



“Your ministry must take account of the richness of religious expression and cultural diversity that characterizes the Hispanic community and demands appropriate pastoral programs and initiatives. Among the principal pastoral tasks in relation to the Hispanic community is that of evangelization and catechesis, especially in the face of extremely active proselytism by other religious groups.”

John Paul II, Address to the U.S. Bishops, October 2, 1993

ARCHDIOCESAN PASTORAL PLAN FOR HISPANIC MINISTRY

July 1, 2012 – June 30, 2017

ARCHDIOCESE OF MILWAUKEE – OFFICE FOR HISPANIC MINISTRY
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October 2012
The Year of Faith

Hope starts here.

Dear Brothers and Sisters in Christ,

“In Jesus, God came seeking human hospitality. This is why he makes the willingness to welcome others in love a characteristic virtue of believers” (John Paul II, World Migration Day, 2000). By showing hospitality we don’t only welcome a stranger, but also Christ. And in doing so, we proclaim the Gospel message to “Love One Another” (John 13:34). By being hospitable, we open our hearts to receive the guest and the gifts of the guest.

The Church of southeastern Wisconsin is blessed with the presence and gifts of our faithful Hispanic brothers and sisters. We celebrate these gifts, but also identify the challenges many Hispanics face in their daily lives. Because we want our Hispanic brothers and sisters to grow in their gifts and overcome any challenges they face, I am most grateful to present to you the Pastoral Plan for Hispanic Ministry of the Archdiocese of Milwaukee.

This plan must be understood in the broader context of the Church’s New Evangelization efforts. Nurtured by the countless efforts of many priests, deacons, religious men and women, and lay leaders, this plan identifies priorities and provides concrete strategies. The success of this plan, however, demands our prayers, the action of the Holy Spirit, and the active participation of the faithful. This is a tool that hopes to organize our efforts in proclaiming the Good News to every people (Matt 28:19-20).

Finally, I would like to thank everyone who participated in assembling this plan, especially the Hispanic Ministry Planning Committee who worked for two years to bring this plan together. To each of you I say: *gracias*.

Now, our work continues. I have asked Reverend Javier Bustos to continue as my liaison to Hispanic Ministry and work closely with Deacon Jorge Benavente, Associate Director for Hispanic Ministry, in the implementation of this plan.

May God, through the intercession of Our Lady of Guadalupe, guide our efforts. With assurance of prayers, I am,

Con devoción a Cristo,

Most Reverend Jerome E. Listecky
 Archbishop of Milwaukee

PRAYER FOR THE AMERICAS

We thank you, Lord Jesus, because the Gospel of the Father's love, with which you came to save the world, has been proclaimed far and wide in America as a gift of the Holy Spirit that fills us with gladness.

We thank you for the gift of your Life, which you have given us by loving us to the end: your Life makes us children of God, brothers and sisters to each other. Increase, O Lord, our faith and our love for you, present in all the tabernacles of the continent.

Grant us to be faithful witnesses to your Resurrection for the younger generation of Americans, so that, in knowing you, they may follow you and find in you their peace and joy. Only then will they know that they are brothers and sisters of all God's children scattered throughout the world.

You who, in becoming man, chose to belong to a human family, teach families the virtues which filled with light the family home of Nazareth.

May families always be united, as you and the Father are one, and may they be living witnesses to love, justice and solidarity; make them schools of respect, forgiveness and mutual help, so that the world may believe; help them to be the source of vocations to the priesthood and the consecrated life, and all the other forms of firm Christian commitment.

Protect your Church and the Successor of Peter, to whom you, Good Shepherd, have entrusted the task of feeding your flock. Grant that the Church in America may flourish and grow richer in the fruits of holiness.

Teach us to love your Mother, Mary, as you loved her.
Give us strength to proclaim your word with courage in the work of the new evangelization, so that the world may know new hope.
Our Lady of Guadalupe, Mother of America, pray for us!

AMEN.

OFFICE FOR HISPANIC MINISTRY

Mission Statement

In order to properly develop this planning process, the HMC identified the need to define a mission statement for the Office for Hispanic Ministry of the Archdiocese of Milwaukee. After some consultation, research and deliberation, the committee presented the following statement for approval.

The Office for Hispanic Ministry acts on behalf of the Archbishop of Milwaukee to promote full participation and integration of Hispanics in the life of the Church. In ongoing prayer, this office attentively listens to the Word of God, the Church teachings, and the experiences of the Hispanic people in order to do the following:

- 1) Coordinate and evaluate the *Archdiocesan Pastoral Plan for Hispanic Ministry* in parishes of the Archdiocese of Milwaukee.
- 2) Serve as a resource to pastors and pastoral agents serving the Hispanic Catholic community through networking.
- 3) Serve as an instrument of spiritual, pastoral and human growth – especially in areas of social justice.
- 4) Identify resources, respond to the needs, promote the strengths, and overcome the weaknesses of Hispanic Ministry.
- 5) Foster commitment to and create awareness of the meaning of the Hispanic presence in the United States of America among archdiocesan offices, parishes, schools, other institutions and community in general, through an effective, direct or mediated communication, positive testimony, and fraternal participation.
- 6) Represent the Archdiocese of Milwaukee and serve as a liaison to regional and national offices for Hispanic Ministry.

INTRODUCTION

In November of 1987, the National Catholic Conference of Bishops published *The National Pastoral Plan for Hispanic Ministry*. In this document the bishops challenged us “to live and promote, by means of a *Pastoral de Conjunto*, a model of Church that is communitarian, evangelizing, and missionary, incarnate in the reality of the Hispanic people and open to the diversity of cultures, a promoter and example of justice that develops leadership through integral education that is leaven for the Kingdom of God in society.”¹

In 2002, the bishops “heard the voices of Hispanic leaders—both laity and clergy,” and renewed their commitment to *The National Pastoral Plan for Hispanic Ministry*. Such a commitment was not only transformed by the ongoing social changes of the Hispanic presence in the United States, but also by the need of a New Evangelization. The bishops established some priorities:²

- a. The New Evangelization and formation
- b. The New Evangelization and missionary option
- c. The New Evangelization and *pastoral de conjunto*
- d. The New Evangelization and liturgy and prayer life

On September 21, 2010, Pope Benedict XVI reiterated his predecessor’s call for a New Evangelization. In his letter, *Ubicumque et semper*, the Pope wrote,

It is the duty of the Church to proclaim always and everywhere the Gospel of Jesus Christ. He, the first and supreme evangelizer, commanded the Apostles on the day of his Ascension to the Father: “Go therefore and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, teaching them to observe all that I have commanded you” (Mt 28:19-20). Faithful to this mandate, the Church... has never tired of making known to the whole world the beauty of the Gospel as she preaches Jesus Christ, true God and true man, the same “yesterday and today and forever” (Heb 13:8)... the mission of evangelization, a continuation of the work desired by the Lord Jesus, is necessary for the Church: it cannot be overlooked; it is an expression of her very nature... In the course of history, this mission has taken on new forms and employed new strategies according to different places, situations, and historical periods.³

Inspired by this invitation for a New Evangelization, and responding to the USCCB’s priorities for Hispanic Ministry, the leadership of the Church of southeastern Wisconsin has developed a pastoral plan that genuinely responds to the needs of its Hispanic Catholic people.

¹ NCCB, *The National Pastoral Plan for Hispanic Ministry*, in: www.usccb.org/hispanicaffairs/plan.shtml

² USCCB, *Encuentro and Mission: A Renewed Pastoral Framework for Hispanic Ministry*, November 13, 2002, in: www.usccb.org/hispanicaffairs/encuentromission.shtml.

³ BENEDICT XVI, Apostolic Letter *Ubicumque et semper*, September 23, 2010, in: www.vatican.va/holy_father/benedict_xvi/apost_letters/documents/hf_ben-xvi_apl_20100921_ubicumque-et-semper_en.html

In August of 2010, Archbishop Jerome E. Listecki commissioned a group of Hispanic leaders to conduct a study that would lead to an Archdiocesan Pastoral Plan for Hispanic Ministry. Such a plan would need to integrate the Archbishop's pastoral priorities: Catholic Identity, Evangelization, and Stewardship. The Archdiocesan Hispanic Ministry Planning Committee (HMC) was established, having the Reverend Javier Bustos as a Chair. The committee also has three *ex officio* members, Deacon Jorge Benavente (Associate Director, Office for Hispanic Ministry), Eva Díaz (Director, Office for Intercultural Ministries), and Letzbia Laing-Martínez (Administrative Assistant, Office for Intercultural Ministries).

The work of this committee began by studying the history of Hispanics in Southeastern Wisconsin and reviewing previous Archdiocesan pastoral plans for Hispanic Ministry. According to Fr. Steven Avella, the first outreach to Mexican immigrants was done by the St. Vincent de Paul Society and the Knights of Columbus. In reading Fr. Avella's book one discovers how Hispanic Ministry in the Archdiocese of Milwaukee was mostly built upon the ongoing work of many American clergy and local lay leaders. "In 1926 [Frank] Gross and [William C.] Bruce secured a storefront church for Milwaukee's Mexicans on 5th and National and after spending \$1,600 to remodel it, christened it the 'Mission of Our Lady Guadalupe'."⁴ This mission was later assumed by the Franciscans at Holy Trinity Parish (now known as Our Lady of Guadalupe Parish). During most recent years, the Office for Hispanic Ministry focused its efforts on lay leadership formation and family, youth, and liturgical ministries. Faced with this planning process, the HMC was aware of the countless efforts, plans, joys and challenges many priests, religious, deacons and lay leaders have had during more than 70 years of Hispanic Ministry in the Archdiocese of Milwaukee.

