

**Fiscal Year 2026
Pastoral Center Ministry
Budget Report**



Table of Contents

Summary Financial Budget	3
Summary Diocesan Strategic Plan.....	4
Chancery.....	6
<i>Office of the Bishop.....</i>	7
I. <i>Mission/Purpose:</i>	7
II. <i>Ministry Data and Statistics:</i>	7
<i>Office of the Chancellor</i>	7
I. <i>Mission/Purpose:</i>	7
II. <i>Ministry Data and Statistics:</i>	7
<i>Office of the Diocesan Tribunal</i>	7
I. <i>Mission/Purpose:</i>	7
II. <i>Ministry Data and Statistics:</i>	7
<i>Office of the Child and Youth Protection</i>	8
I. <i>Mission/Purpose:</i>	8
II. <i>Ministry Data and Statistics:</i>	8
<i>Office of Divine Worship.....</i>	8
I. <i>Mission/Purpose:</i>	8
II. <i>Ministry Data and Statistics:</i>	8
<i>Office of Pastoral Services</i>	8
I. <i>Mission/Purpose:</i>	8
II. <i>Ministry Data and Statistics:</i>	8
Catholic Charities	10
I. <i>Mission/Purpose:.....</i>	11
II. <i>Ministry Data and Statistics:</i>	11
III. <i>Situational Analysis:</i>	11
IV. <i>Key Strategic Goals:</i>	14
V. <i>Other Key Ministry Goals:</i>	15
VI. <i>Financial Impacts.....</i>	15
Catholic Education	16
I. <i>Mission/Purpose:.....</i>	17
II. <i>Ministry Data and Statistics:</i>	17
III. <i>Situational Analysis:</i>	17
IV. <i>Key Strategic Goals:</i>	19

<i>V. Other Key Ministry Goals:</i>	21
<i>VI. Financial Impacts</i>	23
Clergy, Consecrated Life and Vocations	24
<i>I. Mission/Purpose:</i>	25
<i>II. Ministry Data and Statistics:</i>	25
<i>III. Situational Analysis:</i>	28
<i>IV. Key Strategic Goals:</i>	30
<i>V. Other Key Ministry Goals:</i>	31
<i>VI. Financial Impacts</i>	32
Communications	33
<i>I. Mission/Purpose:</i>	34
<i>II. Ministry Data and Statistics:</i>	34
<i>III. Situational Analysis:</i>	36
<i>IV. Key Strategic Goals:</i>	37
<i>V. Other Key Ministry Goals:</i>	38
<i>VI. Financial Impacts</i>	38
Discipleship & Family Life	39
<i>I. Mission/Purpose:</i>	40
<i>II. Ministry Data and Statistics:</i>	40
<i>III. Situational Analysis:</i>	41
<i>IV. Key Strategic Goals:</i>	43
<i>V. Other Key Ministry Goals:</i>	44
<i>VI. Financial Impacts</i>	45
Management Corporation	47
<i>I. Mission/Purpose:</i>	47
<i>II. Ministry Data and Statistics:</i>	47
<i>III. Situational Analysis:</i>	48
<i>IV. Key Strategic Goals:</i>	51
<i>V. Other Key Ministry Goals:</i>	52
<i>VI. Financial Impacts</i>	54

Summary Financial Budget

In the spirit of transparency and accountability, the following Diocese of Toledo Pastoral Center Ministry Budget Report (Budget Report) represents the fiscal year 2026 (FY2026) summary financial budgets along with noteworthy operational and strategic matters for each of the related office ministries. The ministry budgets are prepared annually by each senior leader and their respective teams and are then reviewed and approved by the diocesan Controller, Chief Operations/Finance Officer, Vicar General, Accounting & Audit Committee, Finance Council, and finally the Bishop.

Should you have any questions on the Budget Report information herein, please feel free to contact either Patty Williams pwilliams@toledodiocese.org or David Reed dreed@toledodiocese.org.

Pastoral Center Summary Budget FY2026								
	Chancery	Catholic Charities	Catholic Education	Clergy, Consecrated Life and Vocations	Communications	Discipleship and Family Life	Management Corporation	Total
Revenue								
Program, donation and other rev/fe	\$ 1,166,368	\$ -	\$ 1,050,225	\$ 930,928	\$ 68,800	\$ 679,833	\$ 1,016,973	\$ 4,913,127
Expense								
Salaries and benefits	1,172,458	-	652,331	564,492	387,300	741,913	1,991,449	5,509,942
General Office and Occupancy	981,997	-	66,649	88,840	46,703	61,742	588,861	1,834,792
Programs	731,512	736,000	556,816	1,155,337	68,700	376,650	389,100	4,014,115
Special Events	38,000	-	-	236,690	-	-	-	274,690
Total Expenses	<u>2,923,967</u>	<u>736,000</u>	<u>1,275,795</u>	<u>2,045,358</u>	<u>502,703</u>	<u>1,180,305</u>	<u>2,969,410</u>	11,633,539
Net Expense	\$ (1,757,599)	\$ (736,000)	\$ (225,570)	\$ (1,114,430)	\$ (433,903)	\$ (500,472)	\$ (1,952,437)	\$ (6,720,412)
Annual Catholic Appeal Funds (net)								2,900,000
Assessment Funds								3,850,000
Net Budget Surplus								\$ 29,588

Note 1: The above chart excludes the budgets of Central City Ministries (CCMT - two intercity diocesan schools), Catholic Charities (above reflects diocesan subsidy only), and all Trust entities due to the unique legal and governance structures of each.

Note 2: Included in 'Program, donation, and other revenues/fees' is approximately \$503,000 of income from selected Living Christ Campaign endowments to cover Diocesan strategic plan related expenses as contained in the FY2026 budget.

Summary Diocesan Strategic Plan

The following represents an excerpt from the summary Diocesan Strategic Plan document. Each of the Pastoral Center office Budget Reports contained herein reflects its applicable strategic plan initiatives and goals. To learn more about the Diocese of Toledo Strategic Plan, please visit the Diocese website at <https://toledodiocese.org/diocesan-strategic-plan> or [click this link](#).



Diocese of Toledo · 2024–2026

STRATEGIC PLAN

VISION

To become a more faith-filled, united and vibrant Diocese of Toledo through fostering Holy Disciples, Holy Families and Holy Vocations



MISSION

We, the faithful of the Roman Catholic Diocese of Toledo, are called by Jesus Christ to proclaim the Gospel, celebrate the Sacraments and serve those in need, revealing to all the merciful face of the Father. Through prayer, fasting and almsgiving, we, the members of our parishes, schools and communities, strive with the help of the Holy Spirit, the intercession of Our Lady of the Rosary and fidelity to the Church, to be joyful witnesses to the love of God and neighbor.

CORE VALUES

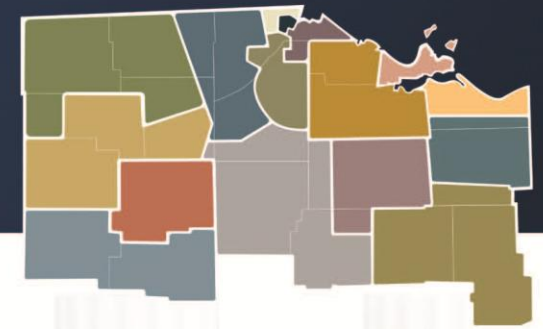
CHRIST AT THE CENTER We imitate Jesus Christ our Savior - in all that we say and do - who came not to be served but to serve	DEEPENING COMMUNION We deepen the bonds of faith, hope and charity with the Lord, the Church and one another	INVITATION AND OUTREACH We reach out to share the Good News of Jesus, manifesting His love and mercy for all people of every culture, age and need	OPEN AND EFFECTIVE COMMUNICATION We communicate dynamically in a responsible, respectful and transparent way	EXCELLENCE AND ACCOUNTABILITY We act with integrity and are competent, efficient and passionate in all we do pastorally and operationally
--	--	--	--	---

STRATEGIC PILLARS

SUPPORTING THE HEALTH OF PARISHES & CLERGY	INVIGORATING DISCIPLESHIP & FORMATION	ENHANCING LAY LEADERSHIP	STRENGTHENING CATHOLIC EDUCATION	GROWING CATHOLIC CHARITABLE OUTREACH & ADVOCACY	DEVELOPING FINANCIAL RESOURCES
---	--	---------------------------------	---	--	---------------------------------------



Diocese of Toledo · 2024–2026 STRATEGIC PLAN



STRATEGIC PILLAR GOALS

SUPPORTING THE HEALTH OF PARISHES & CLERGY

Empower parishes through continuing formation, intentional planning, sharing best practices and providing for the care and well being of our clergy

INVIGORATING DISCIPLESHIP & FORMATION

Share the Gospel through intentional discipleship, deepening our faith and growing in relationship with God and one another

ENHANCING LAY LEADERSHIP

Form excellent lay leaders through education, training and skill development

STRENGTHENING CATHOLIC EDUCATION

Enhance faith formation of teachers and students, maintain educational excellence and instill Gospel values while promoting enrollment and sustainable funding models

GROWING CATHOLIC CHARITABLE OUTREACH & ADVOCACY

Increase outreach and advocacy efforts throughout the Diocese to provide life-transforming opportunities for the poor, marginalized and those in need

DEVELOPING FINANCIAL RESOURCES

Promote generous giving and responsible stewardship to ensure sustainable mission and ministry

STRATEGIC ACTIONS

- Establish **best practices among parishes** - ie Amazing Parish model, focused Sunday experience, quality of liturgy and music
- **Ministry to Priests Program:** Caring for our active and retired priests in a holistic way, guided by minister to priests
- Implement a diocesan-wide effort to **renew apostolic zeal** and encourage clergy development
- Assist parishes in **intentional planning** for the future
- Nurture healthy priestly vocations

- Equip parishes to foster Holy Disciples
- Maintain a **diocesan-wide evangelization knowledge-based platform** focused on invigorating the active, connecting the inactive, welcoming home the fallen away and receiving those of no or other faiths
- Evaluate, identify and implement impactful **youth ministry**

- **Populate Franciscan at Home Institute** with lay leadership curriculum and fully utilize and continuously improve the platform. **This will enhance leadership training, skills and development**
- Facilitate the development of performance management and **employee succession plans** for Pastoral Center, parishes and schools

- Develop and promote **sustainable school funding** models
- Inspire **parental and family engagement** and increase enrollment
- Strengthen **faith formation curriculum** and deepen Catholic culture
- Nurture **missionary disciples** through faith formation of school educators and staff
- Foster intentional discipleship of the Domestic Church through parish-wide religious education and ministries
- Nurture **missionary disciples** through faith formation of parish catechists and formators

- Evaluate and enhance resources that provide social services to **broaden Catholic Charities footprint** throughout the diocese.
- **Collaborate with parishes** in identifying particular needs in local areas of the diocese
- Build and foster a **culture of evangelization and social justice** in all of our outreach and advocacy efforts

- Enhance and strengthen the **Annual Catholic Appeal (ACA)**
- Execute a diocesan-wide **capital campaign**
- Expand focus of Mission Advancement Office to **long-term fundraising and support of parishes** with a concentration on planned giving and fostering a culture of stewardship

Chancery

Annual Ministry Budget Report – FY2026



Diocese
of Toledo

Chancery

Annual Ministry Budget Report – FY2026

Office of the Bishop

I. Mission/Purpose:

To carry out the duties of the Diocesan Bishop in governing the Diocese. Fulfilling the three-fold responsibilities of the bishop in governing, teaching, and sanctifying.

