drexel Hill opened in 2015. These programs feature care managers who, as the 2015 annual report noted, “educate older parishioners regarding the myriad of care and supportive services options available to them, and help families navigate the complex world of public and private health care and general aging services.”

Catholic Health Care Services also provides nursing assistance to residents of its affordable housing units and to participants in its community centers. The nurses provide wellness checks and educate seniors so that they can manage their medical needs independently. CHCS also operates the Souderton Adult Day Care Center, which provides nonresidential care for seniors living with illness or disability while giving family caregivers a needed break.

In 2015, Catholic Health Care Services spent a total of \$4,511,594 on the aforementioned programs.

Nutritional Development Services⁷

Nutritional Development Services (NDS) is the Archdiocese’s principal anti-hunger program. It provides meals to students who are participating in the federal free or reduced price lunch program; children in day care; participants in after school programs; and children who attend a variety of summer programs. NDS also supports a community food program.

In 2016, NDS provided over four million meals during the school year to approximately 37,000 children at 92 Catholic, charter, and independent religious schools, and residential child-care facilities. NDS spent \$11,117,632 on this program during the 2016 fiscal year. In addition, the organization spent \$6,048,400 more to serve 2.8 million meals to children in child-care centers, shelters and after school programs in 2016.

During the summer months, NDS provides breakfast, lunch and/or snacks to low-income children who are participating in a variety of summer programs. The programs themselves are not run by NDS, but by organizations that agree to serve the meals in accordance with NDS and federal government guidelines. In FY 2016, NDS provided 849,000 meals at 465 summer program locations within the Archdiocese of Philadelphia at a cost of \$2,347,038.



BEYOND THE NUMBERS

It's easy to get lost in all of the numbers and lose sight of the people who are served by these ministries. The following anecdote was reported in the 2015 Catholic Health Care Services Annual Report :

“Mary, a member of St. Monica Parish since 1948, is 96 years old and was in need of support to stay in her home and parish. She spent many years of her life caring for her husband through a long illness, working in a tailor shop to support her family and raise her son. Mary's determination, willpower and faith allowed her to remain independent in her home for many years, despite having serious chronic medical conditions. Her care manager from the St. Monica Eldercare Program worked diligently to meet her physical, spiritual and home care needs. A care partner from the parish visited her twice weekly, assisting with linen changes, laundry, and neighborhood shopping. Monthly Holy Communion visits and connection with children from St. Monica School through the “Prayer Partners” program uplifted Mary spiritually. To stay safely in her home, Mary was connected to city programs for home repairs and a lift chair was provided to allow her to sit down and stand up comfortably. On one very cold day, her care manager ‘worked her magic’ and PGW was there within hours to fix a faulty heater!

As Mary's needs for care at home increased, St. Monica Eldercare Program was right there to facilitate her application for home care and ensure that she received the personal attention and support she needed on a daily basis. Her parish care partner continues to visit her every week, and her care manager is poised to address any problems that may arise in the future. Mary feels blessed every day to be in her own home, and in her beloved parish, thanks to the support and guidance that she receives from the St. Monica Eldercare Program.”

*Catholic Health Care Services: Archdiocese of Philadelphia.
Opening Doors Annual Report, 2015*



Nutritional Development Services also runs a community food program that collects and distributes donated food, and supplements donations with food that it purchases. In 2016, NDS provided 2.1 million meals through its community food program at a cost of \$514,271.

Altogether, through all of its programs, Nutritional Development Services provided nearly 10 million meals in FY 2016 at a total cost of \$20,027,341.

Education

In 2014-15 the Archdiocese operated 17 high schools that enrolled 13,482 students.⁸ To estimate the economic value of this education, we multiplied the number of enrolled students by the average cost per pupil in the five-county Archdiocese of Philadelphia (see the Parishes section for a detailed explanation of the methodology). The average per pupil cost in the 63 public school districts within the five-county Archdiocese was \$18,451, yielding a total economic value for Catholic secondary education of \$248,756,382.⁹ In addition to its high schools, the Archdiocese also operates four special education schools that have a combined annual budget of \$4 million.

In total, the programs that the Archdiocese of Philadelphia provides through Catholic Social Services, Catholic Health Care Services, Nutritional Development Services, Archdiocesan high schools and special education schools contribute \$400 million in economic value to the community on an annual basis.