Inspired by a methodology created by Joseph Cardinal Cardijn and later developed during the Second Vatican Council,⁵ the HMC outlined the planning process by using the SEE-JUDGE-ACT methodology. Pope John XXIII explained that this methodology, properly followed, helps in the effective application of principles:

There are three stages which should normally be followed in the reduction of social principles into practice. First, one reviews the concrete situation; secondly, one forms a judgment on it in the light of these same principles; thirdly, one decides what in the circumstances can and should

In a society fragmented by individualism, competition, consumerism, violence, and blatant disregard for human dignity the concept and methodology of *pastoral de conjunto* is a contribution that Hispanics make to the church and society. It calls for an interdependence of the faithful, based on genuine respect and regard for all. This requires an explicit affirmation of the cultural pluralism in the church within a fundamental unity of doctrine... [It] requires continuous dialogue among the faithful as an essential dimension in pastoral planning.

Allan Figueroa Deck,
Perspectivas: Hispanic Ministry

⁴ Steven Avella, *In the Richness of the Herat. A History of the Archdiocese of Milwaukee, 1843-1958*. (Milwaukee, WI: Marquette University Press, 2002), 361.

⁵ See Biord Castillo, Raúl, "Ponderación Teológica del Método Ver-Juzgar-Actuar," Conferencia dictada en las XXII Jornadas de Teología y Reflexión, *Criterios para efectuar un discernimiento cristiano de una situación histórica*, 23 de marzo de 2004. En, <http://www.communityofsttherese.org/resources/verjuzgaractuar.pdf> (accessed November 30, 2011), 1.

be done to implement these principles. These are the three stages that are usually expressed in the three terms: see, judge, and act. It is important for our young people to grasp this method and to practice it. Knowledge acquired in this way does not remain merely abstract, but is seen as something that must be translated into action.⁶

To these three stages, the HMC added a fourth: the evaluation of the plan. The process consists of four phases. Phase A is the collection of data and the understanding of the reality. Phase B is the reflection on the reality and the needs. Phase C is the design of the strategic plan with concrete objectives and activities. And phase D is the evaluation of the plan.

The ultimate purpose of Phase A is to achieve an accurate description of the reality of Hispanics in the Archdiocese of Milwaukee and the way we minister to them. This phase has three parts. First, the collection of existing data through diligent research. The members of the HMC collected valuable information from the US Census Bureau, the Pew Hispanic Center, the Office for Hispanic Affairs of the USCCB, GALLUP, Local.Com, MASH Data Profile, the American Religious Identification Survey 2008, "To Nurture the Soul of the Nation: Latino Families, Catholic Schools, and Education Opportunities" by The Notre Dame Task Force on the Participation of Latino Children and Families in Catholic Schools, the Chancery Office of the Archdiocese of Milwaukee, and information provided by parishes and schools of the Archdiocese of Milwaukee.

The second part of Phase A involves listening sessions with small groups of interest. The HMC met with governance and executive officials and leaders of the Archdiocese of Milwaukee, priestly formation and vocations, lay leadership and permanent diaconate formation, Catholic Charities, and Hispanic Youth Ministry Group.

The third and last part of Phase A was the result of the Archdiocesan Hispanic Ministry Summit. The primary purpose of this event was to collect information about the reality of Hispanic Ministry in the Archdiocese of Milwaukee. On September 10, 2011, the HMC collected feedback from priests, deacons, religious men and women, lay leaders, school principals, teachers, and leaders of Church movements; the reflection provided during the summit allowed a more accurate understanding of the reality of this vibrant ministry.

Phase B is the analysis of the information collected during Phase A. During this phase, the HMC identifies the needs, strengths, and weaknesses in order to make the necessary priorities. In Phase C the HMC identifies objectives and concrete strategies that form the pastoral plan. Phase D or the evaluation stage of the plan describes the criteria and organization of the evaluation process.

The following plan is limited to Hispanic Ministry. However, this plan is an integrated part of the wider efforts and pastoral plan of the Archdiocese of Milwaukee. The planning and execution process are not done in isolation from the multidimensional pastoral needs in the Archdiocese, but in ongoing consultation and integration to it.

⁶ Bl. John XXIII, *Mater et Magistra*, 236-237.

PHASE A

UNDERSTANDING OF THE REALITY

A.1. HISPANIC MINISTRY: STATISTICAL OVERVIEW

By the year 2010, it was estimated that 50 million Hispanics lived in the United States of America; which represented 16% of the U.S. population. If an estimated number of undocumented Hispanic people are added, there are approximately 62 million Hispanics in the United States (excluding Puerto Rico). This is 11 times the population of Costa Rica, four times the population of Guatemala, 25 million more than Venezuela, 12 million more than Argentina, and about 6 million more than Colombia and Spain. There is only one country in the world with a larger Hispanic population than the U. S., Mexico (112,322,757).

The median age of Hispanics in the U.S. is 26. The three largest groups are from Mexico, Puerto Rico, and Cuba. The poverty rate among Hispanics is 22% and the median household income is \$35,929.



There are approximately 62 million Hispanics in the United States.

There is only one country in the world with a larger Hispanic population than the U. S., Mexico.



Fifty percent of Hispanics are married, 3.5% are separated, and 7.5% are divorced. The three U.S. states with the most Hispanic presence are California, Texas, and Florida. Sixty percent of the Hispanics finish high school and 13% finish college. The largest single religious denomination among Hispanics in the U.S. is Catholicism (68%), while Evangelicals represent 15%. However, from the group of Hispanic Catholics, 42% attend Church regularly and from the group of Hispanic Evangelicals, 70% attend Church regularly. Seventy-four percent of Hispanic Catholics do not plan on leaving the Catholic Church; 21% admitted that they may leave the Catholic Church some day; and 6% said that they will leave the Catholic Church. About 6 million Hispanic Catholics consider conversion to a different Church every year. Among the main reasons why a Hispanic Catholic leaves his or her Church are, (1) a more direct experience of God; (2) services in Spanish; (3) a more welcoming, hospitable church for immigrants; (4) respect and treatment of women; and (5) searching for more exciting liturgical celebrations.

The Hispanic origin population is projected to increase rapidly from 1995 to 2025, accounting for 44 percent of the growth in the nation's population (32 million Hispanics out of a total of 72 million persons added to the nation's population). Hispanics are the second fastest-growing population, after Asians, in every region of the U.S. over a 30 year period.

In Wisconsin, Hispanics represent 6% of the total population (336,930), making the Hispanic presence of this state as number 22 in the U.S. Hispanics represent the fastest growing ethnic group in the State of Wisconsin. 66% are native-born, and 34% are foreign-born. The median age of Hispanics in Wisconsin is 25 (compared to the median age of 38.9 of the entire population of Wisconsin). It is important to notice that about 43% of Hispanics are between ages 0 to 19. The counties with the largest Hispanic presence are Milwaukee, Dane, and Racine. About 20% of Hispanics live under the poverty

level. Of the entire Wisconsin population of children enrolled in K-12, Hispanics represent an 8%. At least 50% of the Hispanics are married and 26% are single. Twenty-five percent of Hispanics in Wisconsin speak English, and 75% are more comfortable speaking Spanish.

By 2010, there were about 134,456 Hispanics living within the limits of the Archdiocese of Milwaukee. From this group, about 80,632 Hispanics identify themselves as Catholics. However, there is a record of 42,992 registered Hispanic Catholics (53% of the estimated total of Hispanic Catholics in the Archdiocese of Milwaukee). The three Archdiocesan districts with the largest Hispanic presence are District 14 (South side of Milwaukee – 30,985), District 1 (East Kenosha – 7,380), and District 3 (West Kenosha, West Racine & Walworth – 6,142). The three Archdiocesan districts with the lowest Hispanic presence are District 5 (West Waukesha Co. – 766), District 10 (Ozaukee Co. – 1,087), and District 6 (Washington Co. – 1,740). The following districts do not have Hispanic Ministry (services in Spanish): District 10 (Ozaukee Co.), District 12 (Milwaukee Co. North), and District 16 (Milwaukee Co. Southwest). District 5 (West Waukesha Co.) is the only district with partial or irregular Hispanic Ministry (St. Jerome’s & St. Bruno’s Parish). The three districts that cover the largest number of Hispanic Catholics within the district are District 14 (Milwaukee Co. South side – 66% of its population), District 13 (Milwaukee Co. Central West – 65%), and District 3 (Racine West, Kenosha West, & Walworth – 63%). The three districts that cover the lowest number of Hispanic Catholics within the district are District 12 (Milwaukee Co. North – 87.11%), District 10 (Ozaukee Co. – 87%), and District 7 (Dodge Co. – 85%). However, because of the concentration of the Hispanic population, the three districts with the estimated largest number of Hispanic Catholics who may not be ministered to are District 14 (Milwaukee Co. South side – 10,468), District 1 (East Kenosha Co. – 3,675), and District 2 (East Racine Co. – 3,565).

In Wisconsin 66% of Hispanics are native-born, and 34% are foreign-born.

The median age of Hispanics in Wisconsin is 25 (compared to the median age of 38.9 of the entire population of Wisconsin).

It is important to notice that about 43% of Hispanics are between ages 0 to 19.