II. Ministry Data and Statistics:

Personnel: Bishop, Vicar General, Administrative Assistant

Office of the Chancellor

I. Mission/Purpose:

- To assist the Bishop in all canonical matters
- Oversees the Archives of the Diocese of Toledo
- Serves as canonical consultant to parishes, schools, and institutions
- Gathers and maintains statistical records for the Diocese of Toledo
- Assists in the interpretation of the particular law in the “Diocese of Toledo Pastoral Policy Handbook”

II. Ministry Data and Statistics:

Personnel: Chancellor and Archivist

Office of the Diocesan Tribunal

I. Mission/Purpose:

- Receives and investigates petitions for declarations of marriage nullity according to the laws of the Catholic Church (canon law)
- Issues declarations of marriage nullity and verifies the conditions for dissolutions of marriage by the Pauline Privilege
- Functions as a court of appeal (second-instance court) for the Diocese of Cleveland
- Facilitates ongoing formation for canon lawyers in the diocese and responds to questions regarding canon law
- Provides training and ongoing formation in the marriage nullity process to parish case sponsors and clergy

II. Ministry Data and Statistics:

Personnel: Judicial Vicar, one full-time Judge and one part-time Judge, Manager of the Tribunal Office

Office of the Child and Youth Protection

I. Mission/Purpose:

- Works with compliance officers throughout the Diocese to keep updated records on background checks, etc.
- Receives any possible abuse claims
- Updates clergy status report
- Provides fingerprinting and background checks
- Keeps updated “Virtus” and “Selection.com”
- Administrative tasks for Diocesan Review Board
- Completes annual audit for USCCB

II. Ministry Data and Statistics:

Personnel: Coordinator of the Office and part-time Fingerprinting/Administrative Assistant

Office of Divine Worship

I. Mission/Purpose:

- Works with Office of the Bishop regarding all liturgical events (Confirmations, Ordination, and Episcopal events)
- Oversees Diocesan Director of Liturgical Music
- Is a resource for parishes, schools and institutions

II. Ministry Data and Statistics:

Personnel: Director of the Office, Director of Liturgical Music, and Parish/School Liturgical Consultant

Office of Pastoral Services

I. Mission/Purpose:

- Oversees the facilities of the Pastoral Center office building
- Monitors all closed Diocesan properties
- Coordinates activities of various vendors (water, HVAC, gas, electric, etc.)
- Oversees building security

II. Ministry Data and Statistics:

Personnel: Facilities Manager, maintenance personnel, receptionist, and contracted security personnel

III. Financial Impacts

The following represents the FY2026 summary financial budget for the related Chancery office ministries:

Summary Budget FY2026 Chancery												
	Revenues and Grants	Charities	Diocesan Pastoral Services	Chancery	Legal, Professional, CCO, USCCB, Holy See	Episcopal Residence	Cathedral	Pastoral Center	Archives	De Sales Outreach	Tribunal	Total
Revenue												
Donations and other revenue/fees	\$ 213,658		\$ -	\$ 20,000	\$ 292,012	\$ 66,000	\$ -	\$ 494,998	\$ 700	\$ 63,000	\$ 16,000	\$ 1,166,368
Expense												
Salaries and benefits			221,981	328,214	-	92,619	-	196,304	60,741	35,006	237,593	1,172,458
General Office and Occupancy	65,500		10,609	143,508	-	124,400	-	494,468	50,788	53,102	39,622	981,997
Programs		736,000	18,700	-	503,812	-	182,000	-	-	2,000	25,000	1,467,512
Special Events				38,000	-	-	-	-	-	-	-	38,000
Total Expenses	<u>65,500</u>	<u>736,000</u>	<u>251,290</u>	<u>509,722</u>	<u>503,812</u>	<u>217,019</u>	<u>182,000</u>	<u>690,773</u>	<u>111,529</u>	<u>90,107</u>	<u>302,215</u>	<u>3,659,967</u>
Net	<u>\$ 148,158</u>	<u>\$ (736,000)</u>	<u>\$ (251,290)</u>	<u>\$ (489,722)</u>	<u>\$ (211,800)</u>	<u>\$ (151,019)</u>	<u>\$ (182,000)</u>	<u>\$ (195,775)</u>	<u>\$ (110,829)</u>	<u>\$ (27,107)</u>	<u>\$ (286,215)</u>	<u>(2,493,599)</u>

Note: The Charities column is shown separately on the summary chart on page 3.

Catholic Charities
Annual Ministry Budget Report
FY2026



Diocese
of Toledo

Catholic Charities Diocese of Toledo

Annual Ministry Budget Report – FY2026

I. Mission/Purpose:

OUR MISSION

Catholic Charities makes real the love of Jesus Christ and the Catholic Church by serving those, regardless of faith or background, with physical, emotional, and spiritual needs; assisting the neglected and forgotten; respecting and promoting life from conception to natural death; and nurturing and supporting the institution of family.

OUR CORE VALUES

We strive each day to be:

- Christ Centered in the way we serve and love our community, those who come to us for help, our volunteers, our donors, and each other.
- Life Transformational by assisting people in their journey by walking alongside them so, they can live God's plan.
- Operationally Excellent in all our efforts - to inspire confidence and increase the desire to support the valuable work of our ministries.

OUR VISION

- We will become a more faith filled, united, and vibrant Catholic Charities in service to each other and the community.

II. Ministry Data and Statistics:

- **65,963** meals served at shelters and Helping Hands of St. Louis
- **27,221** men, women, and children assisted across Northwest Ohio
- **12,111** shelter nights while families secure affordable housing
- **5739** grocery and hygiene kits distributed
- **10,862** calls for assistance
- **1428** services and assistance through Jail and Prison Ministries
- **8424** received clothing, shoes, furniture, and household items
- **159** individuals assisted through Adult Advocacy Services

III. Situational Analysis:

Primary functions and programs of the ministry/office:
Crisis Navigation Services - Our Crisis Navigators help families and individuals in Erie, Richland, Huron, Lucas, Williams Counties who are struggling to manage finances, pay bills, or maintain a suitable residence. Qualifying Richland County residents may receive financial assistance with rent or mortgage payments, medical bills, or prescription costs. Huron County residents may be eligible to receive assistance with transportation, housing, homeless prevention, case management, or health-related needs. Erie, Lucas, and Williams County residents will receive intensive case management with the Crisis Navigator at our Sandusky and Toledo offices.

Helping Hands of St. Louis - Helping Hands of St. Louis, a ministry of Catholic Charities of the Diocese of Toledo, is located at 443 Sixth St., Toledo, Ohio, and serves low-income and homeless families and individuals. The Outreach Center includes a Soup Kitchen, Food Pantry, and Clothing Center. Additional services include providing hygiene packs to families and hot showers and hygiene and snack kits to the homeless.

HOPE Food Pantry - HOPE Food Pantry serves individuals and families in Richland County. HOPE Pantry is stocked through the generosity of the local community; through organizations, parishes, food drives, and individuals who want to make a difference. Volunteers help in the pantry, and we can always use volunteers. A guest-choice format allows our guests to choose food items according to their individual needs.

La Posada Family Emergency Shelter - La Posada Family Emergency Shelter offers temporary housing and supportive services to homeless families of all faiths and backgrounds in the Toledo area. Direct services through La Posada include shelter, food, clothing, personal hygiene products, and case management.

Miriam House - Located in Norwalk, Miriam House is a transitional housing program that offers safe and stable housing to homeless women, pregnant women, and their children. Catholic Charities staff help residents identify issues that have contributed to their homelessness. Clients receive resources and guidance to rebuild their lives and to develop the skills necessary to regain self-sufficiency and secure stable, independent housing.

Supportive Housing - Catholic Charities Permanent Supportive Housing program in Lucas County assists homeless individuals and families with housing. To qualify for the program the head of household must have a qualifying disability and the family's income has to be at or below the poverty level. A qualifying disability may be a physical disability, mental illness, or chemical dependency. After the client is accepted into the program, they're assisted in finding housing. The housing need is met through securing fair market housing. Through case management support, the client is offered the necessary tools needed to maintain housing stability and become self-sufficient again.

Adult Advocacy Services - Catholic Charities Diocese of Toledo provides legal guardianship services for adults aged 55 and older who have no appropriate family to make decisions for their medical care and estate. Clients suffer from dementia or other illnesses that limit their decision-making capacity. In most cases, clients are impoverished and have been victims of elder abuse or financial exploitation. Many lived isolated lives before entering a nursing home. The probate court appoints Catholic Charities' volunteers as legal guardians to advocate for their care. However, guardianship becomes much more than advocacy – a volunteer guardian becomes a companion and a friend.

Respect Life - Catholic Charities works to create an awareness of the dignity of human life through supporting parish Respect Life groups, providing presentations on Respect Life issues, and publishing a bi-weekly Respect Life e-newsletter with local and national news and events. Staff also provide training to those interested in sidewalk ministry to women outside abortion clinics.

Project Rachel Post Abortion Healing Ministries - Project Rachel is the Catholic Church's diocesan-based ministry to those suffering in the aftermath of abortion. The nationwide ministry helps mothers, fathers, family members, friends, and people of faith or no faith who seek compassionate, non-judgmental help. Priests, religious, counselors, and laypeople provide a team response of care that can help to heal those wounded by abortion.

The Joseph Ministry - The Joseph Ministry is created and designed to provide compassionate, non-judgmental healing help and support for all men who have suffered a loss due to abortion. Priests, religious, counselors, and laypeople provide a team response of care that can help to heal those wounded by abortion. Individual

mentoring, small groups, one-day and weekend retreats, professional counseling, and spiritual guidance referrals are available.

Jail and Prison Ministries - Catholic Charities oversees Diocesan efforts to provide jail and prison ministries in various settings. Staff provide training for volunteers who serve at State prisons in Toledo, Lima, Mansfield, and Stryker at county jails and treatment centers throughout the Diocese of Toledo. The ministries include worship services, retreats, Scripture study, Rite of Christian Initiation for Adults, and pastoral counseling. Ministry services vary depending on the facility. Volunteers participate in supporting returning citizens with rent assistance, food, and furniture delivery, mentoring, and spiritual opportunities, and "share the journey" support for families of the incarcerated. Other volunteer opportunities include the ALPHA program, retreats, Bible studies, and Eucharistic Ministry.

Disaster Relief - Catholic Charities provides outreach to communities affected by natural disasters such as flooding or tornadoes. Catholic Charities may coordinate volunteer support personnel, provide case management, solicit donations, and may assist with long-term recovery. We strive to reflect God's mercy to the community at large. Regardless of race, religion, or socio-economic status. Catholic Charities may facilitate local collections in times of major natural disasters in other areas of the country and the world. These funds are distributed to local Catholic Charities agencies directly providing disaster response. No administrative fees are taken out by the Catholic Charities Diocese of Toledo.

Furniture Ministry – Catholic Charities Furniture Ministry is located in Erie County. Donations of used furniture – stored in our local warehouse – which are distributed free of charge to qualifying local families or individuals to help them settle into a stable living environment. Whether the victims of natural disasters, suffering from financial hardship, or transitioning back into a productive society from incarceration or some other transitional circumstance, many people in Erie County find themselves without a bed to sleep on or a table to eat at, and with no means to obtain those basic necessities. These needs are met through the generosity of donations from and through the assistance of volunteers who cheerfully give their time and energy.

Strengths of ministry/office (can be knowledge, personnel, experience, technology, funding, etc.)

- Staff dedicated to helping change lives through 14 different ministries
- 111 years of service throughout our Diocese
- Focus on a “hand up” and not a “hand out” approach
- More than doubled the number of people served in the past 10 years

Weaknesses to be addressed (areas of need to focus for improvement/efficiencies)

- Staff retention for overall staff, but especially Residential Specialists at shelters
- Effectiveness and efficiencies of serving people at Helping Hands of St. Louis in the current facilities

Opportunities (top internal or external events or conditions which benefit the ministry and those served)

- Expand ministries such as Jail and Prison, and Helping Hands of St. Louis
- Increase awareness of services, volunteers, and Gift In-Kind efforts
- Build a Catholic Counseling Network in our Diocese

Threats (top internal or external events or conditions which make the ministry more difficult)	
• Decrease in funding from various sources • Staff retention and improving work/life balance	

IV. Key Strategic Goals:

The following represents the most important and impactful ministry strategic goals for the fiscal year, which tie directly to the Diocesan Strategic Plan - Pillar Goals/Actions. These goals are listed because it is a key priority for either the Sr Director as the Pillar Owner and/or the ministry.