ECONOMIC HALO OF:

Archdiocesan High Schools	\$ 248,756,382
Catholic Social Services	122,757,790
Nutritional Development Services	20,027,341
Catholic Health Care Services	4,511,591
Schools of Special Education	4,000,000
TOTAL	\$ 400,053,104

Parishes

In November 2016, Partners for Sacred Places released *The Economic Halo Effect of Historic Sacred Places*, which documented the economic contributions of congregations to their communities. Partners for Sacred Places studied congregations in Chicago, Dallas/Fort Worth and Philadelphia and estimated that the congregations, which represented many faith traditions, generated an average of \$1.7 million in annual economic impact. Partners for Sacred Places estimated that the nearly 1,750 active houses of worship in these three cities generated over \$3 billion in economic impact annually.

These economic contributions fall into three distinct categories:

- **Direct spending.** Direct spending is the total of the congregations' operational, program and capital budgets.
- **The value of spending on day care and K-12 education.** The report uses a local estimate of the cost per pupil for children in day care and students in K-12 grade. The Economic Halo is calculated by multiplying the number of students by the average per pupil cost in the local public school district, or by the average per child cost for day care.
- **Catalytic Effects.** The report uses the terms "Magnet Effects" and "Invisible Safety Net" to describe two types of Catalytic Effects. Magnet Effects occur when "Urban Congregations attract visitors and volunteers to their neighborhoods, sometimes coming from suburbs or outlying neighborhoods and spending their money at local stores and other businesses."¹⁰ In addition, Magnet Effects include spending by visitors on hotels, transportation and food while they attend weddings, funerals, or other parish events. The "Invisible Safety Net" captures the volunteer hours that are contributed to parish-based service programs; in-kind (or deeply discounted) space offered to programs such as Alcoholics Anonymous; after school programs that use the churches' space; and financial support given to community-serving programs.¹¹

Estimating the Economic Halo of Parishes in the Archdiocese of Philadelphia

The research reported in *The Economic Halo Effect of Historic Sacred Places* included 90 congregations in the three cities. Of these 90 congregations, 14 were Catholic parishes including six within the City of Philadelphia.

On average, the six Philadelphia Catholic parishes provided \$437,093 in Direct Spending and \$739,988 in Catalytic Effects for an average total of \$1,177,081 per congregation. If one assumes that the economic impact of all 219 parishes in the Archdiocese is the same as the average for these six congregations, then the economic impact of all parishes for Catalytic Effects and Direct Spending is \$257,780,739.¹²

In addition to the average economic impact per congregation of \$1,177,081, the parish schools make a significant contribution. The Partners for Sacred Places report calculated the Economic Halo of education by multiplying the number of students in the study area by the average per pupil cost to educate students in the public school districts. As previously noted, the Archdiocese of Philadelphia includes the City of Philadelphia, and the Pennsylvania counties of Bucks, Chester, Delaware and Montgomery. There are 63 public school districts in these five counties, with an average per pupil cost of \$18,451 for the 2014-2015 school year. A total of 43,934 students were enrolled in pre-K-8 grade in the parish schools in 2014-2015, yielding an Economic Halo for education of \$810,626,234.

When one includes education, Direct Spending and Catalytic Effects, the total Economic Halo of all parishes in the Archdiocese of Philadelphia is almost \$1.1 billion (\$1.068 billion) annually.

Annual Estimated Total Economic Halo of Parishes in the Archdiocese of Philadelphia

Direct Spending	\$ 95,723,367
Catalytic Effects	162,057,372
Education Pre-K-8	810,626,234
TOTAL	\$ 1,068,406,973

Independently-Run Catholic Organizations

Within the Archdiocese of Philadelphia, there is a rich tradition of independent Catholic organizations serving the community through private elementary and high schools, hospitals, and colleges and universities.

Catholic Hospitals

As noted in *The Catholic Puzzle Revisited*, “Catholic health care emerged in the early nineteenth century as ‘a social welfare ministry in response to urban need.’” Many Catholic hospitals and nursing homes, in fact, can trace their roots to the mid-1800s, when religious communities of women began caring for the sick and destitute. Since then, Catholic health care has evolved greatly due to the advent of lay medical faculty, technology, nonprofit regulation and competition.