There are 30 parishes that minister Hispanic Catholics in the Archdiocese of Milwaukee. Twenty-seven of them have fully established Hispanic Ministry (offering at least one Mass in Spanish every weekend and Hispanic Ministry during the week). There are three parishes with partial Hispanic Ministry (offering liturgical services in Spanish during the summer and/or once or twice a month, and with a very small presence of Hispanic Catholics). Based on the Hispanic population of the community, parishes with Hispanic Ministry in the Archdiocese of Milwaukee are:

A.1.1. Parishes with Majority of Hispanics. These are parishes with regular Hispanic Ministry that are formed by at least 60% of Catholics of Hispanic origin. These parishes are:

- ***Saint Adalbert/Saint Raphael the Archangel Parishes*** (District 14: Milwaukee – 92%). These two parishes work in collaboration, and are served by one pastor. Hispanic Ministry is active in both parishes. They have a total of 9,100 registered parishioners, from which 8,267 are Hispanics. St. Adalbert and St. Raphael Parishes are served by two full time priests (both Hispanics). They have no permanent deacon. Their school population is about 765, from which 80% are Hispanics. Ninety-nine percent of their average number of Baptisms (470) is Hispanic; and 98% of their first

communions (300) are also Hispanic. Combining the two parishes, they have a total of nine weekend Masses, from which six are in Spanish. These parishes have a greater number of Hispanic parishioners who are not registered, and/or a significant number of Hispanics within the parish boundaries who may not be ministered to.

- ***Cristo Rey/Saint Patrick Parishes*** (District 2: Racine – 88%). These two parishes work in collaboration. Hispanic Ministry is present in both parishes. Cristo Rey is the only ethnic (Hispanic) parish in the Archdiocese of Milwaukee founded with the expressed purpose of serving the Hispanic community in the city of Racine. Most of its parishioners, however, are second generation Hispanics. St. Patrick’s Parish also serves Hispanic Catholics in the area; however, this community seems to attract more first generation or newly arrived Hispanic Catholics. They both serve a total of 2,200 people; from which 1,950 are Hispanics. Originally, these two parishes are to be served by two full time priests (from the Community of St. Paul); however, the pastor was recently released for a sabbatical, leaving the associate pastor alone. It is expected that another priest be assigned soon. There are three permanent deacons (they are all bilingual). The parish has an average of 260 baptisms a year, 90% are Hispanic; and from an average of 165 first communions a year, 95% are Hispanic. Combining the two parishes, they have six weekend Masses, from which two are in Spanish and one is bilingual (Spanish/English). They do not have a school. Being the only two parishes serving Hispanic Catholics in District 2, and having a greater number of Hispanics who are not registered, Cristo Rey and St. Patrick’s Parishes have the potential of serving a greater number of Hispanic Catholics. It is important to acknowledge the presence of *Cursillos de Cristiandad* and large youth groups in both parishes.
- ***Prince of Peace/Saint Hyacinth/Saint Vincent de Paul Parishes*** (District 14: Milwaukee – 82%). These three parishes work in collaboration, and are served by one pastor, one associate pastor, and one religious sister. Hispanic Ministry is present in all three parishes. Located in the heart of the south side of Milwaukee, these parishes have a greater number of Hispanic parishioners who are not registered, and/or a significant number of Hispanics within the parish boundaries who are not being ministered to. Currently, they have a total of 6,800 registered parishioners, with about 5,700 Hispanics making up that total. Two full time priests and one religious sister (all Hispanics) minister at Prince of Peace/St. Hyacinth/St. Vincent de Paul Parish. The school has about 430 students, and about 95% are Hispanic. There are about 260 baptisms every year, and 97% are Hispanic. Ninety-eight percent of all first communions per year are Hispanic. Combining the three parishes, there are 10 weekend Masses, of which 5 are in Spanish. It is significant in these parishes the organization and number of liturgical ministers. Since September of 2011, the Neo-Catechumenal Way is active at St. Vincent de Paul Parish. There are three communities, which celebrate the Eucharist every Saturday in Spanish. Besides having the support of the Pastor and the Associate Pastor, the communities of the Neo-Catechumenal Way count with the help of their Catechists, Antonio and Rosa Bruno. The Emmaus Retreat has also been an effective pastoral tool among these parishes.
- ***Saint Anthony Parish*** (District 14: Milwaukee – 80%). Located in the south side of Milwaukee, St. Anthony serves a large number of Hispanic Catholics (total registered parishioners is 1,950; with 1,500 Hispanics). Currently, this parish is being served by two full time priests; both speak English and Spanish. There is one Hispanic permanent deacon. Its staff (three people) is bilingual. St. Anthony Catholic School is the largest Catholic school of the Archdiocese of Milwaukee, and the largest elementary Catholic school in the United States. Out of 1,272 students, there are approximately 1,250 students of Hispanic origin. The average number of

baptisms is 125 a year, from which 95% are Hispanics. Out of an average of 230 first communions, 98% are Hispanics. Besides having a weekday Mass and confessions scheduled in Spanish, St. Anthony offers, out of a total of six weekend Masses, three in Spanish (8:00 a.m., 12:00 noon, and 5:00 p.m.). This parish has a greater number of Hispanic parishioners who are not registered, and/or a significant number of Hispanics within the parish boundaries who may not be ministered to.

- ***Saint Catherine Parish*** (District 3: Sharon – 75%). This parish is served by a Parish Director (who does not speak Spanish). An associate pastor of St. Francis de Sales Parish in Lake Geneva celebrate a Mass in Spanish at St. Catherine's. One full-time religious sister minister to Hispanics in Spanish. This small community has about 165 parishioners, from which 130 are Hispanics. Since this parish started Hispanic Ministry not long ago, and since many Hispanic Catholics in the area do not know that they can register in the parish, and since there are oral reports that St. Catherine Sunday Mass in Spanish is very crowded, we could assume that the Hispanic population of this community is higher. They do not have a school. From the annual average of 50 Baptisms, 90% are Hispanic. From the annual average of 12 First communions, 80% are Hispanic. There is one Spanish Mass every Saturday evening at 4:00 p.m. It is the only Spanish Mass on Saturday evening in District 3. Members of this parish participate in the Emmaus Retreat Group of Delavan and Lake Geneva.
- ***Saint Mark the Evangelist Parish*** (District 1: Kenosha – 62%). This is the only parish serving Hispanic Catholics in District 1. St. Mark has 5,646 registered parishioners and 3,247 are Hispanics. However, District 1 has an estimated 7,380 Hispanic Catholics. This means an estimated 3,675 Hispanic Catholics are either non-registered parishioners or they are not being served at all. Because of its location, Hispanic Catholics of this area may at times participate at St. Mark's Parish and at other times at parishes that serve Hispanics in Waukegan, IL (Archdiocese of Chicago). St. Mark is currently served by one full time bilingual priest and one full time Hispanic permanent deacon. St. Mark is part of St. Joseph Catholic Academy (a regional network system of Catholic Schools). Ninety percent of the annual average of baptisms (100) is Hispanic; and 80% of their first communions (120) are Hispanics. St. Mark has five weekend Masses, from which two are in Spanish. The Spanish Sunday noon Mass records an average attendance of 1,300 people. The presence of the Emmaus Retreat and the large youth group (prayer group) *Kairoi*, are significant and successful in this parish. St. Mark also hosts the Latin American Center, which assists Hispanics of the area with taxes, job searching, immigration issues, legal issues and other social concerns. It also has a significant number of lay leaders who have gone through formation programs offered by St. Francis Seminary or the Saint Clare Center of Cardinal Stritch University.

A.1.2. Parishes with Equal Presence of Hispanics. These are parishes with fully established Hispanic Ministry and a Hispanic population that ranges between 40% and 59%. These parishes include:

- ***Saint Clement Parish*** (District 9: Sheboygan – 52%). This parish works in collaboration with Holy Name Parish (Sheboygan) and is served by two bilingual priests. Hispanic Ministry is concentrated in St. Clement Parish. From the total of 3,097 registered parishioners, 1,601 are Hispanics. St. Clement is the only parish with Hispanic Ministry in district 9 and Sheboygan County. There is an estimated 3,643 Hispanic Catholics in Sheboygan County. This leaves about 2,050 Hispanic Catholics either as non-registered parishioners or people who may have probably chosen another church or no church. The vast majority are of Mexican origin. There is one full time bilingual priest serving as pastor of both St. Clement and Holy Name Parishes, and one

bilingual priest serving as associate pastor. There is one permanent deacon serving in Hispanic Ministry at St. Clement Parish. From the annual average of 50 baptisms, 95% are Hispanic. From the annual average of 55 First communions, 95% are Hispanic. There are three weekend Masses at St. Clement, from which two are in Spanish (Sunday Noon & Sunday 6 p.m.). There are three more weekend Masses in English at Holy Name Parish. It has been orally reported that there are about 16 Hispanic students at their school. St. Clement has a significant Emmaus Retreat group ministry and has a significant number of Hispanic lay leaders who have received formation from the archdiocese or the Saint Clare Center at Cardinal Stritch University.