Goal 1: Engage, empower, and encourage staff and volunteers	
Purpose: Serve staff with appreciation, training, development, and activities.	
Measurement: Improved staff engagement and morale	
Completion Date: July 2025 and ongoing	Owner: Catholic Charities Leadership Team
Goal 2: Assess, improve, and expand our ministries	
Purpose: Assess needs in Parishes throughout our Diocese	
Measurement: Create a network of Catholic Counselors	
Completion Date: Ongoing	Owner: Rodney Schuster, Bret Huntebrinker and Kevin Jorrey
Goal 3: Manage and strengthen our financial capacity to serve with exceptional stewardship	
Purpose: Increase major donor contacts/and build relationships and increase the existing planned giving donor base.	
Measurement: 1. Number of major donors supporting Catholic Charities 2. Increase the number of major gifts 3. Increase the number of donors who have identified Catholic Charities in their long-term giving plans	
Completion Date: Ongoing	Owner: Rodney Schuster and Jennifer Lippus
Goal 4: Renovate and expand Helping Hands of St. Louis	
Purpose: To better serve people with dignity and respect and make it a more efficient and effective ministry	
Measurement: Purchase and secure site	
Completion Date: August 1, 2025	Owner: Rodney Schuster

V. Other Key Ministry Goals:

The following represent other key ministry-specific goals for the fiscal year, which more indirectly support the Strategic Plan - Pillar Goals/Actions. These are goals specific to the ministry's functionality/operations, and/or staff development.

Goal 1: Be a Top Workplace winner again through the annual Energage Survey	
Purpose: Employee satisfaction in the workplace.	
Measurement: To be named a Top Workplace for the third year in a row	
Completion Date: Survey completion June 30, 2025	Owner: Rodney Schuster

VI. Financial Impacts

The following represents the estimated FY2026 summary financial budget for Catholic Charities:

Summary Budget FY2026 Catholic Charities	
Revenue	
Donations, grants, and other revenue	\$ 5,079,056
Diocese Support	736,000
Expense	
Salaries and benefits	3,323,209
General Office and Occupancy	1,167,232
Programs	1,447,190
Special Events	47,400
Total Expenses	5,985,031
Net	\$ (169,975)

Note 1: Catholic Charities budget above is not combined with the Diocese of Toledo summary budget on page 3 of this report, due to its legal and governance structure.

Catholic Education Annual Ministry Budget Report FY2026



Diocese
of Toledo

Catholic Education Department

Annual Ministry Budget Report – FY2026

I. Mission/Purpose:

The mission of Catholic education, which is at the heart of the Church, is to form new disciples in spreading the good news. This is done primarily through the work of Catholic schools, parish schools of religion, and supporting homeschool families. Catholic education participates in the Church’s evangelizing mission of bringing the gospel to the ends of the earth. We work to make God known, loved, and served in our classrooms, parish halls, and communities.

II. Ministry Data and Statistics:

In the 2024-2025 school year, there were 17,689 students in a Catholic school from preschool to grade 12.

This represents a slight increase in total enrollment of just over 2%.

The expansion of the EdChoice program equates to 13,233 students in Kindergarten through 12th grade on either EdChoice Traditional or EdChoice Expansion Scholarships. EdChoice is not available to Preschool Students.

The State of Ohio supports students with special needs in our schools. 458 students are on the Jon Peterson Special Needs Scholarship and 22 students are on the scholarship specifically related to Autism services.

We serve approximately 14,000 students in some type of religious education program. In June 2025, our new Director of Catechetical Formation will join the team and will assist in getting this data.

We are unaware of the approximate number of Catholic students who are homeschooled in the Diocese but are preparing to hire a Homeschool Coordinator to better track and support homeschool families.

III. Situational Analysis:

Primary functions and programs of the ministry/office:
• Interact with, provide professional development to, and continue to help form exceptional parish catechetical leaders who lead others in the catechetical process in parishes with an emphasis on engaging the family. • Interact with, provide professional development to, and continue to help form exceptional Catholic school leaders who lead others in academic pursuits and maintain a vibrant Catholic culture in our schools, as well as form teacher-ministers within our Catholic schools. • Provide support to homeschool families. • Lead Catholic schools through the administrative process to be recognized as chartered non-public schools which includes the Ohio Catholic School Accreditation Association process, State of Ohio funding, federal funding (Title I, IIA, IV, IDEA-B, etc.), licensure through the Ohio Department of Education, and compliance through the Annual Verification of Standards. • Lobby for and assist schools in navigating financial opportunities for families through state scholarships, grants, and tax-credit programs.

- Implement new legislation that affects non-public schools.
- Review, measure, evaluate, and encourage better Catholic school culture techniques and topics.
- Provide, evaluate, and manage a variety of academic services including the development of courses of study, Diocesan-wide assessments, religious education requirements, and governing board relations.
- Oversee and provide direct services to CCMT: Rosary Cathedral and Queen of Apostles Schools.
- Provide initial and ongoing professional development to teachers and catechists.
- Provide direct support to Catholic schools that enroll students with documented learning disabilities.
- Provide direct support to Catholic schools that engage in early childhood education programs.
- Manage and approve international student documentation and visas for Catholic high schools.

Strengths of ministry/office (can be knowledge, personnel, experience, technology, funding, etc.)

- With the reorganization of responsibilities within the Department of Catholic Education and hiring of additional members, we have been able to grow the interactions with school leaders across the Diocese.
- We have hired a full-time Director of Student Services to support students with special needs.
- In June 2025, we will have a full-time Director of Catechetical Formation to support schools and parishes in religious formation.
- The number of funding opportunities for attending Catholic schools is the most robust in the history of Catholic education in Ohio. With the expansion of Ed Choice, the amounts of the scholarships (\$6,166 for K-8; \$8,408 in 9-12; and \$32,445 for Jon Peterson) a state tax credit program, and the beginning of a universal school choice program.
- Shifted focus of principal meetings to collaboration and community formation of school leaders through engagement in professional learning communities.

Weaknesses to be addressed (areas of need to focus for improvement/efficiencies)

- We need additional personnel to ensure compliance, training, and oversight of Catholic schools and parishes, as well as day-to-day operations of the Department.
- Confusion among stakeholders on the logistics of EdChoice and other scholarships, as well as the Scholarship Granting Organization.
- There are several challenges related to the administration of the Scholarship Granting Organization, related to current support staffing levels and lack of systems in place.
- Lack of succession planning in schools for future school leaders.
- Due to recent turnover and lower staffing levels, there is work to do in the area of building trust in the Department.

Opportunities (top internal or external events or conditions which benefit the ministry and those served)

- Increasing professional development offerings, such as the Known, Loved, Served Conference, Microschools Program, Teaching & Learning Conference, and Boston College Lynch Leadership Academy as we explore more ways to engage school leaders and teachers across the Diocese.
- Through further engagement and increased stability in the Department of Catholic Education, relationships with school leaders can be fostered and strengthened.
- Director of Catechetical Formation has been hired to support DREs and CREs in the formation of Holy

Families, review the Catholic School Orientation Program to ensure it is aligned with new educators' learning needs and Diocesan goals, and review the religious course of study.

- Creating a dashboard of each school's data to assist school leaders and the Department to set strategic planning goals.
- Development of a future principal formation program and onboarding program for new school leaders in the first two years.
- There is openness to a strategic planning process for schools that mirrors the Office of Intentional Planning's process.

Threats (top internal or external events or conditions which make the ministry more difficult)

- Lack of certified teacher-ministers, considering the ongoing teaching shortage.
- Lack of interest in school and catechetical administration; it is very difficult to find, train, and retain talented leaders for schools and parishes.
- Ongoing federal and state legislative changes that impact the administration of our schools.
- Shifting culture of our schools due to changing student populations and changes in Education programs and policies.
- Many of our schools' physical plants are aging and require longer-range planning to address deferred maintenance concerns.
- The population of Northwest Ohio is projected to decrease between 2020-2025. Of our 19 counties, the only one projected to grow is Wood County, by only 1.65%. The population of school-aged children is projected to decrease by over 8%. ([Source](#))
- There is currently a threat to the EdChoice Program before Judge Jaiza Page in Franklin County.

IV. Key Strategic Goals:

The following represents the most important and impactful ministry strategic goals for the fiscal year, which tie directly to the Diocesan Strategic Plan - Pillar Goals/Actions. These goals are listed because it is a key priority for either the Sr Director as the Pillar Owner and/or the ministry.

Goal 1: Continue the Holy Families Project

Purpose: Affects family engagement in parishes and schools. Related to SA 2.2 in Strategic Plan

Measurement:

1. Onboard Director of Catechetical Formation.
2. Begin review of catechetical programs offered across the Diocese of Toledo.
3. Host gatherings of Directors of Religious Education to gather input.
4. Propose changes to the programs currently offered, including curriculum and facilitation resources for interested parishes and schools.

Completion Date: May 1, 2026

Owner: Director of Catechetical Formation

Goal 2: Fostering an Intentional Catholic School Culture	
Purpose: Ensure Catholic schools are achieving key marks of Catholicity.	
Measurement: 1. Re-engage with the teachers and principals across the Diocese of Toledo at the 2025 Known, Loved, Served Conference on October 13 at the Glass City Center. The topic of discipleship and forming of intentional disciples will be explored. 2. Offer additional opportunities for teacher professional development, including the revision of: - o John 3:16 Teacher Orientation Program - o Catholic School Orientation Program - o Fides et Ratio 3. Continued development of teacher and catechist formation programs and offerings including the first cohorts of an advanced catechist track. 4. Continued interaction with schools, parishes, and Culture Project International to affect a better understanding of the Theology of the Body for students, faculty, and parents. 5. Review the goals of the Assessment of Religious Knowledge and its implications for professional development offered by the Department of Catholic Education.	
Completion Date: Ongoing and into FY2026	Owner: Senior Director of Catholic Education & Director of Catechetical Formation.
Goal 3: Develop and promote sustainable governance models for schools.	
Purpose: In the continuation of the parish incorporation project, all schools identified as regional or consolidated will be civilly incorporated and provided resources to ensure their governance bylaws reflect both Canonical and Civil authority.	
Measurement: 1. Working with the Diocesan General Counsel, Department of Finance and Chancellor, the Senior Director will assist in reviewing the current statutes or bylaws and create a new set of bylaws that demonstrate the most appropriate civil and canon law. 2. Development of resources for board formation and best practices. 3. Development of a board formation professional development session to be held on a Saturday on Zoom to welcome new board members and to orient or reorient all board members. 4. Develop a dashboard that identifies key data for each school to help in the strategic planning process.	
Completion Date: Ongoing; January 1, 2026 and beyond	Owner: Senior Director of Catholic Education; Director of School Operations

V. Other Key Ministry Goals:

The following represent other key ministry-specific goals for the fiscal year, which more indirectly support the Strategic Plan - Pillar Goals/Actions. These are goals specific to the ministry's functionality/operations, and/or staff development.

