



April 20, 2004

INTRODUCTION

The Archdiocese of Milwaukee Planning Commission, appointed by Archbishop Timothy M. Dolan in February 2003 designed and facilitated Cycle III of Archdiocesan planning from February 2003 to March 2004.

In his pastoral on planning, Archbishop Dolan said: "The Lord is inviting us to work together to assess needs, trends, and movements in our community, and to steward carefully the use of our priests, deacons, ministers, buildings, resources, parishes and schools, so that we can continue to be faithful to the mandate Jesus gave us to continue His saving mission in and through His Church.

So, building on work completed in Archdiocesan Planning Cycles I and II, the Commission consulted leaders of the Catholic community to develop plans to insure

- Access to the Eucharist in its totality, namely Word, Sacrament, Service and Community for all the faithful
- Opportunities to live Eucharistic lives through practice of spiritual and corporal works of mercy
- Wise stewardship of our human and temporal resources and dialogue at the parish, cluster, district and archdiocesan levels.

Working with leaders who know and share in the Mission of the Church in southeastern Wisconsin, the commission's process incorporated prayer, education and wide consultation with priests, parish core teams, staffs and councils, and leaders of other Catholic associations, agencies and institutions. The scope of this cycle of planning included parishes, schools and other institutions serving and served by the Catholic community throughout the ten counties.



April 20, 2004

Common Issues & Concerns

A number of issues were raised in every district, cluster and/or parish. These bigger questions must be acknowledged and some need to be addressed by the whole Church.

1. **Realistic Solutions for the Priest Shortage**

Acknowledging that we are a "priestly people," a sacramental church with theological and canonical limitations about who may and may not be ordained, we heard the deep concerns of the faithful. We recognized the general recommendation that the whole Church engage in a meaningful dialogue around all the aspects of ordination and its impact on Eucharist, community and ministry.

2. **Mega Churches**

We have witnessed recent successes in merging smaller parishes into larger ones. However, we recognize that bigger is not always better. We are committed to supporting and maintaining vibrant parishes no matter what their size.

3. **Long-range Planning**

Developing a plan allows us to shape our future and to anticipate the possibilities, rather than reacting to whatever comes along. The current process is designed to be on going. Planning must be a continual process whereby each year builds on the previous and opens doors to the future.

4. **Bringing God's Dream for Us to Life!**

As planners we participate in the on-going work of creation. We participate in Jesus' mission and ministry. Prayer that seeks to know God's will and begs the Spirit's help and guidance must be at the heart of all these efforts if they are to be successful. So, **we recommend that**

- The Archbishop set up an appropriate means (person, team, process or Office) to assist parishes, clusters and districts continue the planning process, with authority to hold them accountable for the archbishop's directives. We ask that this be in place not later than December 2004.
- Clusters set up representative groups (Collaboration Committees, Cluster Councils, or Cluster Planning Teams) who will meet regularly to plan and develop initiatives to carry out these and other plans that develop over time.
- Priests/parish directors, staff members meet with their ministry peers (e.g. all Youth Ministers), and that parish councils and staffs meet at least annually to plan collaboratively.



April 20, 2004

5. Cultivating a Pastoral Staff

As the number of priests changes, parishes and clusters will have to review their pastoral staffing needs and make sure that individually or collaboratively they have adequate professional staff and trained volunteers to meet the mission and ministry needs and goals of their parish/cluster.

6. On-going Professional Education of Priests and Others

Because seminary study has not included training for parish administration in times like these, the Archdiocese must provide on-going education and training to help retool priests, educate seminarians, deacons, pastoral staffs, and parish leadership. This will enable us to deal more effectively and confidently with changing roles and responsibilities, changing delivery systems and forms of service in our parishes and clusters. This new "school" for "seasoned students" should be in place by or before September 2005. It should be accessible for distance learners.

7. District Boundary Changes

As plans develop, it may be in a cluster's best interest to adjust their district membership and reconfigure district boundaries. If that is so, a proposal for these changes must be submitted to the Archbishop so that he can consult with appropriate groups before make any district boundary change official. Guidelines for changing district membership are currently available through the Delegate for Parishes at (414) 769-3450.