- **Saint Joseph's Parish** (District 4: Waukesha – 50%). This parish is part of a cluster that serves Catholics in the city of Waukesha with St. John Neumann, St. Mary, and St. William. However, St. Joseph Parish is the only parish offering Hispanic Ministry in district 4. With a total of about 4,000 parishioners, St. Joseph ministers to about 2,000 Hispanics. However, there are about 4,786 Hispanic Catholics in this district. St. Joseph ministers to about 48% of this population. The rest is either not registered at St. Joseph or may have chosen other alternatives. There is one bilingual priest and three deacons serving Hispanics in this parish. Of the annual average of 124 Baptisms, 90% are Hispanic. Of the annual average of 75 First communions, 85% are Hispanic. There is one Mass in Spanish every Sunday at 12:15 p.m. Because of the size of the church and the large number of Hispanics that attend this parish, Sunday Mass in Spanish is temporarily moved to St. Mary's Parish during Lent and Easter seasons. Even though the majority is of Mexican origin, the Hispanic population of this parish is very diverse; there are Nicaraguans, Puerto Ricans, Peruvians, and Colombians among others. This parish has significant groups such as the charismatic renewal prayer group, a very active youth group, a large religious education program, the ACTS retreats (*Adoración Comunidad Teología Servicio*). This parish has a greater number of Hispanic parishioners who are not registered, and/or a significant number of Hispanics within the parish boundaries who may not be ministered to.
- **Saint Francis of Assisi Parish** (District 13: Milwaukee – 49%). This parish is being ministered by the Capuchins. Of their 780 parishioners, 386 are Hispanic. Located in the northeast side of Milwaukee, St. Francis' is a very diverse parish formed by African-Americans, European-Americans, and Hispanics mostly of Puerto Rican origin. Even though this parish is ministered by one priest, they also have the assistance of some bilingual members of the Capuchin Religious Community. There is no permanent deacon, and no school. Of the annual average of 30 baptisms, 73% are Hispanic. Of the annual average of 90 first communions, 80% are Hispanic. Of the three weekend Masses, one is in Spanish on Sunday at 10:30 a.m.
- **Blessed John Paul II Parish** (District 15: Milwaukee – 48%). This recently formed parish used to be Saint Alexander, Saint Helen, and Saint John Kanty Parishes. Even though it is one parish, they still have the three worship sites. Hispanic Ministry is concentrated at St. Alexander's and St. John Kanty sites. Within six years, this Hispanic community has grown very rapidly. Of the total of 3,124 parishioners, 1,500 are Hispanics. Blessed John Paul II is the only parish with Hispanic Ministry in district 15. The Hispanic community of this parish is mostly of Mexican origin. Currently, the pastor (of European-American origin) is able to celebrate the liturgies in Spanish. The associate pastor, of Hispanic origin, is fully involved in Hispanic Ministry in addition to other responsibilities in the parish. There is one permanent deacon serving in Hispanic Ministry. This parish has two schools, Holy Wisdom Academy and St. John Kanty. They have a combined total of 486 students, of which 380 are Hispanic (many students participate in the Choice Program). Their schools are very well known for their very effective family oriented system. Of the annual

average of 124 baptisms, 95% are Hispanic. Of the annual average of 65 first communions, 90% are Hispanic. There are six weekend Masses, of which two are in Spanish (one at St. John Kanty on Saturdays at 5 p.m., and one at St. Alexander's on Sundays at 11 a.m.). Because of its location, the Hispanic presence in this parish is growing.

- ***Saint Patrick Parish*** (District 3: Whitewater – 47%). This parish is ministered by a bilingual priest. Of a total of 2,477 parishioners, 1,179 are Hispanic, mostly of Mexican origin. Hispanic Ministry is mainly rural. One priest, one permanent deacon and one lay leader are in charge of Hispanic Ministry at St. Patrick's. Because of its location at the edge of the Archdiocese, St. Patrick's receives and ministers a significant number of Hispanics who live within the Diocese of Madison, WI. Of the annual average of 50 baptisms, 90% are Hispanic. Of the annual average of 30 first communions, 65% are Hispanic. There are four weekend Masses at St. Patrick's, of which one is in Spanish. During the school year, St. Patrick's offers a Sunday Mass in English (7 p.m.) for the students of the University of Wisconsin-Whitewater. The active presence of the Emmaus Retreat group is beneficial to the parish.
- ***Saint Michael's/St. Rose's Parishes*** (District 13: Milwaukee – 45%). These two parishes work in collaboration and are served by one pastor. Both parishes have Hispanic Ministry. However, the neighborhoods of each one of these parishes are very different. There is a significant presence of people of Asian origin at St. Michael's, and a significant number of African-Americans at St. Rose's Parish. Of the combined total of 1,856 parishioners, 814 are Hispanic. There is one full time priest with limited knowledge of Spanish. These parishes heavily rely on Spanish speaking help-out priests. There are two permanent deacons. Of the combined annual average of 40 baptisms, 80% are Hispanic (20% at St. Michael's & 80% at St. Rose of Lima's). Of the combined annual average of 25 first communions, 70% are Hispanic (10% at St. Michael's & 90% at St. Rose of Lima's). Even though there are more Hispanics at St. Michael's, the percentage of Hispanics at St. Rose of Lima is significantly higher (about 85% of the parishioners of St. Rose of Lima are Hispanic). St. Michael's Parish is a very diverse community; it is formed by European-Americans, Hmong, Laotians, African-Americans, and Hispanics mainly of Mexican and Puerto Rican origin. There are 3 weekend Masses at St. Michael's Parish: two in English (9 a.m. and 10:30 a.m.), and one Mass in Spanish on the first, third, and fourth Sunday of the month; once a month (the second Sunday of the month) this Mass is in English-Hmong (Noon). There are three weekend Masses at St. Rose of Lima's Parish: two in English (Saturday 4:30 p.m. & Sunday 9:30 a.m.), and one Mass in Spanish on the first, second, and third Sunday of the month; once a month (the fourth Sunday of the month) Mass is multilingual (12:30 p.m.).
- ***Saint Andrew Parish*** (District 3: Delavan – 42%). From a total of 2,000 parishioners, 900 are Hispanics. There is one bilingual priest serving as pastor at St. Andrew's; this priest, however, is also the pastor of St. Francis de Sales Parish, Lake Geneva. There is one Hispanic religious sister who also serves at St. Patrick's Parish, Elkhorn. It was orally reported that there are about 8 Hispanic students at St. Andrew School. There is no Permanent Deacon in Hispanic Ministry. About 70% of baptisms and 80% of first communions celebrated at St. Andrew's Parish are Hispanic. Emmaus Retreats are significant in this Parish. Because of its locations at the edge of the Archdiocese, St. Andrew's works closely with parishes of the Diocese of Rockford, IL.
- ***Saint Charles Borromeo Parish*** (District 3: Burlington – 40%). Even though there is a long history of Hispanic presence and ministry in the city of Burlington, WI, the most recent model of Hispanic Ministry at St. Charles Borromeo Parish is connected with a regional project called "Caminando Juntos" (*Walking Together*), which is no longer in existence. Currently, Hispanic

Ministry at this parish is dependent on the archdiocese and on regional subsidies. The pastor of this parish does not speak Spanish; however, he welcomes Hispanics and is willing to work toward establishing Hispanic Ministry permanently at St. Charles Borromeo Parish. There is a religious bilingual priest who is assigned part time to minister to Hispanics and celebrate the sacraments in Spanish. There are two Hispanic religious sisters who coordinate Hispanic Ministry at St. Charles'. There is no permanent deacon. They have a total of 3,700 parishioners with 1,300 Hispanics. It was orally reported that there are about 11 Hispanic students in their school. Of the annual average of 25 baptisms, 50% are Hispanic. Of the annual average of 60 first communions, 60% are Hispanic. There are four weekend Masses, and one is in Spanish (Sunday at Noon).

- ***Saint Patrick/Our Lady of Guadalupe Parishes*** (District 14: Milwaukee – 40%). These two southside parishes work in collaboration and are served by one pastor. The Company of Jesus (Jesuits) is in charge of these parishes. Of a total of 3,700 parishioners, about 1,300 are Hispanic. There is one priest (bilingual); no deacons. These parishes count on the assistance of Casa Romero's staff (one priest and one lay minister, both bilingual). Of the annual average of 140 baptisms, 99% are Hispanic. Of the annual average of 60 first communions, 95% are Hispanic. They do not have a school. The presence of *Cursillos de Cristiandad*, and a Bible Study group are significant in these parishes. Their pastor has been and is positively preoccupied for the religious formation of the faithful. Even though there is a greater presence of people of Mexican origin in this area, it is important noticing that St. Patrick Parish has a significant number of parishioners of Puerto Rican origin. Our Lady of Guadalupe Parish (former Holy Trinity) is the first parish that developed Hispanic Ministry in the Archdiocese of Milwaukee. Because of their location, history, and the ongoing work of "Casa Romero," there is an opportunity for these parishes to minister to a even higher number of Hispanic Catholics in the area.

A.1.3. Parishes with a Minority of Hispanics. These are parishes with a fully established Hispanic Ministry that are formed by a Hispanic population that ranges between 20% and 39%. These parishes include:

- ***Saint Francis de Sales Parish*** (District 3: Lake Geneva – 20%). They have a total of 4,253 parishioners and about 500 are Hispanic, mostly of Mexican origin. There are two full time bilingual priests. However, the pastor is also pastor of St. Andrew's Parish (Delavan). The associate pastor is also involved with liturgical and pastoral functions at St. Catherine Parish in Sharon. Because of its location, St. Francis receives a significant number of parishioners from the Archdiocese of Chicago and the Diocese of Rockford, IL. They do not have a permanent deacon. It was orally reported that there are about 3 Hispanic students in their school. Of the annual average of 70 baptisms, 42% are Hispanic, and of 80 first communions, 45% are Hispanic. There are five weekend Masses, and one is in Spanish (Sunday 5:00 p.m.). Many Hispanics in the city of Lake Geneva work in restaurants and hotels (this explains the schedule of their Sunday Mass in Spanish). The active presence of the Emmaus Retreat group is significant.
- ***Saint Patrick Parish*** (District 3: Elkhorn – 20%). From a total of 2,388 parishioners, about 400 are Hispanic. Hispanic Ministry in this parish is led by a bilingual priest and a Hispanic religious sister who is also involved at St. Andrew's Parish, Delavan; there is no permanent deacon in Hispanic Ministry. It was orally reported that by 2011 there were no Hispanic students at St. Patrick's. However, about 50% of baptisms and 50% of first communions celebrated at St. Patrick's Parish are Hispanic. Emmaus Retreats are significant in this parish. Because of its locations at the edge of the Archdiocese, St. Patrick's works closely with parishes of the Diocese of Rockford, IL.