Goal 1: Support Catholic schools with ministering to students with disabilities.	
Purpose: To ensure that all students are learning, especially exceptional learners, by providing support through scholarships and instructional best practices.	
Measurement: 1. Fully onboard Director of Student Services. 2. Develop a plan to evaluate school support systems and responses to intervention (RTI) plans and provide instructional plans and best practices to school leaders and teachers. 3. Ensure compliance with and support for the Jon Peterson Special Needs Scholarship. 4. Host professional development for teachers and principals in the area of special education.	
Completion Date: Ongoing.	Owner: Director of Student Services
Goal 2: Develop the Department of Catholic Education Team	
Purpose: As new members join the Department of Catholic Education, in addition to the new Senior Director, engage in a process to develop the team to ensure effective practices.	
Measurement: 1. Team book study on "Five Dysfunctions of a Team" (3 Months) 2. Host a team off-site gathering to continue team norm planning and goal setting (October) 3. Engage in weekly team gatherings for both ongoing issues and continued team formation.	
Completion Date: May 1, 2026	Owner: Director of Catholic Education
Goal 3: Continue to promote and grow Scholarship Granting Organization for additional scholarship opportunities.	
Purpose: To provide schools with additional opportunities for scholarship dollars that carry a tax credit for donors.	
Measurement: 1. Develop systems to ensure effective communication of SGO application and distribution process. 2. Work with the finance department and mission advancement to distribute the full amount of funds collected through April 15, 2025. 3. Review the effectiveness of the Diocese of Toledo SGO program and determine if another route should be taken with a partner organization.	
Completion Date: By April 15, 2026	Owner: Director of Catholic Education, Director of Mission Advancement, Controller.

Goal 4: Increase professional development offerings for principals and teachers to ensure best practices.	
Purpose: To provide additional learning opportunities to ensure our schools are effective.	
Measurement: 1. Implementation of the Boston College Lynch Leadership Academy with at least 50% participation among school principals. 2. Host the Known, Loved, Served Conference in Fall 2025 with at least 75% of schools present (and over 600 in attendance). 3. Support our 20 smallest schools with the Loyola University, Chicago, Greeley Center presentation and book study on Microschools best practices. 4. Form professional learning communities among school leaders and engage with at least 20 schools.	
Completion Date: 6/30/25	Owner: Tim Mahoney & Senior Director
Goal 5: Develop an effective process for managing professional learning of teachers in the Diocese.	
Purpose: To ensure our office is proactive in supporting teachers in the licensure process.	
Measurement: 1. Research Continuing Education Unit (CEU) tracking programs and present at least 3 to the Senior Director of Catholic Education for review. 2. Select and implement a program for roll out in the 2026-2027 school year with at least 50% of schools or all high schools. 3. Continue the roll out of the tracking system with all schools.	
Completion Date: 6/30/26	Owner: Professional Learning Coordinator
Goal 6: Re-engage with constituents from across the Diocese of Toledo with the Catholic Education Council.	
Purpose: To ensure Bishop Thomas and the Department of Catholic Education have counsel from various members of the Catholic Education community in the Diocese.	
Measurement: 1. Invite members to join that represent different regions and constituencies of the Diocese. 2. Schedule and host 3 meetings throughout the year. 3. Engage in board formation techniques and evaluate the effectiveness of the counsel provided.	
Completion Date: 6/30/26	Owner: Senior Director of Catholic Education

VI. Financial Impacts

The following represents the FY2026 summary financial budget for the Catholic Education office ministries:

Summary Budget FY2026 Catholic Education	
Revenue	
Program and other revenue/fees	\$ 1,050,225
Expense	
Salaries and benefits	652,331
General Office and Occupancy	66,649
Programs	556,816
Special Events	-
Total Expenses	<u>1,275,795</u>
Net	<u>\$ (225,570)</u>

Clergy, Consecrated Life and Vocations Annual Ministry Budget Report FY2026



Clergy, Consecrated Life and Vocations Department Annual Ministry Budget Report – FY2026

I. Mission/Purpose:

This Department provides special pastoral services for and serves the priests, deacons, seminarians, and religious of the Diocese of Toledo. The Vicar for Clergy seeks to promote prayer, fraternity, and identity, while at the same time seeking to foster an “intimate sacramental brotherhood” (Presbyterorum Ordinis, #8, Ratio Fundamentalis #51) among the clergy. The Office coordinates the work of Permanent Diaconate Formation, the cultivation, promotion of, and pastoral assistance to seminarians, as well as the ongoing formation of priests in the context of Days of Sanctification, Clergy Study Days, Retreats, and Convocations. The Office follows closely the Code of Pastoral Conduct and the Policy for the Protection of Minors and Young People.

II. Ministry Data and Statistics:

There are four full-time employees of the Department: The Senior Director for Clergy, Religious and Consecrated Life, The Director for Vocations, the Delegate for Religious, and the CCLV Administrative Assistant. There are 6 part-time employees in the Department: Delegate for Deacons, 2 Ministers to Priests, Event Coordinator for Vocations and 2 Associate Vocation Directors.

ACTIVE AND SENIOR STATUS PRIESTS

- There are 78 active priests and 56 senior status priests.
- Clergy Picnic at Episcopal Residence **[96 priests]**
- Day of Prayer for Sanctification for Priests with Dinner **[93 priests]**
- Two Priest Study Days for On-going Formation **[80 priests – 40 Fall and 40 Winter]**
- 2025 - New Pastors Formation at Pastoral Center **[4 priests and one deacon for quarterly meetings with prayer and lunch]**
- Annual Celebration of Priest Jubilees Mass **[94 priests]**
- Annual Celebration of Priest Jubilees Dinner **[94 priests]**
- Annual Chrism Mass Celebration **[1,500 faithful]**
- Annual Chrism Mass Luncheon **[178 priests and Deacons]**
- Regular meetings with part-time Minister to Priests with both active and senior priests.
- 2024 - Six Priest Dinners hosted at Episcopal Residence welcoming a total of **31** priests
- International Priest/Pastor Workshop with **[9 priests and 9 pastors in attendance]**.
- Priest Retreat in Fall of 2024 **[26 priests in attendance]**

VOCATIONS TO THE PRIESTHOOD

Annually:

- Vocation Director meetings with discerners. **[70 meetings]**
- Vocation Masses at local universities at least one weekend per semester (UT, BGSU, The Ohio State University, Ohio Northern University, Hillsdale College, Carroll College, Ashland University, Franciscan University). **[Total Attendance: 3,000]**
- Preach about vocations at non-university parish weekend Masses.

- Vocation talks, adoration, weekday Masses, etc. at local universities. **[Total Attendance: 250]**
- Seminary visits (once each semester to Cincinnati, Sacred Heart in Detroit, and Rome). **[meetings with 11 seminarians per semester; meetings with 15 seminary formation team members per semester]**
- Vocation events at schools, religious education programs, and school Masses **[2000 students]**
- Provide materials for high school discernment groups. **[30 participants]**
- Pillar #1 Diocesan Strategic Plan meetings (Healthy Clergy and Healthy Parishes). **[4 meetings]**
- Email blasts to past event participants (and parents). **[400 email addresses]**
- Email blasts to priests. **[All priests]**
- Seminary Application Process for new seminary applicants (11).
- Admissions/Formation Board Meetings. **[8 members; 6 meetings]**
- Supervision of seminarian pastoral interns. **[2 seminarians]**
- Organize and pay for seminary education of diocesan seminarians (room, board, tuition, fees). **[11 seminarians]**
- Organize donations from K of C Councils and other groups to support seminarians' personal expenses. **[11 seminarians]**
- Review seminary formation reports. **[11 seminarians]**
- Maintain toledopriesthood.org, annual seminarian profile videos, resource page, etc. **[11,000 (+43%) visits, 28,000 (+34%) page views, 9,000 unique visitors (+33%)]**
- Andrew Dinners **[11 dinners, 164 participants, 55 priests]**
- Bishop's Dinners **[2 dinners, 12 participants, 8 priests]**

Annual Events:

- Candidacy Mass and Dinner with Bishop Thomas and Seminarians (July). **[11 seminarians; 52 family members]**
- Seminarian Summer Convocation (August – 4 days). **[11 seminarians]**
- National Conference of Diocesan Vocation Directors (September – 5 days).
- Design, printing, and distribution/delivery of seminarian and men/women in formation for religious posters with prayer cards, lesson plans, and other resources (September). **[All parishes; all schools; all convents and religious houses; all parents of seminarians; all seminarians; all Knights of Columbus Councils]**
- Distribution of National Vocations Awareness Week Materials. **[All parishes, priests, schools, and youth ministers]**
- Catholic Radio Interview **[3 times per year]**
- Discernment Retreat for college-aged men **[January - 10 participants]** **[Spring Day Retreat – 13 participants]**
- Christmas mailing to past event participants (December). **[325 men]**
- Formation reports for seminarian meetings with Bishop Thomas (December). **[11 seminarians]**
- Advent Mass and luncheon with Bishop Thomas, seminarians, and families (December). **[67 participants]**
- Diaconate and Priesthood Ordination planning meetings (December).

- Identify and select summer seminarian assignments and pastoral internship parishes (April). **[11 assignments]**
- Transitional Diaconate Ordination Mass (May). **[1000 people]**
- Transitional Diaconate Ordination Reception (May). **[500 people]**
- Priesthood Ordination Mass (June). **[1000 people]**
- Priesthood Ordination Reception (June). **[500 people]**
- Host Priests Vocation Training Summit (May). **[12 priests]**

RELIGIOUS COMMUNITIES

- There are currently 10 Religious Communities of men serving within the Diocese of Toledo
- There are currently 3 Religious Communities of Women with Mother Houses inside the Diocese of Toledo
- There are currently 10 Religious Communities of Women within the Diocese of Toledo with Motherhouse outside of the Diocese of Toledo.
- There is one Consecrated Virgin within the Diocese of Toledo.
- World Day of Prayer for Consecrated Life Mass **[100 participating]**
- World Day for Consecrated Life Reception **[97 religious attending]**
- Visitation of five Religious Communities **[5Visits]**

ACTIVE AND SENIOR STATUS DEACONS AND DEACON CANDIDATES

- The delegate provides for the pastoral care of 156 deacons.
- There are 81 Active Deacons in the Diocese and 75 Senior Status priests in the Diocese.
- There are currently 13 aspirants in the deacon formation program, with ordination in September 2025.
- Continuing Formation Experience for Deacons **[21participants]**
- Preached Retreat for Deacons (and their wives) two times per year **[47 participants]**
- Evaluation of Deacons in Ministry recurring for select cohorts annually **[11]**
- Implementation of the Deacon Formation process to meet new USCCB Standards
- Revision of Deacon Policy Handbook
- Outreach programming to Senior Status Deacons and widows of deacons
- Inquiry Process for 2030 ordination cohort **[80 inquirers, 39 applicants]**

III. Situational Analysis:

Primary functions and programs of the ministry/office:

Vicar for Clergy

- Provides counsel and secures professional help for the spiritual and physical well-being of priests as necessary.
- Advises the bishop on the placement for assignment, as well as the ministerial situation and needs of deacons and priests in the diocese. Chairperson of the Priest Personnel Board.
- the past fiscal year the Vicar for Clergy was responsible for six priest funerals and three funerals for deacons.
- Coordinates the monthly dinners at the episcopal residence for priests and these monthly events are hosted by the Bishop.
- Coordinates two annual picnics in the summertime for both deacons and their wives and priests.
- Coordination of events such as Study Days for On-Going Formation for Priests; Priest Days of Recollection; Jubilee Celebrations; Convocations.
- The Vicar for Clergy collaborates and serves as a resource to the Diocesan Case Manager and Director of Human Resources about any issues that arise that are directed to the clergy.
- Organizes the biennial Convocation which is being planned for the Summer of 2024 and will have as its theme the 2022 Apostolic Letter of Pope Francis, *Desiderio Desideravi*.
- Organizes study days, retreats for priests, and the annual Chrism Mass, Jubilees, and Days of Sanctification

Director of Vocations

- Cultivates and promotes vocations as well as assisting them with their needs in the formation process and integration into the parishes of the diocese through summer and pastoral year assignments.
- Chairperson of the Admissions and Formation Board
- Raises awareness and promotes discernment of priestly vocations among young men in the Diocese of Toledo.
- Provide solid priestly formation for seminarians at accredited institutions.

