



Diocese of Toledo

March 20, 2020

To Pastors, Pastoral Leaders, Heads of School, Business Managers and Bookkeepers,

Section 1 – Finance and Administration Considerations

During this unprecedented period, we understand that Parishes and Schools are experiencing very tight cash flow. In light of this situation, we would like to provide the following guidance.

Control Environment

- Revenues from cash and checks will be down, but controls as prescribed in the *Pastoral Policy Handbook – Temporal Goods* and the *Consolidated Accounting Manual* are to be followed.
- Cash should always be under dual controls, which may be a challenge with limited staff. Ensure there is adequate documentation to protect yourself.
- Conversations with your Finance Council should become more frequent with updates on cash collections and distributions. At the very least a weekly status update is warranted.

Cash Flow Management

- Parishes and schools should prepare a schedule of cash flows, to project the timing and amount of future cash flow needs. Based on the projection, consider the points under ‘Spending Management’ below to enhance cash flow. Please see a sample [Cash Flow Report](#) under the secured portion of the Diocesan website.
- Use of your unrestricted savings in the Deposit and Loan Trust is a good way to manage your cash flow needs.
- Other sources to support short term cash flow needs may be your endowed funds and investments. Depending on restrictions in place one option may be to borrow from the endowment with a commitment to repay the funds. Care should be taken to consult with your Parish Finance Council/School Finance Committee/Endowment Trustees and also the Diocesan Finance Office for Bishop’s approval.
- For any questions or assistance needed please consult Diocesan Finance Office, David Reed at dreed@toledodiocese.org Office: 419-214-4934.

Spending Management

- Prioritize and limit your operational spending (supplies, materials and services) to essential items only, as best as possible.
- Contact your vendors and request extended payment terms. Sometimes for a small fee the terms can be extended allowing you to prioritize spending on essential items like payroll and utilities.

DMIOCESE OF TOLEDO MANAGEMENT CORPORATION

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- Careful attention should be made to avoid paying a fictitious invoice as there has been an increase in this type of activity given the current crisis.
- For guidance on employee compensation and benefits, please see previously issued correspondence on the [Diocesan website](#)

Diocesan Matters

- Diocesan Assessments (Diocesan, Scholarship, Priest Retirement) for the April-June 2020 quarterly billings will be forgiven, with regular billings to resume July 1, 2020. All quarterly billings prior to April 2020 must be remitted.
- The Deposit and Loan Trust –
 - Loan payments due for the three-month period April – June 2020 will be delayed until the end of amortization period.
 - Limited emergency zero interest loans may be made available with certain restrictions and qualifications.
- Payments for the RPLE, Heath Benefit, PSI, Workers Compensation, and Unemployment insurance premium billings must be remitted as scheduled. The Diocese is self-insured and premium payments are needed to support payment of claims.
- Other billings originated from the Pastoral Center should be made as scheduled.
- Independent financial institution loans and lines of credit are discouraged. Pastoral Policy Handbook – Temporal Goods, requires that any loan through an independent financial institution be approved.

General Bookkeeping

- Ensure your bank accounts are reconciled.
- Review open deposits and outstanding checks. If a deposit in transit is open for more than 15 days and an outstanding check is open for more than 45 days, please investigate and discharge appropriately. In order to effectively manage your cash, you need an accurate balance.
- Ensure that all invoices received are entered into the Accounts Payable Module with the accurate date received and date due so you can accurately age your payables.
 - Make sure to include all current and past due payments to the Diocese.
- Make sure all loans are also properly recorded on your books.
- Evaluate and know of any restrictions savings accounts/investments/endowments.

Physical Building Considerations

- HVAC systems should be adjusted to lower temperatures.
- The more lights on the better, especially perimeter and outside lighting.
- All access doors should be locked and the premises checked on at least two times per day.
- Work with your building services staff and/or janitorial vendor to ensure proper cleaning and disinfecting is occurring. If you would choose to handle disinfection on your own, our recommendation is use and EPA approved chemical and concentrate on high touch points. See [CDC Website](#) for additional disinfecting/cleaning considerations.
- If you have a specific question please contact the Director of Risk Management, Tom Antonini tantonini@toledodiocese.org. Office: 419-214-4870

Capital Projects

- Any capital projects funded by general savings should be placed on hold. Emergency repairs follow the normal process.