- ***Saint Katharine Drexel Parish*** (District 7: Beaver Dam – 15%). Of a total of 3,700 parishioners, about 300 are Hispanic, mostly of Mexican origin. St. Katherine is the only parish that ministers to Hispanic Catholics in District 7 and Dodge County. There are an estimated 1,938 Hispanic Catholics in Dodge County. However, only 15% of that Hispanic population is registered at the parish. It is well known, however, that some Hispanics do not use the American parish registration system for several reasons. Many Hispanics in this area are migrant workers or seasonal farm workers. There is a significant number of Hispanics who live at the perimeters of the county and who are not familiar with the ministry of St. Katherine Drexel Parish. Hispanic Ministry is mainly rural. There is a full time priest in Hispanic Ministry at St. Katherine. There are no permanent deacons or religious in Hispanic Ministry. The parish has an annual average of 100 baptisms, 75% are Hispanic and of 60 first communions, 80% are Hispanic. There is one Spanish Mass every Sunday (noon). The active presence of the Emmaus Retreat group is significant. The location of St. Katherine’s Hispanic Ministry is close in proximity to the Diocese of Madison and Fond du Lac County. For the past several years, priests in Hispanic Ministry at St. Katherine’s have received delegation from the Bishop of Madison to administer the Sacraments at migrant workers camp near the parish.
- ***Immaculate Conception/Saint Kilian Parishes*** (District 6: West Bend – 12%). They have a total of 5,800 parishioners and about 480 are Hispanic. Hispanic Ministry is relatively new (since 2004), and it includes the creation of Casa Guadalupe; a center for formation for Hispanics that offers instruction in English, computer skills, and religious education.⁷ These parishes are the only ones that offer Hispanic Ministry in District 6 and in Washington County. There is an estimated 1,740 Hispanic Catholics in this area. Immaculate Conception/St. Kilian has registered only 27.5% of that population. Hispanic Ministry was moved from St. Francis Cabrini Parish to Immaculate Conception/St. Kilian Parishes. Currently, they have no full-time priest assigned for Hispanic Ministry. The Dean and pastors have relied on a Spanish speaking priest to celebrate the Sunday Masses in Spanish. There is no permanent deacon or religious. It is estimated that 10 Hispanic students attend their parish school. Of the annual average of 70 baptisms, 50% are Hispanic; and of 80 First Communions, 70% are Hispanic. There is a Mass in Spanish at Immaculate Conception Parish every Sunday at 12:30 p.m., and another one at St. Kilian Parish every Sunday at 5:30 p.m. Since there is no parish that offers Hispanic Ministry in Ozaukee County, there are some Hispanics that may travel from there to Immaculate Conception/St. Kilian Parishes for Mass in Spanish.
- ***Holy Family Parish*** (District 8: Fond du Lac – 12%). Holy Family Parish is the largest parish of the Archdiocese of Milwaukee with 16,251 parishioners. That is why 1,200 registered Hispanic Catholics represent about 12% of the parish population. However, Holy Family Parish ministers more Hispanics than the three previous parishes together. This parish serves more Hispanics than St. Patrick’s in Whitewater, St. Francis in Milwaukee, St. Michael/St. Rose’s in Milwaukee, and St. Catherine’s in Sharon. Holy Family Parish is the only parish that ministers to Hispanic Catholics in District 8 and Fond du Lac County. It is estimated that there are 2,221 Hispanic Catholics in Fond du Lac County. Holy Family parish serves over a half of this population. Hispanic Ministry is mainly rural. There are two full time priests who speak Spanish. The parish has an average of 220 baptisms, 30% are Hispanic, and of the 200 first communions, 25% are Hispanic. There is one Spanish Mass every Sunday at noon. The presence of a youth group and the Charismatic Renewal Prayer Group is significant. Holy Family’s Hispanic Ministry is located in

⁷ Currently, Casa Guadalupe has been placed on hold.

close proximity to the Diocese of Madison, the Diocese of Green Bay, Dodge and Sheboygan Counties.

- ***Saint John the Evangelist Parish*** (District 3: Twin Lakes – 11%). Of a total of 1,541 parishioners, there are about 170 members that identify themselves as Hispanic. This parish is under the administration of a parish director who is a European-American permanent deacon. A part-time Hispanic priest⁸ celebrates a Mass in Spanish every Saturday at 6:30 PM. The attendance of Hispanic Catholics to this Mass is usually between 20 and 25 people. Of a total of 26 baptisms a year, about 4 are Hispanics. No Hispanic first communicants were reported. Hispanic ministry in this community is very limited. No groups in Hispanic ministry were reported.

A.1.4. Parishes with Partial Ministry to Hispanics. These are parishes with partial Hispanic Ministry that are either formed by a very small percentage of Hispanics (5%-10%) or where Hispanic Ministry is in its initial stage. These parishes include:

- ***Saint Thomas Aquinas Parish*** (District 3: Waterford – 3%). Of a total of about 3,500 registered parishioners, 96 are Hispanics. St. Thomas' Pastor fully supports Hispanic Ministry; however, this ministry is done by one Hispanic part-time priest⁹. They have a Mass in Spanish every Friday at 6:00 PM. Mass attendance is between 15 and 20 people. It was reported that of a total of 161 students, 2 are Hispanics. Of the annual average of 27 baptisms, 0 are Hispanic; and of 59 First Communions, 0 are Hispanic. This parish is committed to developing Hispanic Ministry at St. Charles Borromeo Parish in Burlington. Hispanic ministry at St. Thomas' Parish is very limited. No groups in Hispanic ministry were reported.
- ***Saint Bruno Parish*** (District 5: Dousman – 3%). They have a total of 2,887 parishioners, and about 12 are registered Hispanics. There is no full-time priest serving Hispanic Catholics in Spanish. A senior priest has volunteered to celebrate Mass in Spanish the first, third, and fifth Sunday of each month at 5:00 p.m. The parish has an average of 25 baptisms, 2% are Hispanic, and of 50 first communions, 3% are Hispanic. It was reported that there are at least two Hispanic students in the parish school. Many Hispanic migrant workers stay in that area every year, so it is important that a hospitality ministry exists in this parish.
- ***Saint Jerome Parish*** (District 5: Oconomowoc – 3%). Of a total of 5,400 parishioners, about 45 are registered Hispanics. There is no full-time priest serving Hispanic Catholics in Spanish. A senior priest has volunteered to celebrate Mass in Spanish the second and the fourth Sunday of each month at 4:30 p.m. It was reported that there are 12 Hispanic students in their parish school. Of the annual average of 35 Baptisms, 10% are Hispanic. Of the annual average of 80 First Communions, 5% are Hispanic. Many Hispanic migrant workers stay in that area every year, so it is important that a hospitality ministry exists in this parish.

Our Lady of Divine Providence Parish (at Saint Casmir's Church) in Milwaukee has offered Hispanic Ministry for more than 20 years. Due to the low Mass attendance of Hispanic Catholics and the shortage of priests, the priests in charge of this parish decided to stop offering a Sunday Mass in Spanish. The last Mass in Spanish at Our Lady of Divine Providence Parish was celebrated on January

⁸ This part-time priest also celebrate masses in Spanish at St. Charles Parish in Burlington, and at St. Thomas Aquinas Parish in Waterford.

⁹ This part-time priest also celebrate masses in Spanish at St. Charles Parish in Burlington, and at St. John the Evangelist Parish in Twin Lakes.

8, 2012, the Epiphany of the Lord and Immigration Sunday. Hispanic members of this community were invited to join the neighboring parish, Saint Francis of Assisi. Some decided to stay at their home parish. Other members have expressed their disappointment and frustration. There is a significant presence of Hispanics in the area, especially Puerto Ricans (Our Lady of Divine Providence is the Patroness of Puerto Rico).

A.1.5. Priests, Religious, and Permanent Deacons in Hispanic Ministry:

By January of 2012, there were a total of 21 priests serving full-time in a parish (or a group of parishes) with Hispanic Ministry and who are also directly involved in Hispanic Ministry. Of this group, 16 are diocesan which represents 8.2% of the entire active diocesan clergy of the Archdiocese of Milwaukee. Of the group of 22 priests in Hispanic Ministry, 13 are of Hispanic origin (Latin America or Spain), one is from the United Kingdom, one is from India, and seven are from the United States. The ratio of Hispanic Catholic per priest in Hispanic Ministry is 3,840. These are the priests serving full-time in parishes in the Archdiocese of Milwaukee and directly involved in Hispanic Ministry (by June of 2012):

Rev. Angel Anaya, Associate Pastor	St. Francis de Sales Parish, Lake Geneva
Rev. Michael Bertram, O.F.M. Cap., Pastor	St. Francis of Assisi Parish, Milwaukee
Rev. James Connell, Pastor	St. Clement Parish, Sheboygan
Rev. Cliff Ermatinger, Pastor	St. Anthony's Parish, Milwaukee
Rev. Carlos Florez, Moderator, Team Member	Prince of Peace, St. Vincent de Paul, and St. Hyacinth Parishes, Milwaukee
Rev. Stephen Forrest, Administrator/Pastor	St. Patrick Parish, Whitewater
Rev. P. Selvin García, F.M.M., Associate Pastor	St. Katherine Drexel Parish, Beaver Dam
Rev. José González, Associate Pastor	St. Adalbert and St. Raphael Parishes, Milwaukee
Rev. Javier Guativa, Associate Pastor	Blessed John Paul II Parish, Milwaukee
Rev. William Key, Pastor	St. Joseph Parish, Waukesha
Rev. Vincent Kobida, Administrator/Pastor	St. Mark the Evangelist Parish, Kenosha
Rev. Hugo Londoño, Team Member	Prince of Peace, St. Vincent de Paul, and St. Hyacinth Parishes, Milwaukee
Rev. José Moreno, S.J., Pastor	St. Patrick and Our Lady of Guadalupe Parishes, Milwaukee
Rev. Luis Pacheco-Sánchez, Pastor	St. Adalbert and St. Raphael Parishes, Milwaukee
Rev. Esteve Redolad, Pastor(<i>on sabbatical</i>)	<i>St. Patrick and Cristo Rey Parishes, Racine.</i> Currently, Fr. Redolad serves as a weekend help-out at Immaculate Conception/St. Kilian's Parishes, West Bend

