



# Diocese of Toledo

# STRATEGIC PLAN

# UPDATE



5/4/20 • Volume 1, Number 3

## Want to help?

Contact the pillar leaders below to share your ideas.

## Pillar 1

Msgr. Marvin Borger  
at  
[mborger@toledodiocese.org](mailto:mborger@toledodiocese.org)

## Pillar 2

Deacon Joe Malenfant at  
[jmalenfant@toledodiocese.org](mailto:jmalenfant@toledodiocese.org)

## Strategic Plan Updates

This is an update of the Strategic Planning process. In this issue we will share what the pillar teams have been working on this past quarter. Since mid-March, the priorities of the Pastoral Center staff have shifted to focus on the impacts of COVID-19 and the related current and future needs of our parishes, schools, Catholic Charities and the Diocese. Due to the significance of this effort, we added a new strategic action under Pillar #1 entitled **Reconnect**, which you will learn more about soon. Please know that the Diocesan Strategic Plan continues to be our common direction and a crucial element to a successful future for the Diocese. As we gradually normalize operations, our pillar teams will continue to work on other Strategic Plan priorities.

---

## Pillar 1 - Supporting the Health of Parishes & Clergy

- We have researched the Minister to Priests position descriptions of other dioceses and had an initial dialogue with the Presbyteral Council concerning four different ways of structuring the position.
- Arrangements were made for the USCCB Committee on Clergy, Consecrated Life, and Vocations to provide a Consultation Team to review and make recommendations for our Permanent Deacon Candidate Formation Program. Originally scheduled for this spring, this review has been postponed to the fall of 2020 due to Covid19.
- The Office for Diocesan Priestly Vocations has completed its consultation with the Diocesan Admissions/Formation Board and Presbyteral Council and has started implementing their suggestions.
- We continue to research and evaluate "best practices" in "Vibrant / Dynamic Parishes", to identify contents for a database.
- We have concluded our research of Intentional Planning Offices from around the country. We are putting together a few options on what the Diocese of Toledo Office of Intentional Planning could look like.

---

## Pillar 2 - Invigorating Evangelization & Formation

We have looked at evangelization from an academic view, by absorbing many related books, Church documents and reviewing approximately thirty-one plans from dioceses across the United States, but now was time to hear the most important voices, those of the people of the Diocese of Toledo.

- We have developed a survey to gain a better understanding of the vision and needs of the diocese in regards to evangelization. Hundreds of priests, deacons, religious and laity responded with great generosity. We are now assembling the results of these surveys to best understand the direction needed in a plan for evangelization of the people of the Diocese of Toledo.
- We held sessions where we could listen to the key leaders in the diocese answer questions regarding the real needs to accomplish evangelization in their parishes. Our team met at different times with 1) Priests and Deacons, 2) Parish and School Staffs 3) Parish Leaders (i.e. Pastoral and Finance Council) and key volunteers. A love for the People of God is alive and well in our parishes and there is a deep understanding that we must all be involved in evangelization, as the time is now.
- Sessions and outreach to other groups continues as it is our intention to hear from as many people as possible.



### Pillar 3

Kelly Donaghy  
at  
[kdonaghy@toldodiocese.org](mailto:kdonaghy@toldodiocese.org)

### Pillar 4

Matt Daniels at  
[mdaniels@toldodiocese.org](mailto:mdaniels@toldodiocese.org)

### Pillar 5

#5 Rodney  
Schuster at  
[rschuster@toldodiocese.org](mailto:rschuster@toldodiocese.org)

### Pillar 6

#6 Rodney  
Schuster at  
[rschuster@toldodiocese.org](mailto:rschuster@toldodiocese.org)

## Pillar 3 - Enhancing Lay Leadership

- We have finished evaluating two platforms that will be used as the infrastructure to store/share pastoral and professional training courses for use throughout the diocese. This information will be presented to Senior Staff for final determination.
- We are in the process of determining who we will “partner” with who process training content “off the shelf” in the area of leadership development.

---

## Pillar 4 - Strengthening Catholic Education

- We are evaluating the fiscal health of every diocesan school.
- We are developing a fundraising resource guide for schools to determine and encourage best practices.
- We are continuing to pilot a “virtue curriculum” in several schools.
- We have summarized school governance models for the Diocese.
- We have presented best practices for parental engagement to school leaders.
- We have and will continue to provide specific training to schools to better navigate the state scholarship programs.
- We have reviewed and made edits to our Catholic school educator standards.

---

## Pillar 5 - Growing Catholic Charities Outreach & Advocacy

- “Action Committee” members met with Lima area Pastors on December 13, 2019, who expressed an interest to have Catholic Charities provide services. Areas of interest include counseling, prisoner re-entry/re-integration; immigration legal services; crisis navigation services; and possibly an emergency family shelter. Follow-up meetings with suggested community resources have taken place and are ongoing to further clarify the gaps in service in Lima.
- Meeting scheduled with Pastors from Napoleon, Bryan, Defiance, on March 18, 2020 postponed because of COVID-19.
- Catholic Charities provided questions to Pillar 2 in regard to the survey they sent out and follow-up focus group sessions. This information will assist in identifying other possible areas of service Catholic Charities can provide to Parishes in the future. The two questions included in the survey were:
  - What are the greatest social service needs of your Parish community?
  - What would you recommend to help meet these needs?

---

## Pillar 6 - Develop Financial Resources

We will enhance and strengthen the Annual Catholic Appeal (ACA):

- Launched 2020 ACA Campaign using a cross-functional Pastoral Center team to plan and implement. Researched and used best practices from other Diocese annual appeals. Developed materials to translate compelling stories and information. Created a ‘speaker’s bureau’ of diocesan personnel for parish use

We will conduct a Diocesan-wide Capital Campaign within the next 3-5 years:

- Completed a Feasibility Study and gathered feedback from numerous Diocese clergy and laity and shared the results of the study with key consultative bodies to determine if/when a Capital Campaign commence

We will establish a fully functional Office of Mission Advancement for long-term fundraising and support of parishes

- Hired a Mission Advancement Officer to lead Diocesan development and fundraising initiatives. Interviewing for a ACA Manager position and evaluating the best entity/partnership to secure capital campaign funds and provide for more extensive donor giving options.