Delegate for Religious

- Assists the Religious Communities present in the diocese with canonical procedures regarding the election of Religious Superiors as necessary.
- Facilitates the communion of the leaders of religious communities in the diocese with the bishop.
- Assists the department with coordinating events and event planning.
- Attends Funeral and Events on behalf of the Bishop.
- Provides notices of death and funeral information to the Religious of the Diocese.
- Provides a monthly newsletter via Flocknote to all Religious Men and Women.

Delegate for Deacons (part-time)

- Provides pastoral care for Active and Senior Status Deacons.
- Encourages and tracks annual Retreats and Continuing Formation opportunities for Active deacons.
- Coordinates the formation program for the Aspirants and Candidates in formation for the diaconate.
- Serves as Chairman of the Deacon Personnel Board and ex-officio member of the Permanent Deacon Council.
- Directs subcommittees, such as Handbook Revision, Deacon Formation Redesign, Convocation Planning, and others as needed.

Minister to Priests (part-time)

- Provides outreach and support to priests serving in the Diocese of Toledo, both active and senior

status, to promote their holistic health and well-being (spiritual, emotional, physical, social, and intellectual). - As a member of the Clergy, Consecrated Life, and Vocations Department, the Minister to Priests reports to the Vicar for Clergy and assists the same department according to the needs stated by the Vicar for Clergy in carrying out his Ministry. Administrative Assistant - Assists the offices within the department with administration by providing administrative and clerical support to ensure the efficient operation of the department consistent with the mission, vision, and values of the Diocese of Toledo. - Maintains the filing system for all Clergy.
Strengths of Ministry/Office
Vicar for Clergy 27 years of experience in priestly ministry and 17 years of experience as a Pastor, including a Parish on a College Campus. - Knowledge of spiritual life, pastoral practice, and the presbyterate. - Direct experience and success with the cultivation of young men for priestly vocations, cultivation of young people for discipleship, and the formation of new families in the spirituality and morality of Catholic family life. - Eager to embrace the bishop's vision for prayer, fraternity, and identity amongst the priests. - Manifested administrative capabilities for supervising the Clergy, Consecrated Life, and Vocations Department. Director of Vocations - New to Position July 2024. - Experience and knowledge of applicants for the seminary as he served on the Admission/Formation Board. - Personal knowledge of the individual seminarians. - Coordinates events for the cultivation of Vocations and the formation of Pastors for a culture of vocations. Delegate for Deacons - Extensive Administrative experience in Higher Education, including Leadership and Management at the university and with national and state-level professional organizations. 34 years of teaching experience in Higher Education. - Three years of experience as Delegate for Permanent Deacons. - Actively involved with the National Association for Diaconate Directors, including Regional members. Minister to Priests - Is a priest of the Diocese of Toledo for 40 years, with extensive preparation as Pastor of parishes. - Extensive knowledge and expertise in the art of spiritual direction. - Facilitates an "intimate, sacramental, brotherhood" among the entire presbyterate and the bishop. 2025 – adding another international priest as part-time Minister to Priest. He comes with much experience in seminary formation.
Weaknesses to be addressed (areas of need to focus for improvement/efficiencies)
Vicar for Clergy - Will need to focus on CCLV team formation as we have one new full-time and one new part-time members. Director of Vocations - There is a lack of response from young people to priestly vocations. - There is an increasing absence of the Domestic Church

- Overall, in the nation, there is a decrease in response to priestly vocations and a decrease in the number of young men studying for the priesthood. Delegate for Deacons - Many projects require work beyond 2 days per week, so prioritizing is essential. - Need for more assistance in the visitation and pastoral care of senior status deacons and widows of deacons. Administrative Assistant - Stabilization in the position as she begins her first year.
Opportunities(top internal or external events or conditions which benefit the ministry and those served)
- Senior Status Clergy are being more included and more deeply engaged. - The new addition of Minister to Priests is bringing fresh energy to the pastoral care of priests. - The new Vocations Director will have new energy and vision while building on the programs and initiatives of the previous Vocation Director. - New Administrative Assistant in Office for Diocesan Priestly Vocations. - The new Administrative Assistant has been able to bring a fresh look at how administration is done in the office through a deeper organization of essential files. - The Delegate for Deacon will be preparing to welcome a new cohort of candidates for Deacon formation into a revised formation program. Potentially 39 deacon candidate prospects. - A fully assembled CCLV Team will be able to move to greater efficiency and excellence.
Threats (top internal or external events or conditions which make the ministry more difficult)
- Diminishing participation in parish life - Integrating and serving the potential nine-ten international priests that have or will arrive in the last year and half. - Administrative demands on a limited number of priests.

IV. Key Strategic Goals:

The following represents the most important and impactful ministry strategic goals for the fiscal year, which tie directly to the Diocesan Strategic Plan - Pillar Goals/Actions. These goals are listed because it is a key priority for either the Sr Director as the Pillar Owner and/or the ministry.

Goal 1: Develop an instrument to access the medical needs of the Senior Status priests and where necessary identify ways the diocese can assist with meeting day to day physical and medical needs.	
Purpose: The improve the physical well-being of vulnerable Senior Status priests.	
Measurement: Senior Priest Study Day scheduled for March 2026 with the Director of the Council on Aging to address ways to maintain independent living.	
Completion Date: March 2026	Owner: Fr. Michael Dandurand

Goal 2: Create a Program for Ongoing Clergy Leadership Development	
Purpose: To assist select cohort of 8-10 priests who are identified as potential pastors of large, complex parish assignments. (Executive Pastor Leadership Track)	
Measurement: A long-term priest leadership development plan to be supported by an ongoing formation program, inclusive of mentoring and resources for priests and deacons.	
Completion Date: April 2026	Owner: Fr. Michael Dandurand

V. Other Key Ministry Goals:

The following represent other key ministry specific goals for the fiscal year, which more indirectly support the Strategic Plan - Pillar Goals/Actions. These are goals specific to the ministry's functionality/operations, and/or staff development.

Goal 1: Evaluation and Revision of the training modules for new Pastors that were conducted from September 2022 until April 2023.	
Purpose: Newly and recently ordained on-going formation	
Measurement: Review the data from an evaluation instrument for those who participated in the module.	
Completion Date: June 2026	Owner: Fr. Michael Dandurand
Goal 2: Improve the quality of pastoral care and preparation of Permanent Deacons.	
Purpose: To provide ongoing formation of Permanent Deacons, utilizing the Deacon Council and Deacon Personnel Board to minister to Senior Status Deacons and widows of deacons, and continuing to implement the Deacon Evaluation Process. Implementing the new Deacon Formation Redesign process and the revised Deacon Handbook and Policy Manual.	
Measurement: 1. Assessment by the Deacon Council and Deacon Personnel Board. 2. Participation of Pastors, Parish Staff, and parishioners in the evaluation of current Permanent Deacons.	
Completion Date: June 30, 2025	Owner: Deacon Daniel Brahier

VI. Financial Impacts

The following represents the FY2026 summary financial budget for the Management Corp office ministries:

Summary Budget FY2026 Clergy, Consecrated Life and Vocations									
	Vicar for Clergy	Deacon Formation	Priests Education	Delegate for Consecrated Life	Priestly Vocations	Delegate For Deacons	Seminarian Support	Global Mission	Total
Revenue									
Donations and other revenue/fees	\$ 53,880	\$ 11,025	\$ 203,950	\$ -	\$ 43,876	\$ 13,600	\$ 258,597	\$ 346,000	\$ 930,928
Expense									
Salaries and benefits	187,563	-	17,370	25,698	92,712	48,047	146,216	46,886	564,492
General Office and Occupancy	8,239	3,010	2,850	3,577	38,585	10,798	4,850	16,931	88,840
Programs	30,614	42,075	63,150	650	-	2,000	727,847	289,000	1,155,336
Special Events	32,290	-	152,500	9,050	24,250	18,600	-	-	236,690
Total Expenses	<u>258,706</u>	<u>45,085</u>	<u>235,870</u>	<u>38,975</u>	<u>155,547</u>	<u>79,445</u>	<u>878,913</u>	<u>352,817</u>	<u>2,045,357</u>
Net	<u>\$ (204,826)</u>	<u>\$ (34,060)</u>	<u>\$ (31,920)</u>	<u>\$ (38,975)</u>	<u>\$ (111,671)</u>	<u>\$ (65,845)</u>	<u>\$ (620,316)</u>	<u>\$ (6,817)</u>	<u>\$ (1,114,429)</u>

Communications

Annual Ministry Budget Report

FY2026



Diocese
of Toledo

Communications Department

Annual Ministry Budget Report – FY2026

I. Mission/Purpose:

The Communications Department is the voice of the Diocese of Toledo. We protect and promote the brand, provide professional support and create exceptional written, visual, and technical services that advance the mission of all Diocesan entities.

II. Ministry Data and Statistics:

CRISIS COMMUNICATION AND MEDIA RELATIONS

- Create, issue, and manage **media inquiries** and proactive events including **crisis communication**.
- **Create Communication/Plans to share diocesan news**
- Manage the **diocesan mailbox and questions**.

GRAPHICS, DESIGN, AND BRANDING

- **37 Graphic Design Projects for Diocesan Departments** including Global Missions Calendar, Seminarian Poster, Consecrated Life poster, Our Lady of Guadalupe flyer, CYO Golf Outing flyer, Marriage of Anniversaries certificates, Feast Day flyer, LC reception invitations, medical plan flyer, RPLE brochure, Charities Gala booklet, Priest Convocation Booklet, Media Kit for GL, women religious day flyer, Prayer cards, brochure for seminarians, banner for Vocations, notebook covers, Cathedral pipe organ ad for magazines.
- **12 Graphic Design projects for Bishop and Communication/Diocese** including the Fish Fry Guide, Festival Guide, staff photo directories (all in-house), diocesan directory, deanery maps, congratulations ads (3), Christmas card, pilgrimage flyer. Obtain quotes and orders for marketing and branded material.
- **Manage brand** – share correct branding throughout the diocese, Manage the diocese of Toledo's ProShop printing resources. Update ProShop for individual department needs, Design branded prayer cards, stationery, business cards and banners.
- **Photo** – uploading images to archive (est. 40,000 photos), locate photos for departments, share albums, tag photos with identification, work with photographers on uploading. Employee and Convocation headshots.

SOCIAL MEDIA AND WRITTEN COMMUNICATION

- **500+ Social media posts and projects** with an average reach of 20,000 including daily posts. Significant custom posts include Pope Francis death (43,000 reach), Ordinations (23,000), new seminarian announcement (22,000, 15,000 reach), Seminarian Snapshot (18,000 reach) – Monitored and shared significant stories from Vatican, USCCB, Parishes and Catholic Orgs. Researched issues on social media as needed. Cross-share Facebook posts on Twitter and Instagram. Designed flyers and promotional campaigns for Vocations, Discipleship and Family Life, Catholic Charities and the Pro-life office.
- **Projects: Promotional material and posting** of Pray for Priests calendar, Walking Pilgrimage for Vocations, Transitional Diaconate ordination, Priesthood ordination, priest jubilees, March for Life, 10 Days for Life, 40 Days Holy Hours, Twenty Push-ups for Life.

- **51 issues of Nuntius compiled** and designed toolkits for Jubilees, ordinations, Leading the Flock, Priest Deaths, etc. Respond to questions, and toolkits for calendar items.
- Organize and update calendar (10-12 weekly), Manage, post, and help departmental posters with the **external website Toledodiocese.org**. Forward questions received through website.
- Started brainstorming, interviewing and writing timely news stories for the **website and social media**.
- **Internal Toledoparish.org** – adding and updating items and forwarding questions.