Rev. Oriol Regales, Administrator/Pastor	St. Patrick, Elkhorn
Rev. James Schuerman, Pastor	St. Andrew Parish, Delavan and St. Francis de Sales Parish, Lake Geneva
Rev. Robert Stiefvater, Team Member	Holy Family Parish, Fond du Lac
Rev. Antony Thomas, Associate Pastor	St. Patrick and Cristo Rey Parishes, Racine
Rev. Maximo Tzul, F.M.M., Team Member	Holy Family Parish, Fond du Lac
Rev. Carlos A. Zapata, Associate Pastor	St. Clement's Parish, Sheboygan
Rev. Josegermán Zapata, Associate Pastor	St. Anthony's Parish, Milwaukee

The priests in the list below are currently assigned to a parish and minister to Hispanics with some limitations due to other ministerial responsibilities or a limited knowledge of Spanish language:

Rev. Michael Erwin, Pastor	St. Katherine Drexel Parish, Beaver Dam
Rev. Michael Ignaszak, Pastor	Blessed John Paul II Parish, Milwaukee
Rev. Dennis Lewis, Pastor	St. Michael and St. Rose Parishes, Milwaukee
Rev. Sergio Lizama, S.A.C., Part Time Associate Pastor & Assisting Priest	St. Charles Parish, Burlington; St. John the Evangelist, Twin Lakes; and St. Thomas Aquinas, Waterford.

The following group is a list of active diocesan priests who speak Spanish (at different levels), who have ministered to Hispanics in the past or who have not been assigned to a parish with Hispanic Ministry, but who are currently assigned to special ministry (in or outside the Archdiocese) or to a parish in the Archdiocese without regular liturgies in Spanish:

Rev. Yamid Blanco, Associate Pastor	St. Francis Borgia, Cedarburg
Rev. Javier Bustos, Faculty	Sacred Heart School of Theology
Rev. Juan M. Camacho, Associate Pastor	Parroquia Sagrada Familia, Dominican Republic
Rev. Martí Colom, Pastor	Parroquia Sagrada Familia, Dominican Republic
Rev. Ronald Gramza, Pastor	Saint Richard's Parish, Racine
Rev. Mr. Enrique Hernández, Associate Pastor	St. Francis Cabrini, West Bend. <i>Enrique is scheduled to be ordained a priest on November 3, 2012.</i>
Rev. Brian Holbus, Pastor	St. Roman's Parish, Milwaukee

Rev. James Kimla, Pastor	St. Joseph Parish, Wauwatosa
Rev. Ronald Kotecki, Pastor	Immaculate Conception Parish, Bay View
Rev. Stephen Lampe, Faculty	Cardinal Stritch University
Rev. Ricardo Martín, Pastor & Vice-Chancellor	Chancery & Sacred Heart Parish, Racine
Rev. Michael Michalski, Pastor	SS. Peter & Paul Parish, Milwaukee
Rev. Aurelio Pérez, Pastor	St. Francis Xavier Parish, Brighton
Rev. Rafael Rodríguez, Faculty	St. Francis de Sales Seminary
Rev. Daniel Sanders, Pastor	Lumen Christi Parish, Mequon
Rev. Norberto Sandoval, Administrator	St. Benedict Parish, Fontana

It is estimated that during the next four years Saint Francis de Sales Seminary will offer about nine candidates to priestly ministry with the necessary language skills to minister to Hispanics in Spanish.

The Archdiocese of Milwaukee is blessed with 18 active permanent deacons serving Hispanic Catholics:

Dcn. Jorge Benavente	St. Joseph Parish, Waukesha
Dcn. Francisco Blas	Cristo Rey Parish, Racine
Dcn. Carlos Cornejo	St. Anthony's Parish, Milwaukee
Dcn. Álvaro Domínguez	St. Mark the Evangelist Parish, Kenosha
Dcn. Roberto Fuentes	Cristo Rey Parish, Racine
Dcn. Baleriano González	St. Clement Parish, Sheboygan
Dcn. Julio López	St. Rose & St. Michael's Parishes, Milwaukee
Dcn. Rogelio Macias	<i>Waiting for assignment</i>
Dcn. Ricardo Muñoz	Holy Family Parish, Fond du Lac
Dcn. Aristeo Ortíz	St. Joseph's Parish, Waukesha
Dcn. Antonio Palacios	St. Joseph Parish, Waukesha
Dcn. Luis Peña	<i>Waiting for assignment</i>
Dcn. Eugenio Ramirez-Murphy	Our Lady of Divine Providence Parish, Milwaukee

Dcn. Leonidas Rocha	St. Patrick Parish, Racine
Dcn. Salvador Rosado	St. Rose & Michael's Parishes, Milwaukee
Dcn. Edwin Reyes	Bl. John Paul II Parish, Milwaukee
Dcn. Héctor Villarreal	St. Patrick's Parish, Whitewater
Dcn. Jorge Zúñiga ¹⁰	St. Roman's Parish, Milwaukee

Currently, there are no candidates to the Permanent Diaconate in formation with the necessary language skills and training to minister to Hispanics in Spanish.

There are four religious sisters directly involved in Hispanic Ministry in the Archdiocese of Milwaukee, and they are:

Sr. Carmelita de Anda <i>Instituto Mercedes Molina – Sta. María de Jesús - Marianitas de Jesús</i>	Prince of Peace, St. Vincent de Paul, and St. Hyacinth Parishes, Milwaukee
Sr. Ruth García <i>Misioneras Franciscanas de la Juventud</i>	St. Charles Borromeo Parish, Burlington
Sr. Emma Teresa Núñez <i>Misioneras Franciscanas de la Juventud</i>	St. Charles Borromeo Parish, Burlington
Sr. Graciela Paredes <i>Misioneras Franciscanas de la Juventud</i>	St. Andrew Parish, Delavan & St. Patrick Parish, Elkhorn

There are 33 bilingual lay people employed in the 26 parishes with fully established Hispanic Ministry. The number of volunteers in Hispanic Ministry is much higher. The Saint Clare Center for Catholic Life at Cardinal Stritch University reported about 70 Hispanic students in their Lay Ministry Certificate program. Ninety-five percent of them are currently active volunteers in parishes of the Archdiocese of Milwaukee. This group of students is currently involved in liturgical ministry, evangelization, catechesis, social justice, child and youth ministry, and committee service. Hispanic students of the Certificate Program of the St. Clare Center come from different part of the Archdiocese and even from other dioceses. For about 18 Saturdays a year, Hispanic students travel from Kenosha, Beaver Dam, Fond du Lac, Delavan, Waukesha, Madison, Racine, and various part of Milwaukee County to the St. Clare Center site in the northern part of Milwaukee. Many students have no driver's license; consequently, many of them rely on car-pulling. The program starts at 8:30 a.m. and ends around 3:45 p.m. Students have to leave their family and, at times, get permission from their jobs to attend the sessions. Participants in this program receive instruction and formation on Sacred Scriptures, Fundamental Theology, Christology, Ecclesiology, Moral Theology, Canon Law, Spirituality, Liturgy, and Ministry. The program consists on four semesters during which the students build their profile from the

¹⁰ Dcn. Zúñiga is assigned to St. Roman's Parish where there is not a regular ministry to Hispanic Catholics in Spanish. However, there are a significant number of parishioners of Hispanic origin at this parish. Dcn. Zúñiga celebrates Baptisms in Spanish when necessary.

different courses. The Certificate Program of the St. Clare Center seeks to provide instruction and formation to volunteers, catechists, liturgical and social parish lay leaders.

The creation of the Certificate Program of the St. Clare Center about 6 years ago responds to a particular need of the Archdiocese of Milwaukee when a similar program was closed at St. Francis de Sales Seminary. Currently, this program faces a number of financial struggles. Hispanic participants pay just a minimum fraction of the tuition. About 40 Hispanics have already completed this program.¹¹

A.2. LISTENING SESSIONS

In order to understand the reality, the HMC needed to integrate the view and understanding of some specific groups and people who somehow are related to Hispanic Ministry or the success of the plan. Members of the HMC contacted these groups and led a discussion following some specific questions (see appendix 1).

A.2.1. Archdiocesan Governance and Executive Officers

On March 7, 2011, the HMC met with the members of the Executive Council of the Archdiocese of Milwaukee (Archbishop Jerome E. Listecky, Rev. Patrick Heppe, Rev. William Kohler, Dr. Barbara Ann Cusack, and Jerry Topczewski) and Mark Kemmeter, Kathleen Cepelka, Rick Tank and Debra Lethlean. Fr. Bustos led the discussion and Fr. González took note of the contributions. The group was provided with a list of questions ahead of time. Some members of this group submitted their feedback via email. The following is a summary of what we recorded:

a) Best Practices in Hispanic Ministry in the Archdiocese of Milwaukee

- Lay formation programs at the Saint Clare Center for Catholic Life.
- The programs offered by the Guadalupe center (Casa Guadalupe) in West Bend, WI. The social outreach of these programs was highlighted.
- The immigration programs and outreach of Catholic Charities.
- The ministry and programs of St. Adalbert Parish, especially the diversity of groups and ministries. The formation of new leadership.
- The deaconate training program.
- The special events and popular devotions: the Way of the Cross, Fiesta Mexicana and Liturgical Congress.
- The Engaged Enrichment program in Spanish.
- Our Catholic schools are growing thanks to the Milwaukee Choice Program especially on the south side with St. Anthony, St. Rafael, St. Adalbert and Prince of Peace. The schools are also a good venue to reach out to Hispanic families.

¹¹ Currently, this program is being restructured. A new format is being developed that responds to the needs of its student population and the financial challenges of the institution.