8. Regional Archdiocesan Services

Throughout the Archdiocese core teams and staff members expressed their gratitude for archdiocesan services and begged for easier access to them without having to travel to Milwaukee. We strongly recommend that archdiocesan staff continue to explore ways to regionalize the delivery of their programs and services, especially in the area of ministerial formation.

9. A New Staff Position

We ask the Department for Human Resources to work with parish business managers and pastoral associates to develop a new position in parish ministry, that of an Administrator of Pastoral Services who could relieve priests of many of their administrative duties.



April 20, 2004

GREETINGS!

**TO THE PARISHES OF DISTRICT TWELVE IN MILWAUKEE
COUNTY**

grace and peace of Jesus Christ be with you! We give thanks to God always on your account for the grace of God bestowed on you in Christ Jesus, that in Him you were enriched in every way, with all discourse and all knowledge, as the testimony to Christ was confirmed among you, so that you are not lacking in any spiritual gift as you wait for the revelation of our Lord Jesus Christ. (c.f. I Corinthians 1: 4-7)

God's grace was abundant in your efforts to recruit men for the seminary. You are one of five districts that met your goal and you are to be congratulated. We see that you are lacking in no spiritual gifts as the fine ministry of laity and religious is producing abundant fruits. We see the great efforts of the Salvatorian Priests and Sisters, the Pallotine Fathers and the Croatian Franciscans. We are encouraged by the formation of the Diversity Council and hope to see it blossom in its efforts to eliminate racism. We are appreciative of the fine work of Pius XI High School and Divine Savior Holy Angels High School who for years have helped form our young people to be Christian leaders for many years. Your sustained support of Catholic education among grade school children, even to those who are not Catholic, is also a great blessing to the Church. We note with joy the generosity of your outreach through parish twinning, especially those that go beyond direct assistance and forge new relationships. We commend your cooperative spirit in ministering to hospitals in the area. Finally, we both recognize and commend you for all your collaborative work.



April 20, 2004

DISTRICT DIRECTIVES Beginning in 2004

As a People of God committed to ensuring

- ❖ Access to the Eucharist in its totality, namely Word, Sacrament, Service and Community for all the faithful
- ❖ Opportunities to live Eucharistic lives through practice of spiritual and corporal works of mercy
- ❖ Wise stewardship of our human and temporal resources, we recommend the following.

we make the following recommendations. (These recommendations have been adjusted based on the responses we received at the January 26, 2004 hearings and any responses we received from the Archdiocesan Pastoral Council and Council of Priests.)

1. Parishes continue to support and enhance the work of the Diversity Council and participate in the Companion Families Program sponsored by Catholic Charities.
2. Parishes continue to be part of the school planning process by striving to enhance the educational programs offered by the schools in the district. Make the best use of available resources through cooperation and collaboration. Consider forming a school system in sections of the district or as a whole district.
3. Due to the declining number of priests, parishes in collaboration with their cluster, reduce the number of Masses celebrated each weekend based on seating capacity, Mass attendance and the needs of the people by January 2005.
4. Pastoral staff and evangelization committees:
 - compare data on membership and Mass attendance;
 - develop ways to encourage attendance at Mass on a regular basis, increasing Mass attendance by at least 10% per year.
 - implement a program of welcoming back inactive Catholics.

From *The Constitution on the Sacred Liturgy*, Vatican Council II, Dec. 4, 1963

#10 ...The liturgy is the outstanding means by which the faithful can express in their lives, and manifest to others the mystery of Christ and the real nature of the true Church. #2

#10 ...**The liturgy is the summit** toward which the activity of the Church is directed; at the same time it is the **source** from which all her power flows."