In 2009, the United States Conference of Catholic Bishops released the Fifth Edition of *Ethical and Religious Directives for Catholic Health Care Services*.¹³ This is a six-part document consisting of 72 directives. Essentially, these directives describe how Catholic organizations can faithfully provide health care services. The directives prescribe actions related to the social responsibility of Catholic health care services; the pastoral and social responsibility of Catholic health care; the professional-patient relationship; issues at the beginning of life; issues regarding caring for the seriously ill and dying; and forming partnerships with other health care organizations while maintaining an organization’s Catholic identity. The directives clearly prohibit procedures that are contrary to Catholic teaching such as abortion and in-vitro fertilization, while emphasizing the need to serve the poor and marginalized and provide health care services that benefit the common good.

The United States Conference of Catholic Bishops is committed to the holistic treatment of patients. The Bishops noted that “since a Catholic health care institution is a community of healing and compassion, the care is not limited to the treatment of a disease or bodily ailment but embraces the physical, psychological, social and spiritual dimensions of the human person.”¹⁴

There are six Catholic hospitals in the Archdiocese of Philadelphia. Together these hospitals had a combined \$1.12 billion in total operating expenses in fiscal year 2015.¹⁵ St. Mary Medical Center had the largest total operating expenses at \$384 million, followed by Holy Redeemer (\$181 million) and Mercy Fitzgerald (\$178 million). The three smallest hospitals in terms of operating expenses were Nazareth (\$143 million); Mercy Philadelphia (\$132 million); and Mercy Suburban (\$102 million). The 2016 Official Catholic Directory notes that the 6 hospitals assisted 833,901 inpatients and outpatients in a recent 12-month period.

Total Operating Expenses of Catholic Hospitals in the Archdiocese of Philadelphia

Hospitals	Total Operating Expenses (FY15)
St. Mary Medical Center	\$ 384,000,000
Holy Redeemer	181,000,000
Mercy Fitzgerald	178,000,000
Nazareth	143,000,000
Mercy Philadelphia	132,000,000
Mercy Suburban	102,000,000
TOTAL	\$ 1,120,000,000

Education

The Archdiocese of Philadelphia has a concentration of Catholic universities and a rich tradition of private elementary and high schools. The local Catholic colleges and universities served 42,274 students, and the private elementary and high schools served 11,511 students in 2014-2015.¹⁶

Colleges and Universities

The Archdiocese is home to ten Catholic colleges and universities. These institutions are run by religious orders of priests, brothers and sisters including the Jesuits (Saint Joseph's University); Augustinians (Villanova University); Christian Brothers (La Salle University); Sisters, Servants of the Immaculate Heart of Mary (Immaculata University); Sisters of Mercy (Gwynedd Mercy University); Sisters of the Holy Family of Nazareth (Holy Family University); Sisters of St. Francis (Neumann University); The Congregation of the Sisters of St. Joseph (Chestnut Hill College); Missionary Sisters of the Sacred Heart of Jesus (Cabrini University); and Society of the Holy Child Jesus (Rosemont College).

Catholic Colleges and Universities in the Archdiocese of Philadelphia

Colleges and Universities	Total Annual Expenses
Villanova University	\$ 486,744,720
Saint Joseph's University	297,987,033
La Salle University	203,689,279
Neumann University	71,929,435
Cabrini University	70,616,843
Immaculata University	66,454,213
Gwynedd Mercy University	63,075,000
Holy Family University	55,892,796
Chestnut Hill College	52,973,611
Rosemont College	25,970,682
TOTAL	\$ 1,395,333,612

Of these institutions, for the school year ending in May 2015, Villanova had the largest total annual expenses of \$486,744,720. Saint Joseph’s had the second largest total (\$297,987,033) with LaSalle third at \$203,689,279. Six of the colleges—Neumann, Cabrini, Immaculata, Gwynedd Mercy, Holy Family and Chestnut Hill—had annual expenses that ranged from \$52–72 million. Rosemont was the smallest, with annual expenses of almost \$26 million.¹⁷

All together, these ten colleges and universities had combined annual expenses of \$1.395 billion in 2014-2015.