- The opportunities for building inclusive communities (ex. Anglos and Hispanics), especially the experience of St. Alexander, St. Helen and St. John Kanty.

b) What is being done inadequately, lacking or missing?

- Archbishop ListECKI identified the three models of Hispanic Ministry present today in the archdiocese: 1) parishes with ministry totally in Spanish (the south side); 2) parishes in the mix (English, Spanish); 3) segments of Hispanic population without Hispanic Ministry but in partnership with others. The Archbishop would like to understand what we already have in order to plan for the future.
- The dependence of Hispanic Ministry in one or two persons (the priest, the lay leader, permanent deacon or religious).
- How can we best serve the second and third generation of Hispanic Catholics? Do we know their professional background?
- Should some consideration be given to the designation of certain parishes throughout the archdiocese, which will focus on the immigrant population and serve them almost exclusively in Spanish?

The archbishop referred to vocations to the priesthood from our Hispanic communities of the Archdiocese of Milwaukee. Where are they?

What is the perspective of the Choice Program?

We need to create awareness of the importance of sacrament of marriage.

c) What needs to be done?

- Spanish language training for seminarians and central office staff.
- Seminarian should also have a heart for Hispanic Ministry, and should be able to perform the Mass, the sacraments and devotions in Spanish. These also require a better understanding of the religious cultural diversity and traditions among Hispanics in our archdiocese.
- Consider having a Hispanic priest added to the Priest Placement Board.
- Services to the undocumented – especially for children of undocumented parents.
- Consider having other Spanish speaking priests be invited to minister within the archdiocese.

d) Suggestions for the Hispanic Ministry Planning Committee

The following suggestions were offer by the Archbishop:

- VOCATIONS: The archbishop referred to vocations to the priesthood from our Hispanic communities of the Archdiocese of Milwaukee. Where are they? Why are we not connecting with youth and young adults?

- **EDUCATION:** What is the perspective of the Choice Program? How can we fill the empty schools on the south side? Can we replicate the model of St. Anthony's school?
- **MARRIAGE:** We need to create awareness of the importance of sacrament of marriage. The services to families that need support.

These are other suggestions offered by members of this group:

- Ask executive directors to consider funding of Hispanic Ministry through the CSA/Erica John Fund and pay very close attention to the **Living Our Faith Fund** within the FIOF Trust and the funding priorities of the Catholic Community Foundation.
- Develop awareness of stewardship among Hispanics in the archdiocese.
- Develop "parish sharing" between parishes with Hispanic Ministry and other parishes in the archdiocese.
- Coordination of Masses in Spanish in a cluster community.
- Training of pastors/parish staffs in evangelizing the Hispanics in their parish and urging them to be contributing members of the parish (serving on councils, committees and volunteering).
- Assess if there is adequate access to Mass for Spanish speaking members in each cluster community. Note: not every parish has to have Spanish Masses, but some parishes within the cluster community should if there is a need.
- Look to see if there are Hispanic parish leaders capable of being parish directors/pastoral associates in our parishes.

The goal for non-Hispanic seminarians is to be able to celebrate the sacraments in Spanish and deliver a simple homily in Spanish.

A.2.2. Priestly Formation & Vocations

On March 3, 2011, the HMC met with representatives of Saint Francis de Sales Seminary (SFS), Continuing Formation for Clergy Office and the Vocations Office. The meeting started at 1:00 p.m. with the following attendance: Dcn. Jorge Benavente, Eva Díaz, Fr. Javier Bustos, Fr. Peter Berger, Fr. Donald Hying, Fr. Rafael Rodríguez, and Fr. William Stanfield. Fr. James Walters, S.C.J., Director of the Hispanic Studies Program of Sacred Heart School of Theology, submitted his answers and contributions in writing.

a) Saint Francis de Sales Seminary:

What are the practices, policies, programs, classes, events or projects that St. Francis de Sales Seminary, Sacred Heart School of Theology, the Vocation Office, and the Office for Continuing Formation of Clergy offer for the training and formation of seminarians and priests in Hispanic Ministry?


- All SFS students are required to take the Hispanic Presence and Hispanic Devotional Practices courses at Sacred Heart School of Theology.
- Non-Hispanic students take two years of Spanish at Sacred Heart. The goal for non-Hispanic seminarians is to be able to celebrate the sacraments in Spanish and deliver a simple homily in Spanish.
- Students spend a summer in the Dominican Republic after their first year of theology. This is done in conjunction with the Office for World Mission Ministries.
- Seminarians attend a cultural appreciation weekend every other year. The focus has changed. Before it was meant to help international students adapt to US culture. Now the context is much wider. The weekend is for all students, whether born in the US or elsewhere, so that all learn to adapt to other cultures.
- The seminary strives to offer Masses and other events in Spanish or bilingually as much as possible.
- Students are encouraged but not required to attend the annual Hispanic Seminarians Conference.

What are the challenges and struggles for the formation in Hispanic Ministry of future and already ordained priests? Why? What is lacking or missing in Hispanic Ministry training/formation/continuing education/vocations promotion?

- With very few exceptions, we have not ordained a US born Hispanic priest to this diocese. We have not captured 2nd generation Hispanic vocations.
- Though the vast majority of Hispanic Catholics are of Mexican origin, we have not ordained any Mexican American priest in recent years.
- How do we help foreign-born seminarians so they are fully effective in Hispanic Ministry as well as ministry among other cultures?
- Finding parishes where there is an important presence of Hispanics with the proper environment for the pastoral formation of both Hispanic and non-Hispanic seminarians. Hispanic seminarians are usually placed in English-speaking parishes so they can perfect their English and come to understand the culture of parish life in the US. It has not been the practice as SFS to place European-American seminarians in Hispanic parishes. What would it take for a parish with Hispanic Ministry to become a teaching parish?
- The seminarian population is close to 50% foreign-born. What does that say regarding our ability to nurture native vocations? Archbishop ListECKI has indicated that the ideal percentage of foreign-born seminarians is between 20 and 25%.
- What is missing? A network of the Vocations Office, Seminary, Hispanic Ministry Office, pastoral leaders and parishes and a comprehensive plan for vocations.


What needs to be done to improve formation in Hispanic Ministry? What are the most immediate needs in Hispanic Ministry formation of seminarians and priests for the Archdiocese of Milwaukee?

- SFS and the Vocations Office need to connect with the Hispanic community.
- Prepare all seminarians for ministry in a multicultural church and society.
- Generate native-born Hispanic vocations – as well as vocations from all groups.
- Make SFS more welcoming and hospitable to minorities. Have more parishes participate in Seminary Sunday and look into the possibility of an outdoor Mass in the summer.
- The Vocations Office needs the support and involvement of the pastor, whether in a Hispanic or European-American parish.



SFS and the Vocations Office need to connect with the Hispanic community.

Prepare all seminarians for ministry in a multicultural church.



- Someone to deal with legal issues is an immediate need.
- Create a network of priests and ministers to devote time and effort to vocation work.

What are the three most important things Saint Francis de Sales Seminary, Sacred Heart School of Theology, the Vocation Office and the Office for Continuing Formation of Clergy should do in Hispanic Ministry formation?

- Create a vocation team with a broad vision of nurturing native vocations from our Hispanic local communities and also of non-Hispanics to serve the Hispanic community.
- Link the Young Adult Ministry Office and vocations.

b) Continuing Formation of Clergy:

Fr. William Stanfield, Director of the Office for Continuing Formation of Clergy, provided the following responses. He also asked that we contact the Office for Diaconate Formation, the Clergy Office, and the Office for Parish Mission for their input.

Practices, policies, programs - Programs sponsored by the Office for Continuing Formation of Clergy are open for everyone for the most part – whether priests, parish directors, permanent deacons or parish staff. Fr. Bill offered a program for multicultural priests, deacons, sisters and staffs that was well received. Responsibility for follow-up fell to the Clergy Office and for various reasons it did not happen.

Challenges - All offerings of the Continuing Formation of Clergy are optional. At least ten people must sign up for a particular program, workshop or retreat, for it to be feasible in terms of cost.

There are huge differences among cultures. Program offerings may not appeal to everyone. Hispanic culture itself is not homogeneous; additionally, there are significant differences among the places people serve.

What needs to be done?

- Prepare parishes and staffs to receive international priests.
- Establish a program to welcome, prepare and support international priests for ministry in the U.S. as they arrive.
- Establish mentoring relationships to support them from the beginning of their ministry in the diocese.
- There is a policy on international priests in the Clergy Manual; however, it mostly contains the legal procedures. Revisions to the policy go through the Priest Council and are then approved by the Archbishop.

Suggestions for the Hispanic Ministry Planning Committee:

- Offer retreats in Spanish for priests. There is no funding currently available.
- Encourage and assist European-American priests who wish to serve the Hispanic community in their formation, learning Spanish, etc. Money is available for priests to learn Spanish. If someone wants to learn Spanish but has not been contributing to the fund that becomes an issue.
- A question arose as to whether sabbatical time can be dedicated to learning Spanish. For the most part, a sabbatical is exclusively for rest and renewal, not learning a new skill. When seeking to acquire training for service in the diocese, funds may be used from the Office for Continuing Formation of the Clergy; when seeking training for a specific task, the individual has to cover the cost. The time needed is another important consideration.

c) Vocations Office:

Challenges – Across the board, the best way for the Vocations Office to reach out to parishes is to have the support of the priest. Fr. Peter does not know the Hispanic priests or the international priests, so that is a challenge in terms of making connections. Also, Fr. Peter is only Part-time. He needs help in spreading the invitation to other parishes and schools.

Suggestions:

- Establish a connection with the Office of Catechesis & Youth Ministry, youth ministers, etc.
- Though the focus is priestly vocations, we cannot neglect promoting vocations to religious life and lay ecclesial ministry.



