



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.



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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.



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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 Service who could relieve priests of many of their administrative duties.



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**To the Parishes of
Western Kenosha and Racine Counties
& Walworth County**

Grace to you and peace from God our Father, the Lord Jesus Christ and the Holy Spirit! We give thanks to God daily for the many ways you share your faith, welcome new members and generously respond to the demands of growth and needs of the poor.

In some areas of District 3 parish growth is keeping pace with the rate of development and new housing. You generously receive and welcome the newcomers who work in the greater metro area and now live in your towns. You welcome visitors who flock to your recreational areas in every season adding to your communities' diversity and vitality.

As in any family, growth demands an enormous generosity of spirit by all. We are gratified to know that you are willing to work more closely together as clusters to identify and meet new or additional spiritual and social demands that will surely follow.

Your expansive and generous outreach and direct services to those in need are amazing. We applaud your comprehensive efforts to minister to people who are deaf and hard of hearing, to support and develop the faith with the growing Hispanic communities and to the campus ministry community at the University of Wisconsin-Whitewater. To sustain these works in Jesus' name, the whole community must be committed to the principles of Catholic Social Teaching and open to the grace of inclusion.

We commend your efforts toward excellence in Catholic education, at both the elementary and secondary levels, in catechetics, youth ministry, evangelization and adult education. We commend Fr. Larry Chapman for his years of service to Catholic Central High School, Burlington, and his willingness to continue to be a resource to students and staff there.

We acknowledge the partnership of St. Mary's, Burlington and a parish in Lugozi, Uganda. We encourage this international partnership which expands our understanding and appreciation for the sameness and differences within God's family.

Your desire to seek training and formation to share in ministry more fully offers the whole church hope. Your appeal to us to find ways to make archdiocesan theological education/formation resources accessible to the people who live in the south central and southwestern areas of the Archdiocese did not fall on deaf ears. We are committed to exploring with you ways this can happen.



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DISTRICT DIRECTIVES

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 make the following recommendations. (These recommendations have been adjusted based on the responses we received at the January 12, 2004 hearings and any responses we received from the Archdiocesan Pastoral Council and Council of Priests.)

1. Cluster pastoral staffs and councils study the data included here, as well as their seating capacity and Mass attendance trends, and develop complementary Mass schedules by January 1, 2005, that provide access to the Eucharist at their sites over a span of time each weekend.
2. Priests and deacons, under the leadership of the Dean, study the range of extra sacramental workload within the district, i.e. baptisms, marriages and funerals. Develop a plan to balance this work among the clergy of the district. Offer your proposal to the Archdiocesan Council of Priests by January 2005.
3. Each parish should have 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.
4. With guidance and support from appropriate Archdiocesan offices and staff a district-wide association be developed, such as *Juntos Caminando*. This association would serve as a structure for discovering the spiritual and temporal needs of Hispanics in District 3, for developing a plan and meeting Hispanic Ministry needs with district-wide financial support. Such a plan should be ready to implement on or before July 1, 2005.

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."



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5. In district or cluster partnerships, develop plans to meet the life-long spiritual needs of each of parishioners in a variety of ways, e.g. study, reflection, small group faith sharing, communal prayer and devotions. Begin implementation by August 2005.
6. Clusters form evangelization committees to develop plans to help their parishes respond to the challenge to "Go and make disciples."
 - Compare data on membership and Mass attendance
 - Develop ways to encourage attendance at Mass on a regular basis
 - Implement a program of welcoming back inactive Catholics by July 2005.
7. Parish clusters develop meaningful ways to offer financial support to our Catholic elementary and secondary schools, whether they have a school or not by July 1, 2006.
8. Parishes/clusters continue to hire, professionally trained and competent school principals, Directors of Religious Education (DREs) and where appropriate Directors of Youth Ministry (DYMs) and Adult & Family ministers.
9. As priests or parish directors serve more than one parish that they gather the councils together to review both the council and committee structures to see if a new model for council should be developed collaboratively.
10. Each parish makes the development of a "Culture of Vocations" a priority in the living out of its own mission. Educating the faithful about God's call to each of us needs a foundation built on solid catechesis, a strong sense of Catholic identity that is rooted in the Church's sacramental life. It must be supported by prayer – both individual and communal, by evangelization, liturgical experiences, mentoring, companioning, and finally repeated genuine invitations to consider priesthood, diaconate, religious life and lay ministry. Lift up Christian marriage and dedicated single life as vocations of service as well.
11. Continue to discern who among you is called to ministry
 - **As a priest.** 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. This district is accountable to the Archdiocesan Vocations office for the recruitment of three seminarians or novices.
 - **As a deacon.** Encourage and support candidates to the diaconate so that each parish might enjoy the ministry of one or more deacons.

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."*



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- **As a lay minister.** Encourage, invite, train and form lay ministers in the parish involving them in liturgical, educational, outreach and community activity. Urge effective lay ministers to seek certification or advanced education for ministry through one of the seminaries, colleges or universities ministry programs. Offers some financial support toward their education toward certification or degree.

12. Encourage parishioners to place their time and talents at the service of the parish/cluster through the myriad parish volunteer ministries available. Provide training and resources so these "faithful and reliable" members can experience the joy and satisfaction of the important contributions they make to parish vibrancy.

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."

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13. Promote the healing ministry of Christ and foster holistic health and wellness within the parish by using the expertise of a parish nurse or sharing with other parishes. Use the talents and services human concerns ministers, adult and family ministers, pastoral associates and business administrators to help the parish achieve its mission and contribute to the social ministry of the Church as it builds the reign of God.