Private Elementary and High Schools

There are 17 private elementary and 18 private high schools in the Archdiocese of Philadelphia.¹⁸ The schools are located throughout the Archdiocese and include high schools such as Cristo Rey, St. Joseph’s Preparatory School, La Salle College High School, and Notre Dame Academy; and private elementary schools such as the Gesu School, St. Aloysius Academy and Villa Maria Academy. The schools are generally run by the same orders of religious sisters, priests and brothers that run the area’s Catholic colleges and universities.

In 2014-2015 these schools served 11,511 students, with an Economic Halo of \$212,389,461.¹⁹

Discussion

Catholic community-serving organizations in the Archdiocese of Philadelphia feed the hungry, provide caring and compassionate medical care, house the homeless and developmentally disabled, provide quality education from kindergarten through graduate school, serve elderly residents with in-home supports, run community centers that offer socialization, and provide parish-based services that meet important needs in their neighborhoods.

The Archdiocese of Philadelphia's **\$4.2 Billion** Contribution to the Greater Philadelphia Local Economy by program type

Education:

Colleges and Universities	\$ 1,395,333,612
Parish Schools	810,626,234
Elementary Schools—Private	73,711,745
High Schools—Archdiocesan	248,756,382
High Schools—Private	138,677,716
Schools of Special Education	4,000,000
TOTAL	\$ 2,671,105,689

Health Care:

Hospitals	\$ 1,120,000,000
Catholic Health Care Services	4,511,594
TOTAL	\$ 1,124,511,594

Parish Halo:

Parish Halo	TOTAL	\$ 257,780,739
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Social & Nutritional Services:

Catholic Social Services	\$ 122,757,790
Nutritional Development Services	20,027,341
TOTAL	\$ 142,785,131

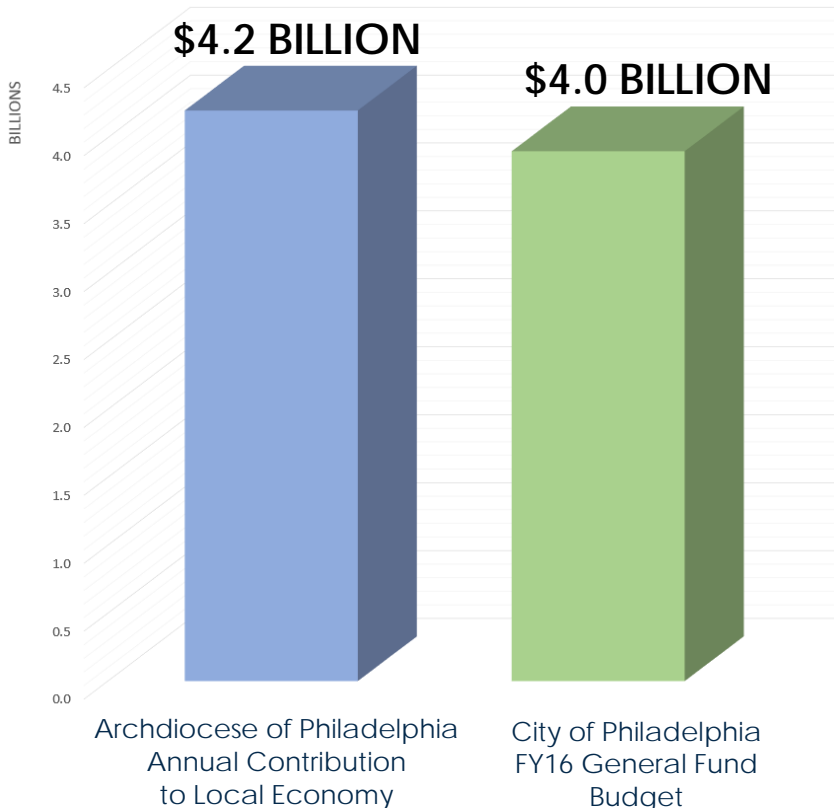
Grand Total \$ 4,196,183,153

These organizations not only serve community residents; they also help to fuel the local economy by contributing almost \$4.2 billion in economic activity annually, including over \$1.1 billion in health care, \$2.7 billion in education and \$400 million in local community services.

Furthermore, these organizations employ individuals who pay income taxes, buy houses, purchase consumer goods, and use their salaries to support local businesses. The organizations themselves purchase goods and services from local businesses. All of this activity has a ripple effect upon the local economy.