VIDEO PRODUCTION, EDITING, AND DISSEMINATION.

- **43 Video production and editing** including webinars (LCC, FLSA, QuickBooks), Camp DeSales Deacons, audio recordings (CCHS, Father's Day, Annunciation Radio, Fr. Jacques Phillippe Retreat), Golden Apple Awards, Pastoral Conference, Bishop Thomas Videos (Christmas greeting, Easter greeting, 10-year anniversary, I Give Catholic, Central Catholic State Finals, USCCB Videos, Catholic Charities thank you, Faithful Warrior Award, Training Videos (Tom, Dan, Meghan, Safe Environment, Apologetics, CYO), Schools video, Social media videos, Healthcare change, webinars, Northwest Ohio Catholic Minute, etc.
- **52 episodes of Bishops Corner** (prepare, set up, film, edit, and post – pre-organize questions to save filming time).
- **USCCB** – Help with filming and editing videos for Committee.
- **3 Live stream masses and multiple YouTube video uploads.**
- **Bishop Thomas 10th Anniversary** (compiled images and edited video for event).

PUBLICATIONS

- **2 Graceful Living issues** including advertising sales, art direct photoshoots, brainstorming/interviews (approximately 20, including 6 feature stories)/write/edit/coordinating current and future articles, managing outside vendors (photo/writing), managing printer and process of developing magazine, art direct photoshoots, entire design layout, create on-line magazine layout, food design, editing, manage the mailing list, design and share promotional material). Continually look for ways to reduce expenses.
- **Festival guide and Fish Fry guide.**
- Living Christ Newsletter includes interviewing, writing, compiling and designing every 2 months.
- Provide information for **Kenedy Directory (Official Catholic Directory)**.

DIOCESAN COMMITTEES/TEAMS/INITIATIVES

- Participate in Diocesan teams including **Pastoral Conference Team** (designed, created and shared material for 2024 conference, prayer notebook, save-the-date, etc.), **Pillar #1** (Designed, created and shared Foundation of Prayer for Priests material), **Jubilee Year** (pilgrimage promotional materials, banners, flyers, videos, post on website, etc.), **Pillar #3, Catholic Charities Marketing Committee**.

III. Situational Analysis:

Primary functions and programs of the ministry/office:
Four employees work in the Communications Department: • Senior Director of Communications responsible for crisis communication and media relations as well as special projects and managing department. • Manager of Creative Services responsible for graphics, design, and branding. Also does video production and editing and photo archiving. • The Communication and Social Media Manager is responsible for all social media activities and internal communication. • The Sales and Production Specialist is responsible for video production, editing, and dissemination. Also responsible for advertising sales for publications.
Strengths of ministry/office (can be knowledge, personnel, experience, technology, funding, etc.)
• We have a very hardworking, skilled, and dedicated team who do much more output than you would think possible with the numbers. • Strong knowledge base on communication best practices and issues. • Strong relationships with media in which we usually control the message. • Mechanisms to tell the stories of the diocese (people, places through print and video)
Weaknesses to be addressed (areas of need to focus for improvement/efficiencies)
• Our equipment is becoming outdated and is constantly in need of updating. While we try to stay “slim,” we have updated our livestream and some video capabilities with the YOLO box, but still need a good still camera and camera and computer equipment needs to be maintained (we use Mac products due to the video editing and graphic design that need do). We would also like to get a drone for a more creative and engaging video.
Opportunities (top internal or external events or conditions which benefit the ministry and those served)
• Highly skilled and functional team. • Having the Cathedral put in livestreaming equipment. • Building stronger relationships with departments within the Pastoral Center. • Building relationships with priests and pastors. • The Communication Campaign Fund has allowed us to continue web design and magazine. We need to promote the campaign more in order to continue to build that fund.
Threats (top internal or external events or conditions which make the ministry more difficult)
• Current (or future) abuse issues that damage trust in the priesthood/diocese. • We have a good team in place, losing one to another opportunity would be hard. • The depletion of the Communication Campaign Fund.

IV. Key Strategic Goals:

The following represents the most important and impactful ministry strategic goals for the fiscal year, which tie directly to the Diocesan Strategic Plan - Pillar Goals/Actions. These goals are listed because it is a key priority for either the Sr Director as the Pillar Owner and/or the ministry.

Goal 1: Core Value: Open and Effective Communication	
Purpose: According to our Strategic Plan we will "communicate dynamically in a responsible, respectful, and transparent way." To fulfill this requirement, we need mechanisms that are readily available to the Catholic, and interested, community, will have responsive and proactive communication about issues, and remember our ministry mission to evangelize by sharing the stories of the diocese and catechetical/educational information.	
Measurement: Continue to find new ways to communicate to different internal and external audiences (like Northwest Ohio Minute), be transparent and open with external audience about diocesan changes, issues and activity, find a way to print Graceful Living without using the Communication Campaign Fund, assist departments with communication needs, especially those that evangelize the mission. Be responsive to and proactive with media inquiries.	
Completion Date: 6/30/26	Owner: Communication Team
Goal 2: Support Pillar 6	
Purpose: Pillar 6, developing financial resources is in the middle of the Living Christ campaign. Now that CCS has completed its work, Communications can help through its weekly donor newsletter, branded material, and placement in Graceful Living.	
Measurement: Complete newsletter and Graceful Living stories as well as any other periphery material requested.	
Completion Date: 6/30/26	Owner: Kelly Donaghy, Annie Lust
Goal 3: Support Pillars 1 & 2	
Purpose: Support Pillar 1 (Supporting the Health of Parishes and Clergy) and Pillar 2 (Invigorating Evangelization and Formation) with a team member focused on communications.	
Measurement: Continue having Annie Lust on Pillar 1 to support evangelization and health of parishes and clergy with communication needs.	
Completion Date: 6/30/26	Owner: Annie Lust/Kelly Donaghy
Goal 4: Support Pillar 3	
Purpose: Support Pillar 3 (Lay Leadership) pillar team as its pillar team owner.	
Measurement: Support video and production needs of pillar.	
Completion Date: 6/30/25	Owner: Kelly Donaghy, Nathan Volker

V. Other Key Ministry Goals:

The following represent other key ministry specific goals for the fiscal year, which more indirectly support the Strategic Plan - Pillar Goals/Actions. These are goals specific to the ministry's functionality/operations, and/or staff development.

Goal 1: Communication Survey	
Purpose: Conduct a survey regarding communication mechanisms to see if they are working as intended and getting the views we desire. This survey can also include communication mechanisms from other departments so there is one survey to assess the diocese communications.	
Measurement: Completed survey done and recommendations given to Senior Staff.	
Completion Date: 6/30/26	Owner: Kelly Donaghy, Annie Lust
Goal 2: Support better morale for the Communications team	
Purpose: Conduct two team building events this year and talk with the team about ways to support stronger morale.	
Measurement: See significant improvement with team interaction and spirit.	
Completion Date: 6/30/26	Owner: Kelly Donaghy

VI. Financial Impacts

The following represents the FY2026 summary financial budget for the Communications office/ministry:

Summary Budget FY2026 Communications		
Revenue		
Program and other revenue/fees	\$	68,800
Expense		
Salaries and benefits		387,300
General Office and Occupancy		46,703
Programs		68,700
Special Events		-
Total Expenses		502,703
Net	\$	<u>(433,903)</u>

Discipleship & Family Life Annual Ministry Budget Report FY2026



Diocese
of Toledo

Department of Discipleship and Family Life

Annual Ministry Budget Report – FY2026

I. Mission/Purpose:

Our purpose is to strengthen Catholic parishes by equipping pastors, parish staff, and ministers with best practices, resources, and training for evangelization and missionary vitality. We strive to support healthy parishes that engage all members, deepen devotion to Jesus Christ and the Catholic faith through collaboration and strategic planning.

II. Ministry Data and Statistics:

DIOCESAN LITURGICAL CELEBRATIONS

- Mass for Promoting Peace and Harmony with the Drum Major Awards recognizing four individuals who support the Church's social teaching and racial justice, and a call for peace where there is conflict, held at Our Lady of Lourdes, Toledo.
- Open Arms Awards Annual Mass was held at St. Paul the Apostle, Norwalk. The Open Arms Awards recognize individuals with special needs who demonstrate their faith through service in their parish and community.
- Twelve monthly ASL Masses celebrated at St. Francis de Sales High School Chapel.
- Diocesan Feast Day Novena and Mass on October 7, 2024, with Archbishop Leonard Blair.
- Mass on the Anniversaries of Marriage, held in October each year at Rosary Cathedral, with **240 couples** this past year.
- Our Lady of Guadalupe Diocesan Feast Mass, this past year held at St. Casper, Wauseon.

DIOCESAN EVENTS

- On Mission – An Introduction Relational Evangelization, presented by Andrew McGown, Executive Director of Evangelization and Family Life Ministries at the Archdiocese of Denver, **110 attendees**.
- Joy-Filled Marriage Engaged Couples Weekends, **Twelve** Workshops serving **125 couples** throughout the diocese.
- One Retrouvaille Weekend held in the diocese.
- Youth Ministry Roundtable serving youth and young adult ministers from over **75 parishes, schools, and universities**.

MINISTRY FOR HEALTHY PARISHES

- Finalized development of the three key processes of the Ministry for Healthy Parishes: Clarity for Mission Process (Parish Strategic Planning), Intentional Planning Process (Parish Collaboration Investigation), Struggling Parish Discernment Process (Synodal Process to Discern the future of Struggling Parishes)
- Launched the Parish Lay Missionary Formation Program, a new lay ministry formation process to equip staff and volunteers for parish ministry starting this fall.
- 19 parishes engaged in the Intentional Planning Process to consider future parish collaborations including 11 Meetings with Pastors and 9 Pastoral Council Meetings.
- Supported pastors to more effectively lead their parish teams including 7 pastors/pastoral leaders

engaged in coaching, 5 Parish Leadership Retreats, 2 Pastoral Council Trainings impacting 15 parishes.

BEST PRACTICES AND TRAINING

- ToledoParish.org continues to be updated with best practices in many different ministries.
- We continue to train the trainer with Youth Ministry Roundtables, Evangelization Events, and Adult Faith Formation Ministry.

III. Situational Analysis:

Primary functions and programs of the ministry/office:

Provide and encourage pastors and parish staffs to learn and follow best practices, recommended resources, and training for parishes to Evangelize. i.e. Amazing Parish, ACTS XXIX, Divine Renovation, Revive Parishes, etc. We offer opportunities for networking and professional development.

Accessibility Ministries

To promote the inclusion and meaningful participation of people with disabilities through resources for parishes, families, and individuals which foster support, advocacy, and awareness to ensure that those with disabilities have access to all aspects of parish/church life, including worship, sacraments, and community engagement. Seeks to strengthen the unity of the Body of Christ while honoring and celebrating the cultural richness and diversity of the members of the Church. The Specialist is called to bring Persons with Disabilities to a deeper love of Jesus Christ and of the Catholic faith.

Black Catholic Ministries

Assists in the development of specific programs, liturgies, and events to support parishes to reach Black Catholics to bring about unity, awareness, and inclusion into the local parish faith communities and the local church. Example: Head up the annual diocesan Mass for Promoting Harmony with the presentation of the Drum Major Awards, recalling the Legacy of Reverend Doctor Martin Luther King, Jr.

Hispanic Catholic Ministries

Assists in the development of specific programs, liturgies, and events to support parishes to reach Hispanic Catholics to bring about unity, awareness, and inclusion into the local parish faith communities and the local church. Example: Head up the annual diocesan Our Lady of Guadalupe Celebrations.

Marriage and Family Life

Coordinate and manage programs and resources of the Diocesan Marriage and Family Life Office in accordance with official Church teachings, diocesan priorities and concerns, and dedication to the promotion of the ideals of Catholic family life and sacramental marriage. Major responsibilities of the coordinator of marriage and family life include ongoing development and maintenance of family ministry at parish, diocesan, regional, and national levels. Additionally, he/she implements policies that will contribute to the overall successful operation of the Marriage and Family Life Office.

