



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.



April 20, 2004

- 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.
- 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

TO THE PARISHES IN EASTERN RACINE 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 of Christ was confirmed among you, so that you are not lacking in any spiritual gift as you wait for the revelation of Lord Jesus Christ. cf. I Corinthians 1:4-7

Recognizing God's grace in your collaborative efforts, we commend the parishes in Racine County who participated in the formation of the Catholic Association of Racine (CAR) as well as St. Catherine High School, pastors, parish directors, Catholic School principals, directors of religious education and youth ministry for all your fine collaborative effort to maximize resources and provide quality school and Christian formation ministry.

Noting that Racine has not lacked the spiritual gifts of religious orders, we commend all the priests (diocesan and religious,) religious and lay leaders, noting especially the Racine Dominicans, Augustinians, Franciscans, the Missionary Community of St. Paul, the Apostle, and all religious communities for the fine ministry they have provided and continue to provide in the county.

We continue to give thanks to God for strengthening you to endure loss and pain in the merger that formed St. Richard. We are grateful for the good work and fine ministry that has been accomplished by St. Richard through the grace of Christ Jesus.

- We commend the parishes in the district for recognizing the importance of the Eucharist and considering that in their priorities.
- We commend St. Paul and St. Lucy parishes for making sacrifices to build large Churches, so that Eucharist can be available to more people.



April 20, 2004

- We commend the parishes for the spirit of sharing that was reflected in their priorities for the future, with many parishes choosing the collaborative model number 3 as their top priority. Such a spirit of collaboration should bode well for our long term recommendation which will call for the sharing of resources and gifts of the Spirit.
- We commend the district for establishing a well-functioning collaborative health care ministry for nursing homes, etc.
- We commend the parishes for working with and supporting St. Catherine High School and we commend St. Catherine's for its service to the parishes.
- We acknowledge the formation of San Juan Diego Middle School and commend it for serving at risk young people.
- We commend the retired priests who live in Racine and contribute their services to the spiritual vitality of the parishes.
- We are encouraged by your ongoing efforts, especially at St. Richard, to reach out to Black Catholics through Summer Bible school, missions, city-wide Martin Luther King celebrations, ecumenical exchanges and dialogue, etc. We are equally grateful for all the services provided to and with Hispanics by Cristo Rey and St. Patrick.

Our hearts are full of gratitude for the many ways you witness to the Spirit of Jesus Christ.



April 20, 2004

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 8, 2004 hearings as well as other responses sent to the commission, including those of the Archdiocesan Pastoral Council and the Council of Priests.)

1. The Catholic Association of Racine(CAR) continue to grow in effectiveness by establishing timelines for common just salaries and benefit packages , etc. and continue to assess the viability of each school and the need for further collaboration and consolidation to maintain healthy Catholic schools. We recommend that CAR continue to work for comprehensive formation ministries in all the parishes. We recommend that CAR and the Racine Educational Association of Development (READ) collaborate on joint efforts and/or become one organization.
2. The Catholic elementary schools and St. Catherine High School continue to work together on comprehensive curriculum issues and align curriculum, schedules and plans.
3. All parishes in the district collaboratively provide support for lifelong catechesis, including programming, training and the commitment of monies to the programs.
4. Parishes explore opportunities for youth ministry collaboration in clusters or as a district.

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. Parishes participate in events sponsored by the Racine Interfaith Coalition and host informal gatherings of African American Catholics and Hispanics to enhance a welcoming effort.
6. Due to the declining number of priests, all parishes, working in clusters reduce the number of Masses celebrated daily, each weekend and on Holy Days and coordinate the schedule based on seating capacity, attendance and the needs of the people by January 2005. Consider regularly scheduled evening Masses for the city.
7. Pastoral staff and evangelization committees:
 - compare data on membership and Mass attendance;
 - develop ways to encourage attendance at Mass on a regular basis, increasing the attendance by 10% a year;
 - implement a program of welcoming back inactive Catholics.
8. 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 Priest Council January 2005.
9. 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.
10. Parishes develop meaningful ways to financially support our Catholic elementary schools as well as St. Catherine High School, whether they have a school or not by July 1, 2006.
11. Each parish makes it a priority to develop of 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.

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

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. Five districts met or surpassed their 1997 goals. In the future we hope you can do the same.

12. 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.
13. 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.
14. 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.
15. As priests or parish directors serve more than one parish, 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.
16. 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.
17. Parishes hire, as needed, additional professionally trained and competent Directors of Religious Education (DREs), Directors of Youth Ministry (DYMs) and Adult and Family Ministers.
18. Parishes ensure that all parish staff are justly compensated and given the needed resources to fulfill their ministries.
19. 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.

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

20. 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.
21. 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.
22. 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.



April 20, 2004

SOME COMMENTS ON THE DATA

In District 2

In 1988 there were 21 priests in the district. Now there are 13 - a decline of 38%.
 In 1988 there were 3 deacons. Now there are 8 - an increase of 167%.