How does one put \$4.2 billion in context? The City of Philadelphia's FY 16 general fund budget is approximately \$4 billion, or \$200 million less than the \$4.2 billion annual economic contribution of Catholic organizations within the Archdiocese of Philadelphia. The City's general fund budget, which is a little less than half of its total budget, is the principal source of funds for the police, fire

Archdiocese of Philadelphia Economic Halo Compared to the City of Philadelphia General Fund Budget



and streets departments; courts; prisons; and employee benefits. How would the City operate without funding those budget line items?

\$4.2 billion is a significant contribution to the local economy, but it is a *conservative* estimate of the total contribution made annually by the Catholic organizations within the Archdiocese. Further research should pursue a more detailed evaluation of the Catholic contribution to the local economy. For example, this report does not estimate the impact that these services have upon the community. What is the value of a child's life saved in a Catholic hospital? Or the value to society of a court-adjudicated delinquent who has turned his life around after spending time in the St. Gabriel's System? What is the value of a recovering alcoholic who stays sober by attending Alcoholics Anonymous meetings in a church basement? Or a marriage that is saved through counseling provided by a Catholic deacon?

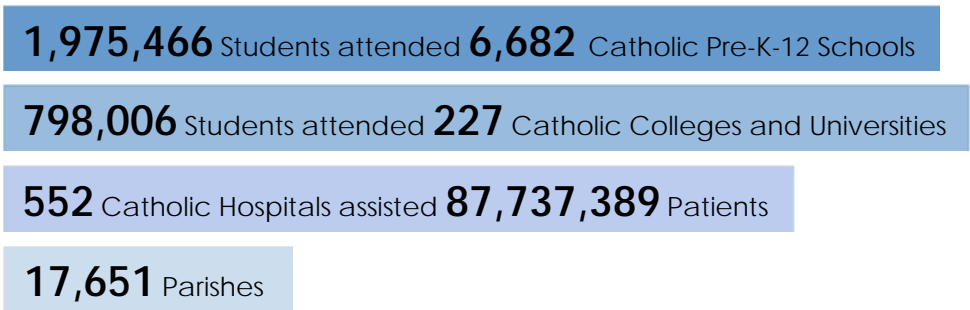
Although this report documents spending for the major Catholic organizations within the Archdiocese of Philadelphia, it does not include every Catholic organization that operates in the Archdiocese. Further research could identify all of the Catholic organizations in the Archdiocese of Philadelphia and assign an Economic Halo value to each organization.

The economic value generated by Catholic colleges and universities within the Archdiocese is also certainly greater than the total amount of expenses attributed to them in this report. For example, Saint Joseph's University estimates that it generates over \$600 million in economic and fiscal impact in Pennsylvania, approximately 2.5 times its operating budget.²⁰

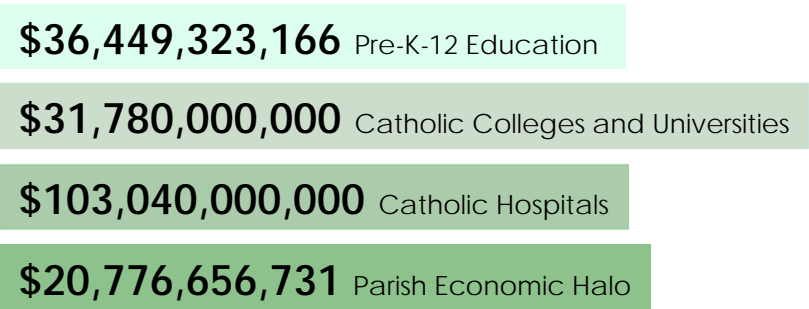
This report concentrates on Catholic organizations in the Archdiocese of Philadelphia, but Philadelphia is just one of nearly 200 dioceses in the United States, and the 219 parishes in Philadelphia are a fraction of the 17,651 parishes in the United States. The 2016 *Kennedy Directory* notes that 1.975 million students in the U.S. attended 6,682 Catholic pre-K-8 grade or high schools; 227 Catholic colleges and universities served 798,006 students; and 552 hospitals assisted 87.7 million patients.