As you work through the challenges this crisis is presenting, please know that the Diocesan Finance Office stands ready to assist you in any of these areas covered above, and others not specifically mentioned. Please look for future communications as we, together, work through this unprecedented time. If you have any questions or require more information, please consult Diocesan Finance Office, David Reed at dreed@toledodiocese.org Office: 419-214-4934

Section 2 – Stewardship and Parishioner Engagement/Support

During these difficult and challenging times, the Office of Mission Advancement deeply appreciates the challenges pastors and parish leaders are facing on a daily basis. In an effort to provide continuing support and guidance, please know that our office stands ready to assist you in any capacity you may wish. Recognizing that our parishes are already doing great work attending to the spiritual and physical needs of parishioners, please find below some practical tips and strategies offered in the spirit of support and encouragement of your efforts.

Suggested practical strategies to engage and invite continued giving to the parish through the COVID-19 crisis:

- Increase levels of communication
- Increase Virtual Presence
- Be Positive, offer Hope
- Continue the work of charity
- Consider to increase Devotional Prayer: Rosary, Divine Mercy Chaplet, Novenas, 40 Day Consecration to Mary, etc.
- Thank people for their commitment of faith to the parish, their involvement and membership and their support of prayer and financial giving
- Inform and guide parishioners how they can continue their critical financial support

Communication/Engagement Opportunities:

1. Provide diocesan, parish and community updates.
2. Send a daily/ weekly note of encouragement, love, hope, etc. via email to parishioners; post on website. Ask for prayer intentions.
3. Make Phone calls: set aside an hour a day and make 10-20 calls to parishioners checking in, know you are praying and offer hope and comfort.
4. Offer a daily/weekly live stream a short or 1 hour prayer gathering via parish website or Facebook-go live and have a discussion; live prayer opportunities.
5. Conduct a daily “Check-in from your Pastor.” Video record or live-stream.
6. Write hand-written notes to key staff, volunteers, parish leaders, major donors, those who are struggling, etc. Think of this time as a blessed time or opportunity to start,

- continue or increase correspondence. People want/need to feel connected to their church and parish, especially when they can't physically be there.
7. Promote volunteer-from-home opportunities.
 8. Share Catholic podcasts and other resources.
 9. Share your common humanity. Through video streaming, share what you are doing with your time. Show yourself praying, walking the dog, cleaning the gutters, turning the earth in prep for your garden, calling family, friends, parishioners, etc. Making yourself "accessible" this way. This is a type of engagement folks truly appreciate and helps them feel connected and that you are "with them."
 10. Provide on-line resources for folks—great catholic, spiritual websites. Everything from virtual tours of great cathedrals around the world, to live streaming Masses from monasteries, to beautiful Gregorian chant by religious sisters, etc. Offer links to FORMED video series, Word On Fire sites.
 11. Share the free Magnificat <https://us.magnificat.net/free>
 12. Provide Stewardship based bulletin items on your website.
 13. Find ways your parish can become a virtual host: Perhaps host a virtual holy movie night through the parish. (FATIMA, The Two Popes, The Scarlet and the Black, The Mission, etc.). Host virtual bible studies, prayer chains, etc.