In 1988 total parish membership was 33,156; in 2002 it was 34,428 - an increase of 3.8%.

In 1988 Mass attendance for District 2 was 21,597 (65.1%); in 2002 it was 12,052 (35%) - a decline of 30.1 percentage points.

Concerning parish sacramental ministry, baptisms, marriages and funerals:

The averages per parish in your district for the years 1997-2002 are

Baptisms - 46.3 Marriages - 12.9 Funerals - 28.9

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

- Baptisms low = 13.0 high = 151
- Marriages low = 4 high = 29
- Funerals low = 7 high = 62

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, priest district discussions, district core committees-APC discussion and dialogue with the District Dean and parish consultant(s), we propose the following. (We only heard one suggestion that caused us to change a cluster recommendation based on the hearings held on January 8, 2004 and subsequent communication.)

CLUSTER	PARISHES	DIRECTIVES
A	St. Lucy St. Richard St. Edward	<p>We recommend that each parish continue in the short term to have one priest pastor. We make this recommendation based on the fact that St. Richard is a new parish and needs time to establish itself given it is the merger of five parishes. Because of the heavy sacramental load we recommend that in the short term St. Lucy be served by one pastor.</p> <p>Of equal importance is the recommendation that the parishes establish strong collaborative ties for all ministries within the next year.</p> <p>We recommend that by June 2005 St. Edward consider joining this cluster as the parish may have similar demographic and neighborhood situations as St. Richard. If St. Edward joins the cluster, adjustments to the number of priests and the possibility of a parish director would need to be considered based on need and availability.</p>



April 20, 2004

B1	<p>St. Rita St. John Nepomuk St. Joseph</p> <p>Sacred Heart</p>	<p>Recognizing that St. Rita is served by the Augustinian priests, we wish to be in continual dialogue with the community about their availability for on-going service to the Archdiocese. Assuming that the Augustinians will be able to serve St. Rita in the future, we recommend that these three parishes be served by at least one parish director and one or two priests; We recommend that the parishes establish strong collaborative ties for all ministries. We recommend that Sacred Heart consider joining this cluster by June 2005 as the parish neighborhood situations and population needs may be similar. If Sacred Heart joins the cluster, adjustments to the number of priests and parish director(s) would need to be considered based on need and availability.</p>
B2	<p>St. Mary St. Louis, Caledonia</p>	<p>We recommend that St. Mary pursue their first priority and explore establishing strong collaborative ties by September, 2004 with St. Louis, Caledonia, St. Matthew, Oak Creek and St. Stephen in Oak Creek, eventually sharing pastors and/or having a parish director. (We see this cluster in District 15 being served by 2 priests and parish director(s)). We recommend that St. Louis and St. Mary officially switch to District 15 and be part of this cluster. This implies that for some things they may continue to collaborate with District 2, but for most things they will work with St. Matthew, St. Louis and St. Stephen.</p>
B3	<p>Sacred Heart St. Edward</p>	<p>As noted above we wish you to consider switching clusters given neighborhoods and demographic needs which may be similar. However, if this does not happen, you need to be prepared to be served by one priest, a shared pastor, or in the future a parish director(s). Whether sharing a pastor or having a parish director(s), you will need to use the services of deacons and appropriate professional lay ministers.</p>
C	<p>St. Paul St. Sebastian, Sturtevant</p>	<p>We are grateful for the pastoral leadership of the Franciscan Friars at St. Sebastian. Should this not be possible in the future, we recommend that you prepare to be served by one priest, a shared pastor or in the future a parish director, along with deacons and appropriate professional lay ministers. We further recommend that the parishes establish strong collaborative ties for all ministries in the Catholic Community of Racine.</p>



April 20, 2004

D	Cristo Rey St. Patrick	We recommend that these two parishes be served by one pastor in June of '04 or '05 along with deacons and appropriate professional lay ministers and volunteers. We recommend that the parishes eventually consider becoming one parish, develop a plan to serve their various communities and collaborate with other parishes.
	All Parishes	We recommend that all parishes work to ensure that your clusters are "good fits" and adjust them so that they maximize collaboration and the best use of resources for the good of the Catholic Community of Racine by June 2005.
	All Parishes	We strongly recommend that all parishes reduce the number of Masses by at least one Mass by June 2005. Schedule the Masses so that they are easily accessible to the Catholics of Racine. Have envelopes returned to the parish of origin, if people participate in a liturgy that is not their own parish.



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.

That the parishes in District Two,

- **develop a transition plan to prepare to be served by five or six priests in the future;**
- **use the services of the parish consultant and the Office for Parish Councils and Planning in consultation with the Dean and the Archdiocesan Pastoral Council representative to develop the comprehensive plan by June 2005;**
- **include in the plan ways to serve the district in ministerial teams of clergy and laity. This could be done as a whole district or in a south, a central and a west cluster.**

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 in the Holy Spirit be glory forever and ever. Amen.