If one assumes that the experience of the Philadelphia Archdiocese is representative of the nation as a whole, a reasonable assumption that further research should verify, then Catholic organizations throughout the United States would provide \$36.4 billion of economic value in pre-K-12 education; Catholic colleges and universities would have total annual expenses of \$31.8 billion; parishes would add \$20.8 billion in economic activity; and Catholic hospitals would have \$103 billion in expenses; for a total national economic contribution by Catholic organizations of at least \$192 billion.²¹

NATIONAL IMPACT OF CATHOLIC ORGANIZATIONS



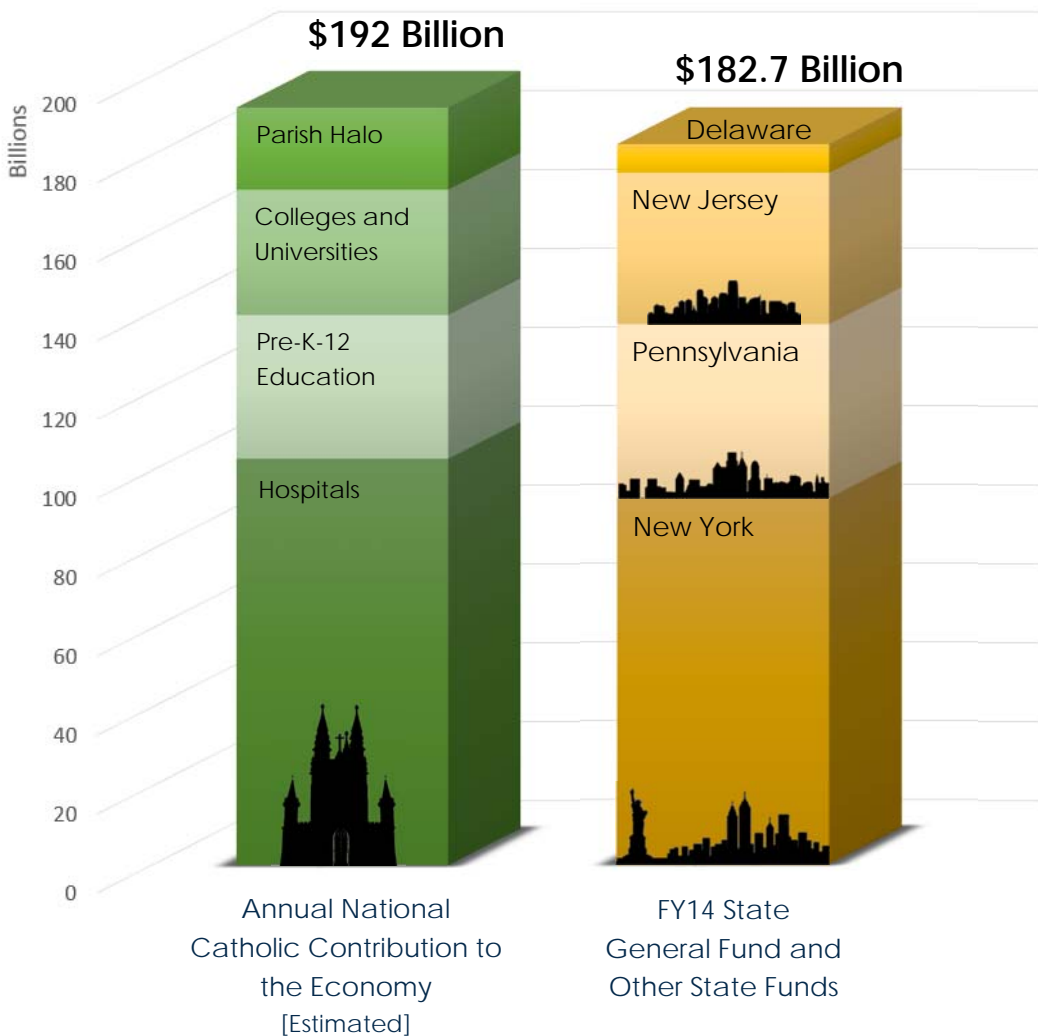
ESTIMATED NATIONAL ECONOMIC HALO OF CATHOLIC ORGANIZATIONS



\$192 BILLION TOTAL ECONOMIC HALO OF CATHOLIC ORGANIZATIONS

How does one put an annual contribution of \$192 billion in context? The combined budgets of the states of New York, Pennsylvania, New Jersey and Delaware for fiscal year 2014 totaled \$182.7 billion.²² In other words, the conservatively estimated nationwide economic contribution of Catholic hospitals, colleges and universities, pre-K-12 grade schools, and parishes is greater than the combined budgets of these four states.

