

Budget

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Five Year Financial Planning Process Task Force Report of April, 1987, and the Diocesan Oversight Task Force Report, released in June, 1988.

Among those recommendations was that money be set aside for the education of lay ministers. In the 1990-91 budget, \$50,000 has been set aside for that purpose. "We have invested substantially in our seminarians and (permanent) deacons," Father Mulligan noted. "It's no secret lay ministers are a key part of our future, too."

The projected budget also allocates \$60,000 for the marketing of Catholic schools — another recommendation contained in the task force reports. The money will be used to establish an office and to hire someone to recruit students for Catholic schools. The diocese has already begun to advertise for applicants to fill the position.

The Winter's Group marketing study, which was conducted last fall, also guided this year's budgeting process. That study also recommended the hiring of a person to direct Catholic-school marketing.

An additional guide for this year's process was a strategic plan for the Pastoral Center. That plan was developed by a committee including Father Mulligan, Seeborg, Bishop Matthew H. Clark, and the directors of the seven diocesan divisions. Development of the plan was facilitated by Dr. Arthur Deegan, a consultant for the diocese.

The strategic planning report pointed out that the Pastoral Center lacked a unified plan and budgeting process; provided inadequate services to some segments of the

community; and is perceived by some people in the diocese as an unresponsive bureaucracy.

Father Mulligan pointed out that part of the strategic plan was to base diocesan spending not on the perceptions of Pastoral Center staff regarding diocesan needs, but on what the people of the diocese actually said they needed. Thus, among new programs to receive diocesan funding are aid to Vietnamese refugees, ministry to minority families, the Mercy Center with the Aging, high school scholarships, and assistance to city and cluster schools.

Revising the overall budgeting procedures continued, a process that began two years ago.

As was the case last year, the TGA goal

was set after the diocesan budget was developed. Prior to 1989-90, the appeal goal was set first and the budget developed based on the goal.

Furthermore, this year each diocesan program, department and division was asked to establish needs and funding priorities, and the budget was developed based on those figures. Father Mulligan pointed out that when the budget process revisions began two years ago, the budget contained 436 objectives. Last year, those objectives were consolidated into 147 programs. This year, those 147 were reduced to 58.

"We're beginning to consolidate the way we are doing our budgets," Father Mulligan said. He noted that the budgeting

process this year was still done in terms of the departments and divisions that constitute the diocese's formal structure. Next year, he predicted, budgeting will be done according to objectives, so that the budget categories will more clearly indicate the services on which money is being spent.

In presenting the 1989-90 budget, the diocese had released figures broken down into such general topics as parish services; diocesan management and support; education; and social ministries.

This year's budget will be similarly broken down, but the figures will not be available until August to coincide with the beginning of this year's TGA, Father Mulligan said.

Books

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"In the '60s and '70s, the liberal theologians were kind of on top of the hill," Father Toolan said. "They were putting out stuff that was mainly revisionary and critical of church teaching... I think at a certain point, even the liberals got a little tired of that."

The priest observed that once when liberal theologians criticized the church, they knew its basic teachings well. Now, Father Toolan remarked, many people, especially the young, "don't really know the basics," he said.

One answer to such ignorance are such books as Servant Publications' *Keeping Your Kids Catholic*, written by a host of Catholic educators, and *365 Fun Facts for Catholic Kids*, a Ligouri Publication authored by Bernadette McCarver Snyder.

Such books reflect a concern on the part of parents to impart lasting values to their children in a disruptive modern society. Came noted, however, that it's not only children who need grounding in the foundations of faith.

"I think (readers) are recognizing the

value of having some grounding of a set pattern in tradition for their lives," he said. "Back in the '60s and '70s, the general current was that everything had to be 'relevant'... In the 1980s and '90s... (Catholics) are realizing the need for something more permanent."

Process ends

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junction with other parishes.

Deacon Lester noted that at a number of parishes, the parish reflection team — originally established to last only for the term of the Commitment to Ministry process — had become a standing committee of the parish councils.

The process has helped those involved in it discover that "we are all co-responsible, and leadership by its nature is meant to be a shared responsibility," Deacon Lester remarked.

In addition, he said, "People have realized that our Catholic identity is built around a sacramental theology, and that the primary sacrament is baptism. We live our faith experience in a clerical church and a sacramental church... but we are really church when we realize it's baptism that roots us and calls us to ministry."

The overall process, Deacon Lester said, had taught parishes how to work as parishes.

"We've given good example for two years of what we hope parishes will be about," Deacon Lester declared. "The process is over, but the supports are in place."

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