April 20, 2004

5. Priests and deacons, under the leadership of the Dean, study the range of sacramental workload within the district, i.e. baptisms, marriages and funerals and develop a plan to balance this work among the clergy of the district. Offer your proposal to the Priests Council by January 2005.
 6. Parishes alone or in partnership, offer a variety of ways for people to grow spiritually through study, reflection, small group faith sharing, communal prayer and devotions.
 7. Parishes develop meaningful ways to support financially our Catholic elementary and secondary schools, whether they have a school or not, by July 2006. Parishes cooperate with the Catholic High Schools to have parish membership on their boards.
 8. Each parish makes it a priority to develop a "Culture of Vocations" in living out its own mission. Educating the faithful about God's call to each of us needs a foundation built on solid catechesis and a strong sense of Catholic identity that is rooted in the Church's sacramental life. The "Culture of Vocations" must be supported by liturgy and prayer – both individual and communal, evangelization, mentoring/companioning, and finally repeated and genuine invitations to consider priesthood, diaconate, religious life and lay ministry.
- The Archdiocesan recruitment goal is a minimum of 68 new seminarians or religious in formation by the year 2009, which is about .0001 of our Catholic Population. The Archdiocesan Vocations Office is requesting that this district recruit three seminarians or novices.
10. Parishes discern who is called to ministry as a deacon. Encourage and support candidates to the diaconate, so that each parish might enjoy the ministry of one or more deacons.
 11. Given the diminishing number of priests and the greater workload expected of them, parishes use the gifts of deacons and provide the resources to hire appropriate professional lay people to relieve the pastors of some administrative and ministerial work.

From *Evangelii Nuntiandi*,
Pope Paul VI, Dec. 8, 1975

#12 "The Church is born of the evangelizing activity of Jesus and the Twelve.

*#1...**Evangelization is a task and mission** which the vast and profound changes of present-day society make all the more **urgent**.*

Evangelizing is in fact the grace and vocation proper to the Church, her deepest identity."



April 20, 2004

12. Encourage, invite, train and form lay ministers in the parish. Urge effective lay ministers to seek certification or higher education for ministry through one of the seminary, college or university ministry programs. Offer some financial support toward their education.
13. When a priest or parish director serves more than one parish, the parishes served, if feasible, will form one parish council and a shared committee structure, except for finance committees, which need to be separate in light of civil and canon law.
14. Parishes hire or share a qualified director of liturgy and music, make a commitment to training and forming all music ministers and develop a repertoire of music for use at all liturgies to enhance the full, conscious and active participation by the faithful at liturgy.
15. Parishes hire and share, as needed, additional professionally trained and competent Directors of Religious Education (DREs), Directors of Youth Ministry (DYMs) and Adult and Family ministers.
16. Parishes ensure that all parish staff are justly compensated and given the needed resources to fulfill their ministries.
17. Parishes promote the healing ministry of Christ and foster holistic health and wellness by using the expertise of a parish nurse or sharing one with other parishes.
18. Parishes use the talents and services of principals, if they have a school, of human concerns ministers, adult and family ministers, pastoral associates and business administrators to continually help the parish achieve its mission and contribute to the social ministry of the Church as it builds the reign of God.
19. Parishes work with the Development Office to examine comprehensive approaches to stewardship that will enable them to adequately fund parish programs and share their human and material resources with parishes in need in the local, national and international Church. We recommend the Archdiocese, through the World Mission Office, with the assistance of parishes, continues to support the parish of the Holy Family in the Dominican Republic.
20. The Archdiocesan Council of Priests and the Archdiocesan Pastoral Council review current district boundaries to determine whether they continue to be appropriate given demographic changes and ministerial needs.

From *The Dogmatic Constitution on the Church*, Vatican Council II, Nov. 21, 1964

"All the faithful of Christ of whatever rank or status are called to the fullness of the Christian life and to the perfection of charity."



April 20, 2004

21. Based on your request, we are recommending that District Staff Meetings be held at least twice a year.



April 20, 2004

SOME COMMENTS ON THE DATA

In District 12

In 1988 there were 24 priests in the district. Now there are 12 - a decline of 50%.
In 1988 there were 13 deacons. Now there are 6 – a decline of 54%.