The Catholic Church in America’s Annual Economic Halo in Context



Pope Francis has led the Catholic Church since 2013 and earned praise from Catholics and non-Catholics alike. On September 20, 2015, Pope Francis said:

The call to serve involves something special, to which we must be attentive. Serving means caring for their vulnerability. Caring for the vulnerable of our families, our society, our people. Theirs are the suffering, fragile and downcast faces which Jesus tells us specifically to look at and which he asks us to love. With a love which takes shape in our actions and decisions. With a love which finds expression in whatever tasks we, as citizens, are called to perform. It is people of flesh and blood, people with individual lives and stories, and with all their frailty, that Jesus asks us to protect, to care for and to serve. Being a Christian entails promoting the dignity of our brothers and sisters, fighting for it, living for it. That is why Christians are constantly called to set aside their own wishes and desires, their pursuit of power, before the concrete gaze of those who are most vulnerable.²³

Catholic health care organizations, Catholic educators and those who serve at the parish level in the United States have responded to the Pope's challenge by serving and welcoming Catholics and non-Catholics alike.

End Notes

1. Tierney, Joseph P. (2006) *The Catholic Puzzle Revisited: A Preliminary Profile of the Catholic Church's Community Serving Institutions in Philadelphia*. PRRUCS Report 06-3.
2. The Archdiocese of Philadelphia sold its nursing homes in 2014.
3. *The Official Catholic Directory*, 2016. P.J. Kennedy and Sons, Publishers: New Providence, New Jersey.
4. Data for Catholic Social Services obtained from *Catholic Social Services: 2015 Annual Report* in *CSS Connections*, Vol. 19, Issue 1 – 2016.
5. Family beneficiaries are family members who benefit directly from services provided to an individual. For example, CSS staff work with the families of youth in group homes on case management and planning.
6. All information for Catholic Health Care Services is from its 2015 Annual Report.
7. Data obtained from interviews with senior staff of Nutritional Development Services.
8. Number of students from *The Official Catholic Directory*, 2016. P.J. Kennedy and Sons, Publishers: New Providence, New Jersey.
9. Per pupil cost by school district can be found at <http://openpagov.org>
10. "The Economic Halo Effect of Historic Sacred Places" in *Sacred Places*, the magazine of Partners for Sacred Places (November 2016, page 11).
11. For more information on calculation of the Congregation Halo, see "The Economic Halo Effect of Historic Sacred Places" in *Sacred Places*, the magazine of Partners for Sacred Places (November 2016); and Ram A. Cnaan, Tuomi Forrest, Joseph Carlsmith and Kelsey Karsh (2013): If you do not count it, it does not count: a pilot study of valuing urban congregations, *Journal of Management, Spirituality & Religion*, DOI:10.1080/14766086.2012.758046.
12. Further research should assess how representative these six parishes are of the Archdiocese as a whole. As a consequence the Direct Spending and Catalytic Effects for the 219 parishes could be somewhat higher or lower.
13. *Ethical and Religious Directives for Catholic Health Care Services, Fifth Edition*, issued by the United States Conference of Catholic Bishops, November 17, 2009. <http://www.usccb.org/issues-and-action/human-life-and-dignity/health-care/upload/Ethical-Religious-Directives-Catholic-Health-Care-Services-fifth-edition-2009.pdf>
14. *Ibid.*, page 14.
15. All data on hospital expenses from *Financial Analysis 2015: An Annual Report on the Financial Health of Pennsylvania Hospitals. Volume One: General Acute Care Hospitals*. Report issued by the Pennsylvania Health Care Cost Containment Council in May 2016. Page 28 of this report defines total operating expenses as, "All costs associated with operating the entire facility such as salaries, professional fees, supplies, depreciation, interest, and insurance. The acquisition of durable equipment and other property is not considered expenses and are reflected on the hospital's balance sheet as assets. However, the cost to finance equipment (interest) as well as the depreciation, operation, and maintenance costs of capital equipment are operating expenses."