Ministry for Healthy Parishes

The Ministry for Healthy Parishes strives to support parishes to achieve missionary vitality. This ministry grew out of Pillar 1 of the Diocesan Strategic Plan (Health of Clergy and Health of Parishes), and includes Diocesan Intentional Planning, Evangelization, Parish Strategic Planning, and In-Person Lay Ministry Formation.

We explore collaborative models with parishes to create opportunities for parishes to share resources and to

respond to changing demographics.

Discerning a “best fit” structure in each area, inviting struggling parishes into planning and discernment, an accelerated process of adjusting leadership structures to match current realities, and a prayerful process of pastoral ministry. We will: examine current parish arrangements and explore new possibilities, decrease the number of pastorate positions, and increase the number of parochial vicar positions, assist parishes in any potential transitions and encourage the health of clergy, and provide more opportunities for priests to live in community.

Youth, Young Adult, and Campus Ministry

Offer develops and implements best practices, training, opportunities for growth and collaboration, and programs to facilitate the success of youth, young adult, and campus ministers in their individual parish or school.

Strengths of ministry/office (can be knowledge, personnel, experience, technology, funding, etc.)

- Strong relationships and collaboration with the priests and parish staffs.
- Strong Pastoral Center Intra and Interdepartmental support, specifically in our department for assistance with organizing, planning, and implementing events.
- Great online training resources available for free for parishes (Internal Website, Digital Map of Diocese, and Online Learning Platforms - Franciscan at Home, Revive Parishes, FORMED.org, etc.)
- Effective programs available for parishes to encourage evangelization in their community (The Rescue Project, ALPHA, The Search, Christ Life, etc.)

Weaknesses to be addressed (areas of need to focus for improvement/efficiencies)

- Limited Staff with several responsibilities, making the shared work difficult at times. Limited Financial Resources and Limited Bandwidth.
- Pastors and parish employees are already very busy and overwhelmed maintaining their parishes. It is difficult for them to turn their focus to missionary activity.
- Communication within the Pastoral Center and with priests and parish staffs.
- Intentional Planning need to work further ahead with parishes to allow for more time to carry out the process and in case of unexpected losses of priests.

Opportunities (top internal or external events or conditions which benefit the ministry and those served)

- The ACTS XXIX initiative in the diocese has the potential to shift parishes more significantly toward the apostolic mission.
- Lay Ministry Formation Program
- The Strategic Plan prioritizes the Domestic Church and will focus on ministering to families so that we form disciples from childhood through the adolescent years.

Threats (top internal or external events or conditions which make the ministry more difficult)

- Scandals about the Church in the news.
- Active priests unexpectedly seeking leaves of absence.

- Senior status priests leave early due to health reasons.
- Religious Orders departing the diocese or reducing priests.
- Shared personnel between several ministries at the diocesan and parish level, burnout.

IV. Key Strategic Goals:

The following represents the most important and impactful ministry strategic goals for the fiscal year, which tie directly to the Diocesan Strategic Plan - Pillar Goals/Actions. These goals are listed because it is a key priority for either the Sr Director as the Pillar Owner and/or the ministry.

Goal 1: Start a cohort of 20 in the Parish Lay Ministry Formation Program. (Pillar I)	
Purpose: To empower 20 committed parish staff with the spiritual, theological, and practical skills needed for effective lay ministry through a structured Parish Lay Ministry Formation Program cohort.	
Measurement: The cohort up and running.	
Completion Date: 12/31/2025	Owner: Andrew Reinhart
Goal 2: Expand Clarity for Mission Process (Pillar I)	
Purpose: To guide 12 parishes through the complete Clarity for Mission process, equipping them with strategic tools and team-building skills through targeted retreats to strengthen evangelization and mission-driven leadership.	
Measurement: Lead 12 parishes through the Clarity for Mission process by year-end, conduct 1-2 parish staff retreats (one on team formation and the 5 dysfunctions, one on strategic planning and evangelization) with at least 80% participant satisfaction, and establish the retreats as annual pillars if feedback is positive.	
Completion Date: 6/30/2026	Owner: Andrew Reinhart and Nathan Maurer
Goal 3: Establish Regular Evangelization Touchpoints (Pillar II)	
Purpose: To foster a collaborative network of evangelization leaders in the Diocese by providing a regular platform for sharing best practices, exchanging ideas, and enhancing parish evangelization efforts.	
Measurement: Successfully implement a semi-monthly virtual call/webinar or pre-recorded podcast series, with at least 15 unique parish workers participating in at least 80% of the sessions by the end of the year and collect feedback on best practice adoption.	
Completion Date: 6/30/2026	Owner: Nathan Maurer

Goal 4: Organize a Spiritual Retreat/Self-Care Day	
Purpose: To provide individuals with disabilities a serene, nature-based spiritual retreat/self-care day focused on renewal, centering, and healing through scripture, prayer, adoration, and personal reflection to enhance mental health and spiritual outlook.	
Measurement: Successfully plan and execute one spiritual retreat/self-care day by year-end, with at least 15 participants with disabilities attending, 80% reporting improved mental health/outlook in post-event evaluations, and a finalized schedule and content plan documented for future use.	
Completion Date: 6/30/2026	Owner: Lynn Priest
Goal 5: Offer a variety of workshop options for engaged couples throughout the Diocese.	
Purpose: To provide more reliable and vetted retreat alternatives to the Joy-Filled Marriage program, ensuring parishes and couples have access to high-quality formation experiences.	
Measurement: Research Catholic Church-approved marriage prep programs and compile a list of viable alternatives.	
Completion Date: 6/30/2026	Owner: Alice Jacobs
Goal 6: Connect with 8 small groups of Youth Ministers to foster partnerships and mentorship.	
Purpose: To build a network of youth ministry leaders who support each other and collaborate to strengthen the diocesan youth ministry.	
Measurement: Facilitate meetings with 8 small youth minister groups, maintain contact, and discuss initiatives.	
Completion Date: 6/30/2026	Owner: Alice Jacobs

V. Other Key Ministry Goals:

The following represent other key ministry specific goals for the fiscal year, which more indirectly support the Strategic Plan - Pillar Goals/Actions. These are goals specific to the ministry's functionality/operations, and/or staff development.

Goal 1: Develop a strong partnership with Live Jesus Ministries and serve as an advocate for the Diocese.	
Purpose: To expand small group opportunities for youth that foster personal discipleship and long-term spiritual growth rooted in a relationship with Christ.	
Measurement: Track how many parishes are collaborating with Live Jesus ministries	
Completion Date: 6/30/2026	Owner: Alice Jacobs

Goal 2: Expand the Safe Haven Sunday Initiative across the Diocese.	
Purpose: To equip families to build safer digital environments for children and strengthen marriages through awareness and practical tools.	
Measurement: Increase participating parishes by 30% and track distribution of educational resources.	
Completion Date: 6/30/2025	Owner: Alice Jacobs
Goal 3: Offer volunteer recruitment and retention training for parish staff.	
Purpose: To equip parish leaders with effective strategies to engage and retain volunteers in ministry.	
Measurement: Hold one training event and collect feedback to evaluate the usefulness of the topic.	
Completion Date: 6/30/2026	Owner: Angie Leach

VI. Financial Impacts

The following represents the FY2026 summary financial budget for the Discipleship and Family Life office ministries:

Summary Budget FY2026 Discipleship and Family Life				
	Discipleship and Family Life		CYO	Total
Revenue				
Program and other revenue/fees	\$	245,467	\$ 434,366	\$ 679,833
Expense				
Salaries and benefits		493,897	248,015	741,913
General Office and Occupancy		41,946	19,796	61,742
Programs		191,000	185,650	376,650
Special Events		-	-	-
Total Expenses		726,843	453,462	1,180,305
Net	\$	(481,377)	\$ (19,096)	\$ (500,472)

Management Corporation Annual Ministry Budget Report FY2026



Diocese
of Toledo

Management Corporation

Annual Ministry Budget Report – FY2026

I. Mission/Purpose:

Management Corporation Mission Statement:

We, the Diocese of Toledo Management Corporation (Management Corp), provide high value professional support and guidance, through responsive and faith-filled collaboration, to facilitate effective ministries throughout our diocese.

Management Corporation Purpose:

The Management Corp is a diocesan non-profit corporation and provides finance, accounting, audit, payroll, human resources, real estate, construction planning, legal/risk management, fundraising/development, and operational/strategic planning services to the Diocese, the parishes, and schools within the territory of the Diocese, and various related entities pursuant to formal service agreements. Management Corp also provides support to the various staff, governance committees, and boards of related Diocesan entities as listed below:

- Roman Catholic Diocese of Toledo Corporation
- 122 diocesan parishes and 60 schools
- Catholic Charities
- Catholic Investment Trust
- Cemeteries Corporation
- Central City Ministries
- Deposit and Loan Trust
- Health Benefit Trust
- Perpetual Care Trust
- Pre-Need Trust
- Property and Casualty Trust
- Properties Trust
- Priest Retirement Plan
- Retirement Plan for Lay Employees
- Scholarship Granting Organization
- Catholic Community Foundation – Ohio
- Diocesan Finance Council & Committees

II. Ministry Data and Statistics:

- The Management Corp is comprised of 5 offices and 18 full-time and 3 part-time staff members.
- The Management Corp serves 122 parishes, 47 elementary schools, and 13 high schools in various ways including the following:
 - Assists annually with hundreds of legal and risk/employment management matters including:
 - Parish-vendor contract reviews
 - Diocesan/Parish real estate transactions
 - School parent/student matters
 - Parish/School employment matters
 - Property/Casualty claims processing
 - Estate/Gift matters
 - Provides various financial, accounting, and audit support to all 182 diocesan parishes and schools.
 - Provides training materials for the hundreds of parish and school Finance Council volunteers throughout the diocese.
 - Employee benefits support for over 4800 full-time and part-time employees throughout the diocese
 - Self-funded healthcare plan which allows for parishes/schools to offer a wide range of benefit options with the rate protections of a large group.

- Optional dental, vision, and flexible spending account benefits.
- The Management Corp supports the various diocesan corporations, trusts, and other entities:
 - Provides administrative support to the numerous boards and committees in their oversight and governance roles.
 - Investment management for entities including:
 - Catholic Investment Trust – 155 parishes/schools/other accounts
 - Deposit and Loan Trust - 500 parishes/schools/other accounts
 - Oversees the management and administration of the Retirement Plan for Lay Employees and Priest Retirement Plan.
 - Oversees the management and administration of the various diocesan healthcare and property/casualty insurance programs.
- The Management Corp supports fundraising and development activities across the diocese as follows:
 - Maintain, and utilize 123,299 constituent records and 47,585 donor records in the Raiser’s Edge database.
 - Engage and support parishes, schools, and 15,877 donors to the Living Christ capital campaign, 10,827 Annual Catholic Appeal (ACA) donors, including 674 and 725 major donors respectively in diocesan and local fundraising and development.
 - Process, record and acknowledge over 63,662 gifts to the funds MAO administers which include, Living Christ, ACA, Perpetuate the Gift, CCMT, SGO, Tribunal, National Collections, Graceful Living, and CYO.
- Supporting the Catholic Community Foundation – Ohio
 - Accounting and financial reporting for the Foundation
 - Provide support as acting Executive Director of the Foundation
- The Management Corp supports the functions of the Pastoral Center including:
 - Financial budget oversight, accounting, legal, and human resources support of the 7 pastoral center departments
 - Oversight and support provided to the 6 Diocesan Strategic Plan Pillar Teams
 - Information technology services provided for approximately 125 Pastoral Center and Catholic Charities employees, and over 300 email accounts (which includes all active priests)

III. Situational Analysis:

Primary functions and programs of the ministry/office:
Management Corp is comprised of five offices with primary functions as described below: <u>Finance Office:</u> Provides centralized accounting services for diocesan pastoral center offices and related entities (as listed in section I above), responsible for investment management, and accountable for treasury activities of the diocese. Also provides audit and accounting services to parishes and schools. Serves as the main contact for capital projects/loans for diocesan-wide entities. Consulting and training for pastors, administrators, finance councils, and parish staff are provided as appropriate. <u>Human Resources Office:</u> Provides for the implementation and administration of personnel policies and programs in the areas of recruitment, employment, compensation, benefits, payroll, and employee relations. Provides consultation and guidance to diocesan Pastoral Center offices, Catholic Charities, parishes and schools, and other diocesan organizations on matters of employee management and personal development. Provides opportunities for

learning and development to enhance lay leaders throughout the diocese, primarily through curated and custom content on the Franciscan at Home Institute (FHI) learning platform.