In 1988 total parish membership was 37,303; in 2002 it was 27,833 – a decrease of 25.4%.

In 1988 Mass attendance was 22,140 (59.4%); in 2002 it was 9,862 (35.4%) – a decline of 24 percentage points.

Concerning parish sacramental ministry, baptisms, marriages and funerals:

The averages per parish for the years 1997-2002 are

Baptisms - 46.1 Marriages - 15.9 Funerals - 37.6

The ranges of sacraments per parish for the years 1997-2002 are

- Baptisms low = 7 high = 111
- Marriages low = 3 high = 42
- Funerals low = 14 high = 118

In the Whole Archdiocese:

In 1988 there were 404 active diocesan priests. In 2002 there were 229, down 43.3%.
In 1988 there were 110 active deacons. In 2002 there were 125, an increase of 13.6%.

In 1988 average parish membership was 2103; in 2002 it was 2509, an increase of 19.3%.

In 1988 average Mass attendance was 1255 (59.7%); in 2002 it was 905 (36.1%), a decline of 23.6 percentage points.

Concerning parish sacramental ministry, baptisms, marriages and funerals:

The averages per parish for the years 1997-2002 are

Baptisms - 34.5 Marriages - 12.5 Funerals - 27.4

The ranges of sacraments per parish for the years 1997-2002 are

- Baptisms low = 0 high = 119 (275)
- Marriages low = 0 high = 55 (89)
- Funerals low = 0 high = 124 (191)



April 20, 2004

CLUSTER DIRECTIVES

Based on parish data and demographic changes, in-put from parish, cluster and priest district discussions, district core committees APC discussion and dialogue with the District Dean and parish consultants, we propose the following.

CLUSTER	PARISHES	DIRECTIVES
A	St. Bernard St. Pius X Christ King, Wauwatosa	1. We recommend that St. Bernard be served by a parish director, along with deacons and additional professional lay ministers, when a priest is no longer available. We recommend that the other pastors in Wauwatosa provide some assistance with the sacramental needs of the people.
B	St. Vincent Pallotti St. Therese St. Jude the Apostle Sacred Heart	1. We recommend that the four parishes strengthen their ties using a collaborative model, where parishes come together and share programs and some staff. If the Croatian Franciscans can no longer serve two parishes in the Archdiocese, we recommend that St. Augustine, West Allis and Sacred Heart be served by one pastor from the Croatian Franciscans.
C	St. Margaret Mary St. Sebastian St. Catherine (51 st and Center) Mother of Good Counsel Milwaukee	1. We recommend a collaborative model where many programs are shared with at least one parish having a parish director. 2. We feel St. Catherine's proposal to be a Social Justice Center has merit, if it can be supported by the cluster, and that the cluster engage with St. Catherine in social justice. A collaborative model could work with St. Catherine's specialty being social justice. 3. If the Salvatorian priests can no longer serve both St. Pius and Mother of Good Counsel, we recommend that both parishes be served by one Salvatorian pastor. At that time, there may need to be in conversation about changing clusters.



April 20, 2004

LONG-TERM DISTRICT DIRECTIVES

Having studied the data for priests and deacons, projected priest retirements and ordinations, and the number of lay pastoral ministers with degrees from the seminary or similar courses of study elsewhere, we make the following recommendations.

- We recommend that you work with the Archdiocesan Pastoral Council representative, the Office for Parish Councils and Planning and your parish consultants to continue your efforts in assisting to design your future.
 - Because so many of your deliberations involved various and generous forms of sharing and the use of parish directors, we recommend that District 12 develop an initial plan by June 2006 for a deeper form of shared ministry than what is currently done.
 - We recommend an adapted version of Model One where ministerial teams of priests and professional lay people serve groups of parishes or merged parishes. Once the plan is designed and approved by the Archbishop, it would be implemented as needed.

Now, according to God who strengthens you, according to the gospel of Jesus Christ, with joy in the communion that exists among us, to the only wise God, through Jesus Christ and the Holy Spirit be glory forever and ever. Amen.