16. Number of students from *The Official Catholic Directory*, 2016. P.J. Kennedy and Sons, Publishers: New Providence, New Jersey.
17. Total expenses for each university were retrieved from line 18 of IRS form 990. Total expenses include grants from the university to students. Data retrieved from Guidestar.org in October 2016. All data are for the school year ending in Spring 2015 (i.e., the 2014 tax year) except for Rosemont College and Immaculata University which are for the school year ending in Spring 2014 (i.e., the 2013 tax year).
18. Number of schools from *The Official Catholic Directory*, 2016. P.J. Kennedy and Sons, Publishers: New Providence, New Jersey.
19. The Economic Halo was calculated by multiplying 11,251 (number of students enrolled in private Catholic elementary and high schools) by the average public school per pupil cost of \$18,451.
20. See the Saint Joseph's University *Economic and Community Impact Report*.
21. National Estimate of \$192 billion is derived by multiplying the number of students in pre-K-12 by the average per pupil expenditure in the five-county Philadelphia region (\$18,451) for a total of \$36.4 billion; college and university estimate of \$31.8 billion derived by multiplying the number of colleges and universities in the United States by the average total expenses (\$140 million) for the Catholic colleges and universities in the Philadelphia Archdiocese; hospital figure of \$103 billion derived by multiplying the average total operating expenses of the hospitals in the Philadelphia Archdiocese (\$186.6 million) by the number of hospitals in the United States; the parish total of \$20.8 billion derived by multiplying the number of parishes by the \$1,177,081 Economic Halo of each parish (net of pre-K-8 education, which is accounted for elsewhere). The \$192 billion does not convey the complete Catholic contribution to the economy since it does not include significant items such as an estimate of the value of Catholic Social Services in each Archdiocese.
22. The general funds of the four states totaled \$124.5 billion: Delaware (\$3.8), New Jersey (\$31.1), New York (\$61.2), and Pennsylvania (\$28.4). The states also raise revenue from a category labeled "other state funds" that totaled \$58.2 billion for the four states: Delaware (\$3.5), New Jersey (\$7.3), New York (\$31.7) and Pennsylvania (\$15.7). All data from the *State Expenditure Report*, National Association of State Budget Officers, 2015. The figures cited here only include state revenue and do not include federal funds transferred to the states.
23. Quote retrieved from the United States Conference of Catholic Bishops website <http://www.usccb.org/beliefs-and-teachings/what-we-believe/catholic-social-teaching/upload/pope-francis-quotes1.pdf>

About the Author



Joseph P. Tierney is the Executive Director of the Robert A. Fox Leadership Program and a Resident Senior Fellow of the Program for Research on Religion and Urban Civil Society. Founded in 1999 through the generosity and vision of Robert A. Fox (C'52) and Penny Fox (Ed'53), the Robert A. Fox Leadership Program is dedicated to enriching the Penn undergraduate experience in ways that equip and empower students and recent alumni for present and future leadership roles.

During Mr. Tierney's tenure, the Fox Program has organized many service learning opportunities for students, including establishing the largest campus-based Big Brothers Big Sisters program in the United States; providing 50 person years of service in post-Katrina New Orleans; developing and implementing Penn Leads the Vote (PLTV), a non-partisan voter mobilization initiative for Penn undergraduates; and initiating Penn's Medical Emergency Response Team (MERT), a student-run EMT program.

The Fox Program also develops and offers innovative leadership workshops, and in 2015 expanded its international programming by launching Fox Leadership International. Fox presently provides 150 fellowships per year to current Penn students and recent graduates. These fellowships allow the recipients to identify, develop and apply their skills in research and service opportunities throughout the world.

Previously, Mr. Tierney was Vice President of Public/Private Ventures where he was the co-founder of four nationally recognized programs that serve at-risk youth and young adults: the Youth Education for Tomorrow (YET) literacy centers, the Amachi mentoring program for the children of prisoners, Bridges to Work, and the Youth Violence Reduction Partnership.

He is the Principal Investigator of the landmark evaluation of Big Brothers Big Sisters of America, *Making a Difference: An Impact Study of Big Brothers Big Sisters of America*. In 2001 he received the Philadelphia Business Journal's "40 under 40" award which annually recognizes 40 individuals under 40 years of age who are making significant contributions in their professional fields and communities.

He holds an undergraduate degree from Saint Joseph's University and an M.A. from Princeton University.