14. Ensure that all parish staff are justly compensated and given the resources they need to fulfill their ministries.

15. 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 that 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.



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The strength of the cluster depends on the strength of each parish within it.

CLUSTER DIRECTIVES

Based on parish data and demographic changes, in-pur from parish, cluster and priest district discussions, district core committees APC discussion, dialogue with the District Dean and parish consultant(s), and recommendations from the district hearing sessions, we propose the following.

CLUSTER	PARISHES	DIRECTIVES
A	St. Mary, Pell Lake St. Francis de Sales, Lake Geneva St. Benedict, Fontana St. Andrew, Delavan St. Patrick, Elkhorn St. Peter, East Troy St. Catherine, Sharon	<ol style="list-style-type: none"> 1. St. Mary, Pell Lake work with St. Francis de Sales, Lake Geneva to strengthen collaboration preparing for the day when they will share a pastor. 2. Because of the distances between parishes, specialized ministry or building projects underway, each of the following will be served by one priest with available deacons and pastoral staff as appropriate: St. Benedict, Fontana, St. Andrew, Delavan, St. Patrick, Elkhorn and St. Peter, East Troy. Three priests will serve these parishes by 2008. 3. St. Catherine, Sharon will continue to be served by a part-time parish director. 4. St. Peter's complete and implement your own strategic plan for ministry and expansion of worship space with a view to sharing a priest in the future. 5. With the growing Hispanic population, when a staff opening occurs, consider hiring bi-lingual persons if possible. 6. Continue working with the one another, local leaders and archdiocesan staff to strengthen and support Hispanic ministry, with expertise and financial resources.



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B	<p>St. Mary, Kansasville St. Robert, Union Grove St. John Baptist, Paris St. Francis Xavier, Brighton</p>	<ol style="list-style-type: none"> 1. For now 3 priests, available deacons and appropriate lay ministers will serve these communities. 2. Develop a cluster plan for sharing 2 priests. Be prepared to implement the plan by July 2005. The plan could include a consolidation of sites. 3. All parishes in the cluster share financial support for Providence Catholic School. Consider expanding school collaboration to include St. Scholastica, Bristol. 4. All parishes in the cluster offer financial support for District 3 Hispanic ministry.
C	<p>St. Patrick, Whitewater Campus Ministry-UWW</p>	<ol style="list-style-type: none"> 1. Because of the breadth of ministry to both the parish community and campus ministry, one priest will serve St. Patrick's with parish staff as needed and lay campus ministry staff. 2. Continue to collaborate with District 3 parishes to support and strengthen Hispanic Ministry.
D 1	<p>St. Joseph, Lyons St. Charles, Burlington St. Mary, Burlington <i>St. Therese chapel</i></p>	<ol style="list-style-type: none"> 1. 2 priests and a parish director will serve these parishes, with deacons and lay professional staff when the associate pastor retires. One priest should be bilingual. 2. Begin to develop a cluster ministry plan for the time when only 1 priest serves the cluster, possibly as soon as 2008. When this happens ministry at St. Theresa chapel at Powers Lake will be entrusted to the pastoral care of St. Alphonsus, New Muenster. 3. Continue to work with Cluster D2 when advisable and mutually advantageous. 4. Immediately begin to work with Catholic Central High School's <ul style="list-style-type: none"> • <u>School Board</u> to revise their by-laws so as to be more closely connected with the supporting parishes and be in conformity with archdiocesan policies for school boards. • <u>School Administration</u> to develop a timeline to be in conformity with Archdiocesan policies regarding the religion curriculum.



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<p>D 2</p>	<p>St. Clare, Wind Lake St. Thomas, Waterford</p>	<ol style="list-style-type: none"> 1. We commend you for your foresight and partnership in planning to address growth issues along Highway 36, and its impact on your parishes. 2. Continue to encourage each other as you build new worship spaces to enable all the faithful access to the Eucharist in its fullness. 3. Continue to be served by 2 priests and deacons. Prepare to be served by 1 priest with available deacons and a pastoral ministry team or a priest and a parish director not later than 2008.
<p>E</p>	<p>St. Scholastica, Bristol Holy Name, Wilmot St. John the Evangelist, Twin Lakes St. Alphonsus, New Munster St. Theresa Chapel</p>	<ol style="list-style-type: none"> 1. St. Scholastica, Bristol and Holy Name, Wilmot will continue to share 1 priest. 2. St. Scholastica examine the possibilities for school collaboration with the parishes involved at Providence Catholic School. 3. In 2005, St. John, Twin Lakes and St. Alphonsus, New Munster will share a priest along with deacons and/or appropriate professional lay ministers. 4. Ministry at St. Theresa chapel at Powers Lake will be entrusted to the pastoral care of St. Alphonsus, New Muenster by 2008. 5. With growth impacting the Paddock Lake area, initiate cluster planning. Study the potential need for building/expanding/relocating one or more worship site in this area. (e.g. Bristol and Wilmot)



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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 recommend:

Parishes work with the district Archdiocesan Pastoral Council (APC) member, the parish consultant(s) and Office for Parish Planning to

1. Continue the planning process
2. Initiate and follow-through on the plans approved and provide annual progress reports to the Archbishop
3. Continue to develop plans depending upon the needs of the parishes and the larger Church, the human and financial resources available, and the "unexpected."

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