Information Technology Office:

Performs information technology services for the diocesan Pastoral Center and Catholic Charities employees.

Legal and Risk Management Office:

Provides legal advice to the Bishop, the Diocese, and all diocesan organizations. Supervises the Risk Management Program in support of all participating diocesan entities.

Mission Advancement Office:

Responsible for advancing the diocesan mission through the facilitation of donor relations, major gifts, planned-giving, grants, annual giving, special events, communications, and stewardship. Supports the Annual Catholic Appeal, parishes, and schools with capital campaigns, offertory enhancement programs, and other fundraising efforts. Offers support to the various diocesan Pastoral Center offices and programs. Supports the utilization of the Catholic Investment Trust by parishes, schools, and other ecclesiastical organizations of the Diocese.

Strengths of ministry/office (knowledge, personnel, experience, technology, funding, etc.)

- Experienced and professional leadership and staff, experts in respective areas of discipline and committed to the overall Diocesan and Management Corp Mission.
- Goals management process to ensure alignment of focus and continuous improvement in engagement, support, and work products.
- Implementation and use of technology solutions for financial reporting, accounting software, property management system, and benefits enrollment to increase efficiency and access for users and processes.
- Self-funded insurance programs provide excellent coverage and benefits to employers and employees while being good stewards of diocesan/parish/school funds.
- Technology support partner who provides a full off-site IT team to manage the network and data servers, as well as desktop support for Pastoral Center employees
- Enhanced engagement, expertise, and assistance to parishes and schools to support diocesan and local stewardship and development efforts.
- Provide timely and professional direct support to donors and parishes through the Donor Relations Associate, responding to inquiries, assisting with pledge fulfillment, and providing reports and regular communication to parishes and donors alike.

Weaknesses to be addressed (areas of need to focus for improvement/efficiencies)

- Small staff size limits the ability to fully and timely serve the needs of parishes/schools and provide proactive engagement on temporal matters, all while maintaining focus on strategic initiatives.
- Lack of resources for an effective succession planning process for key Management Corp staff (or other key Pastoral Center Dept staff).
- Limited educational and best practice tools for an effective culture of stewardship and development within the Diocese.
- Lean structure provides for limited opportunities for cross-functional support and depth of knowledge.
- Technology and system integration lags what is available in the market for both for-profit and large non-profit organizations.

Opportunities (top internal or external events or conditions which benefit the ministry and those served)

- Increased staff size would allow the Management Corp to more proactively support the ongoing needs of diocese, parishes, and schools (auditing, risk management, employee management, etc.).
- Expanded use of Predictive Index – Department has access to a platform that provides tools and resources related to hiring and supervisor/employee/team engagement. Already being used at Pastoral Center and with Business Manager hiring, with potential for application in other areas (i.e. intentional planning, principal hiring) and enhanced use at the Pastoral Center.
- Franciscan at Home Institute learning platform is available to all employees throughout the diocese, providing opportunities for directed lay leadership development.
- Provide greater engagement, education, and collaboration with parish leaders and donors for supporting local and diocesan needs, and growing the formal Diocesan planned giving program.
- Provide parishes stewardship education and promotional methodology and material.
- Provide internal branding to create awareness of how Living Christ campaign funds are utilized for diocesan ministries and parish capital and ministerial projects.
- Management Corporation involvement with the Business Manager Advisory Council to explore and implement best practices throughout the Diocese.
- Newly launched planned-giving program will provide opportunities to identify legacy donor prospects to grow the pipeline of gifts/endowments For the Diocese, parishes, and schools. Professional development opportunities exist to support continuing education for church employees

Threats (top internal or external events or conditions which make the ministry more difficult)

- Economic realities increase the costs of goods/services, putting strain on self-funded insurance plans.
- Parish leadership positions require diverse sets of skills which inevitably require supplemental support from Management Corp to review and offer guidance which limits proactive support elsewhere.
- Evolving challenges, such as cyber security, financial challenges, and regulatory environment.
- Decentralized leadership of parishes/schools and limited mandated policy allow for locally made decisions which can present legal, compliance, and operational risks.
- Staff turnover and difficulty recruiting teachers/principals, ministerial, and professional positions due to national employment trends and below market salaries.
- The declining number of parishioners and thus parish offertory and potential donors.
- Stock market volatility

IV. Key Strategic Goals:

The following represents the most important and impactful ministry strategic goals for the fiscal year, which tie directly to the Diocesan Strategic Plan - Pillar Goals/Actions. These goals are listed because it is a key priority for either the Sr Director as the Pillar Owner and/or the ministry.

Goal 1: Secure Donor Pledged Funds for the Living Christ capital campaign	
Purpose: Collect pledged contributions by donors to the campaign over the next 5 years through a pledge redemption program, assisting donors in their fulfillment of committed pledges.	
Measurement: Twelve cycles of redemption letters, communication (monthly newsletter, social media, and email blasts), and personal outreach to donors. Donors fulfilling campaign pledges with regular payments, achieving a delinquency rate of less than 4% through June 30, 2026.	
Completion Date: June 30, 2026	Owner: Dan Dougherty
Goal 2: ACA (Pillar 6)	
Purpose: Secure funding to support the daily operations/budgets of diocesan shared ministries.	
Measurement: Achieve the annual appeal \$3.25 million goal.	
Completion Date: December 31, 2025	Owner: Dan Dougherty
Goal 3: Develop plans to address staffing and succession planning at Pastoral Center and diocesan-wide (Pillar 3)	
Purpose: Research, analyze, and develop a comprehensive succession planning strategy to support leadership continuity and address skill/knowledge gaps created by varying organizational models throughout the diocese.	
Measurement: • Pillar 3 subcommittee established to study and brainstorm solutions. • Plan presented to Strategic Plan team that encompasses both traditional succession planning and opportunities to enhance diocesan support for small parishes and increased opportunities for collaboration between parishes/schools. • Plan presented to presbyteral council for feedback	
Completion Dates: • Establish subcommittee to review (8/31/2025) • Present to Strategic Plan Team (4/2026) • Present to Presbyteral Council (5/2026)	Owner: Meghan Reed

Goal 5: Catholic Community Foundation Strategy – (Pillar 6)	
Purpose: Continue to assist the CCF board in executing the strategic plan to best accomplish the Church’s mission of raising funds to promote Church teachings in the Diocese and ensure alignment with the goals and objectives of the Mission Advancement Office.	
Measurement: The Strategic Plan was completed and shared with the broader Diocese following meetings held in October 2024. These sessions resulted in the creation of a concise “Plan on a Page,” which outlines key initiatives, including alignment with Diocesan priorities, the establishment of a Founders’ Club to support start-up funding, and the development of marketing and communications strategies for the launch. Help achieve raising the necessary startup capital funds.	
Completion Date: December 31, 2025	Owner: Patty Williams
Goal 6: Planned Giving (Pillar 6)	
Purpose: Promote and provide Planned Giving opportunities to parishes, schools, and the diocese.	
Measurement: Establish a Planned Giving Committee and begin targeting potential planned giving donors as identified in Raiser’s Edge. Also engage parishes and schools twice a year through webinars/in person meetings to promote planned giving opportunities.	
Completion Date: June 30, 2026	Owner: Dan Dougherty

V. Other Key Ministry Goals:

The following represent other key ministry specific goals for the fiscal year, which more indirectly support the Strategic Plan - Pillar Goals/Actions. These are goals specific to the ministry’s functionality/operations, and/or staff development.

Goal 1: Establish a Business Manager Advisory Committee to plan and coordinate the annual BDOT conference and to assist in the development of Diocesan-wide Business Manager learning modules.	
Purpose: To strengthen the engagement and professional development of parish and school Business Managers across the Diocese. Overall, this goal seeks to build a more informed, connected, and capable network of Business Managers to better support the mission and operations of the Diocese.	
Measurement: Fall 2025 BDOT conference attendance up 10% versus the prior year. Quarterly meetings held and reports out to all business managers.	
Completion Date: October 31, 2025	Owner: Patty Williams/Dave Reed

Goal 2: Enhanced Retirement Plan Administration	
Purpose: Enhance administration of the diocesan pension plans, The Retirement Plan for Lay Employees (RPLE) and 403(b) Tax Deferred annuity, to create efficiency and reduce risk associated with data errors. Establish automated processes to ensure accurate and timely transfer of data between participating employers and Plan administrator, Nyhart. Evaluate current vendor partnerships to ensure cost effective and comprehensive administrative services.	
Measurement: • Perform audit of participant and contribution data and assist participating employers with necessary data corrections (11/30/2025) • Train parish/school business managers on automated process and implement using a phased-in approach (beginning 1/1/2026 through 3/31/2026) • Complete RFP for vendor services and make final selection (5/2026)	
Completion Date: May 15, 2026	Owner: Meghan Reed
Goal 3: Mgmt. Corp Staff Engagement	
Purpose: Enhance team engagement through the use of Predictive Index platform and Acts XXIX principles	
Measurement: Conduct one Mgmt. Corp staff retreat and quarterly team engagement sessions.	
Completion Date: June 30, 2026	Owner: Meghan Reed Patty Williams Amanda Fisher
Goal 6: Pastoral Center Server Update	
Purpose: research updating the data servers used by the Pastoral Center. Determine if updated servers will be Cloud based or On Prem.	
Measurement: Meetings with outsourced IT consultants to determine a viable path forward.	
Completion Date: June 30, 2026	Owner: Dave Reed
Goal 7: Parish/School Incorporation Project	
Purpose: To assist newly incorporated locations (Parishes and Schools) with civil and canon law compliance, corporate formalities, and best corporate practices.	
Measurement: Corporate formalities, such as required annual meeting and complete and up to date corporate records, followed.	
Completion Date: June 30, 2026	Owner: Tom Antonini

VI. Financial Impacts

The following represents the FY2026 summary financial budget for the Management Corp office ministries:

Summary Budget FY2026 Management Corporation						
	Information Technology	Financial Services	Mission Advancement Office	Legal Services	Human Resources	Total
Revenue						
Other revenue/fees	\$ 58,218	\$ 383,944	\$ 329,944	\$ 72,242	\$ 172,625	\$ 1,016,973
Expense						
Salaries and benefits	12,788	944,970	443,657	185,452	404,581	1,991,449
General Office and Occupancy	157,199	176,089	130,629	25,485	99,460	588,861
Programs	-	-	389,100	-	-	389,100
Special Events	-	-	-	-	-	-
Total Expenses	<u>169,988</u>	<u>1,121,059</u>	<u>963,386</u>	<u>210,937</u>	<u>504,040</u>	<u>2,969,410</u>
Net	<u>\$ (111,770)</u>	<u>\$ (737,115)</u>	<u>\$ (633,443)</u>	<u>\$ (138,695)</u>	<u>\$ (331,415)</u>	<u>\$ (1,952,437)</u>