Financial Giving Strategies:

1. Think digital and on-line. This is the best vehicle in this crisis for people to give.
2. Inform and direct folks to your online giving page on your parish website. Enhance/create on-line capabilities through parish website. Contact your current provider or some potential providers listed here to assist you :
 - a. Faith Direct
 - b. Our Sunday Visitor
 - c. WeShare
 - d. Vanco
3. Inform parishioners that they mail their regular Sunday Offertory directly to the parish.
4. Continue to thank major-donors and current donors to your parish, and to the ACA. Note cards, phone calls, emails, Flock Note posts, Constant Contact emails, etc. are excellent ways to demonstrate your appreciation and cultivate continued/increased giving.
5. Reaffirm your mission and impact. Share stories of how the parish has/is serving the needs of others. Use personal stories, examples.
6. Don't be afraid to ask for financial support/continuing support during this time. Don't be afraid of 'No'. If parishioners cannot give due to circumstances, it is certainly understandable. Many parishioners may still have the intent and ability to financially give to the mission and ministry of the parish; most people respond to personal asks and appreciate them.

Annual Catholic Appeal (ACA) Update:

1. At this time, the ACA will continue to follow the timeline and schedule established and sent out in ACA parish packets. This means:
 - a. Processing of gifts and pledges will continue
 - b. Providing parish update reports will continue

- c. Thank you letters to donors will continue
- d. The 2nd solicitation mailing will go out to past donors who have not yet given as scheduled, which is May 4th (pending future circumstances)
- e. Pledge reminders will continue for those who have made a pledge.
- f. You will be notified immediately if the timeline or process of the ACA changes due to necessity.

In addition to the suggestions above, in the coming weeks we will be providing opportunities to assist pastors and parish leaders through various electronic media (ie webinars, phone conferencing, etc) to engage parishioners and support parish offertory efforts. Know that our office can be reached at any time to assist you further. Be assured of our prayers and support. Thank you for your leadership, faith and care of our faith communities.

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On-Line Resources

Please find below an initial list of available online professional resources to assist you in your on-going efforts. Feel free to contact them for further assistance, as they stand ready to serve you and your parish.

1. Stewardship: Scripture/Articles/Resources

USCCB:

<http://www.usccb.org/beliefs-and-teachings/what-we-believe/stewardship/index.cfm>

USCCB Pastoral Letter:

<https://catholiclubbock.org/StewardshipADisciplesResponse.pdf>

International Catholic Stewardship Council (ICSC):

<http://catholicstewardship.com/>

Catholic Stewardship Consultants:

<https://www.catholicsteward.com/blog/>

Our Sunday Visitor:

<https://www.osv.com/>

Henri Nouwen:

https://www.perceptionfunding.org/uploads/1/6/8/9/16891606/spiritualityoffundraisingbyhenrinouwen_267.pdf

2. Leadership: Fundraising/Giving/Engagement

Community Counseling Services (CCS):

<https://ccsfundraising.com/timeless-principles-for-fundraising-the-coronavirus-and-philanthropy/>

Chronicle of Philanthropy:

https://www.philanthropy.com/article/Responding-to-the-Coronavirus/248231?cid=cpw_rnt

Digital Fundraising Solutions:

<https://prengersolutions.com/>

Webinar--How To Run a Parish During the Coronavirus Outbreak:

https://prengersolutions.com/webinar-2020-coronavirus?mkt_tok=eyJpIjoiWIRkBE1UTTNOGRt3WXpaailsInQiOiIjYRThyQ2RzeEzMOW5BVTh1QU41bFpaVTgyV0Z4ZUxkMmF2V2luS2VkbGWEszMnQyNWVVMR2N4dkJKN1FNbXBLOEQ0dkFiRGp6bWxXZzNQMFZVYVd0UT09In0%3D

Tips for Communication with Donors:

https://npengage.com/nonprofit-fundraising/long-term-relationships-healthcare-fundraising/?utm_source=mkto&utm_medium=email&utm_campaign=FB-2020-ES-TL-Ministry-11770&mkt_tok=eyJpIjoiWIRFMU56Y3dOREZrWTJKbSIsInQiOiIjL2FEc25WaWZxVzRvR2tXbTJDsnFGMVBzWmVCWml2b1BOXC84WnRYS1A1K3ZMVktnY0lDa1BvSHVsU0tpaHJKS1BMdTc3UGRmOHhjQXhQdTZyNXhROWIRPT0ifQ%3D%3D