Encourage and assist European-American priests who wish to serve the Hispanic community in their formation, learning Spanish, etc. Money is available for priests to learn Spanish.



d) Sacred Heart School of Theology¹²

According to your knowledge, what are the practices, policies, programs, classes, events or projects that Sacred Heart School of Theology offers for the training and formation of seminarians and priests in Hispanic Ministry?

Since 1988, Sacred Heart School of Theology (SHST) has offered a Hispanic Studies Program which integrates four graduated levels of language study with a pastoral focus with elective courses discussing Hispanic presence in the U. S. Catholic Church and Hispanic devotional practices, together with a practicum for presiding and preaching, and celebration of the sacraments, quince años, presentaciones, and novenarios. Details of these offerings are provided in the *Hispanic Studies Program Standards and Guidelines Handbook* for Sacred Heart of Theology Hispanic, as well as non-Hispanic, seminarians are encouraged to enroll in pastoral-cultural and presiding courses.

The Archdiocese of Milwaukee in general, has encouraged its seminarians, on a case-by-case basis, to register for electives in the Hispanic Studies Program.

In addition, various activities in the life of the school support and reinforce the goals and objectives of the Hispanic Studies Program. These are outlined on the accompanying document to this report. SHST is a sponsoring member of the Hispanic Summer Program, an ecumenical project which affords Hispanic seminarians the opportunity to study theology at seminaries accredited by the Association of Theological Schools (ATS) in an environment that promotes Hispanic culture and values. SHST is actively involved in the National Conference for Seminarians in Hispanic Ministry (NCSHM). This conference, which is held annually in Catholic seminaries throughout the Midwest, welcomes Hispanic and non-Hispanic seminarians to participate in presentations and discussions of issues in Hispanic Ministry.

In your opinion and knowledge, what are the challenges and struggles for formation in Hispanic Ministry of future and already ordained priests?

- Since all of the academic offerings in the Hispanic Studies Program are electives, many times these are the first to be dropped by a seminarian's student plan if there is reason to adjust/shorten his schedule of study.
- Not all seminarians are required to take courses in the Hispanic Studies Program since the decision is made on a case-by-case basis.
- The four-level pastoral language component offers foundational language skills acquisition. Seminarians are not in an optimal setting for language learning since their primary focus is theological study. Although a summer language/pastoral-cultural immersion in a Spanish-speaking country is highly encouraged, many are not able to participate in such an experience for a variety of reasons.
- Although ideally seminarians are encouraged to engage in pastoral placements and theological reflection (TR) in a Hispanic context, this is not always possible, sometimes due to inadequate Spanish language skills, other times due to lack of availability of required number of seminarians for TR groups.

¹² Submitted in writing on February 8, 2011.

In your opinion and knowledge, what needs to be done to improve formation in Hispanic Ministry? What are the most immediate needs in Hispanic Ministry formation of seminarians and priests for the Archdiocese of Milwaukee?

- More intensive language skill instruction coupled with language/pastoral-cultural immersion experience. One option that has been discussed is to allow seminarians to spend a summer in the Dominican Republic serving in a parish community with individual/group language tutoring.
- International Latino seminarians need ongoing formation in understanding the unique complex and dynamics of Hispanic Ministry in the U.S. Catholic Church. This would involve pastoral supervisors working with seminary staff to identify transitional issues as seminarians move from their culture of origin into the multicultural context of the archdiocese.
- Non-Hispanic seminarians need ongoing supervision/support as they confront cultural disparities and begin to understand the dynamics of ministry in multicultural Hispanic communities.

In your opinion and knowledge, what are the three most important things Sacred Heart School of Theology should do in Hispanic Ministry formation?

- Provide opportunities for ordained clergy and laity to begin/continue study in Spanish with specific focus in pastoral usage.
- Develop pastoral internships for both Hispanic and non-Hispanic seminarians and transitional deacons with a focus on Hispanic Ministry.



International Latino seminarians need ongoing formation in understanding the unique complex and dynamics of Hispanic Ministry in the U.S. Catholic Church.

- Develop “domestic” immersion experiences within the archdiocese or the Dominican Republic where the seminarian will be immersed in the language and culture of future ministry assignments.

In your opinion and knowledge, what are those things that Sacred Heart School of Theology should stop doing in Hispanic Ministry formation of seminarians and priests?

- Postponing language study until after ordination.
- Assuming that every seminarian or priest has the ability and personality to serve in Hispanic communities.



- Assuming that every Hispanic seminarian or priest, by virtue of his ethnicity, can serve in any Hispanic community in the archdiocese without some formation prior to doing so.

Do you have any suggestions for the Hispanic Ministry Planning Committee?

I encourage you in the great work you are doing. It would be helpful to interview supervisors of field placements in Hispanic parish communities. I believe they could offer some valuable insights for your study.

A.2.3. Lay Leadership and Permanent Diaconate Formation

On April 5, 2011, Randy Nohl, Lydia LoCoco, Jenni Oliva, John Ebel, Manuel Maldonado, Gary Pokorny (from the John Paul II Center), Mary Lynn Bennet, Fr. Jorge Blanco (from “Casa Guadalupe”), DeAnn Cortes, Fr. David Shields, S.J. (from “Casa Romero”), Dan Sholz, Jean Marie Weber, Eamonn O’Keeffe, María Borda-Wiesner, Fr. Niles Kaufman, Michael Taylor, and Yanelis Picado (from the Saint Clare Center for Catholic Life at Cardinal Stritch University) met with representative of the Hispanic Planning Committee, Fr. Javier Bustos, María Borda-Wiesner, Eva Díaz, and Fr. Jorge Blanco. The meeting took place at Cardinal Stritch University, and it was facilitated by María Borda-Wiesner.

a) John Paul II Center

Meet with Hispanic Ministry Office and the Intercultural Ministries Office periodically to strengthen communication, coordinate bilingual events such as a bilingual Lenten reconciliation service held and to promote and coordinate marriage and engagement programs financed by *Faith in Our Future*.

Meet and collaborate with the Office for Hispanic Ministry in the training of individuals for the FOCCUS program in Spanish.

The Nazareth Project works directly with Saint Anthony School in providing retreats and counseling to Hispanic youth.

The Nazareth Project provides training in the Natural Family Planning method to young couples preparing for marriage through Marquette University funding and materials. Susana Crespo, who is a nurse, is currently the trainer.

Offer training in methodology and Scripture through collaboration with Manuel Maldonado Villalobos.

The John Paul II Center offered a day of reflection for parish staff during Lent 2012 that was led by Alejandro Aguilera. They will bring Alejandro Aguilera back in October 2012 for a workshop for parish and school staff on the topic of “Working in a Multicultural Church.”

b) Diaconate Formation

The diaconate formation office provides material and information in Spanish.

There are no Hispanic candidates in the diaconate formation program at this time. However, there are scholarships available.

At this time, there are eight people in the inquiry process.

The norms require that the person presenting himself for discernment be a legal permanent resident or a US citizen.

The program requires that all people in the program take a Pastoral Spanish Course in order to learn basic Spanish.

An awareness workshop of Hispanic culture is presented to those in the program. In the future the Asian cultures, as well as the African American cultures, will also be included.

c) Casa Guadalupe

The Hispanic Population in Washington County is about 2% of the total population but we estimate that 90% of the Hispanic population is undocumented.

Casa Guadalupe's focus is to be a bridge towards integration by providing: GED classes, English classes, computer skills classes and citizenship classes. Approximately 600 people have been served in this capacity.

The average age of the people served is between 28 to 30 years and the average number of children families have is three. The greatest needs expressed by people being served are: learning English, learning computer skills and having access to health services. The geographical areas being served are Hartford, West Bend, Allenton, Fredonia and some from Sheboygan.

Fr. Jorge Blanco serves the sacramental and spiritual needs of the people in Hartford and West Bend and has developed a youth ministry program.

d) Casa Romero

Casa Romero has existed for 10 years and serves the Southside of Milwaukee. Casa Romero provides retreats, leadership development for youth and works in collaboration with the parishes on the south side of Milwaukee.

The Faith Companion Program developed in conjunction with SFS several years ago (and no longer in existence) was available for parish retreats.

Lenten retreats served 140 parishioners.

Casa Romero offers a 12 week spiritual retreat.

In collaboration with Marquette High School, Casa Romero has been able to offer a mentoring and discernment program for junior high students visioning college as a possibility in the future.

Youth Formation: Retreats for youth connecting culture and faith and a sense of identity. The retreats promote self-discovery of gifts, a sense of call and a sacred mission.

Casa Romero has developed a youth leadership program that includes leading, planning and doing middle school retreats which promote positive self-esteem and stopping bullying.

Casa Romero had developed a parent/teen retreats for quinceañeras and confirmation.

Casa Romero has served approximately 1300 individuals this year with approximately 14,000 hours of program hours. 75 to 80% of this population is Hispanic.

e) Saint Clare Center for Catholic Life at Cardinal Stritch University

The Saint Clare Center for Catholic Life offers a two year certificate in lay ministry in Spanish with an enrollment of 55 students. At the present time there are two Spanish speaking students in the graduate Masters in Lay Ministry program. In addition, it has offered the Pentecost Mission Program in West Bend, Walworth Co. and Milwaukee Co., serving approximately 200 participants. At the present time, the Saint Clare Center is working in collaboration with eight parishes in Walworth and also in the Kenosha area to carry out a leadership development course of eight sessions in the fall 2011 and spring of 2012.

The Saint Clare Center for Catholic Life worked diligently in securing financial resources in order to provide scholarships to Hispanic students so that the programs are accessible. The cost per semester of studies in the Certificate Program is \$750 and the students are given scholarships of \$500 a semester leaving a balance of \$250 to be paid by the students. The Center raised approximately \$142,000 to provide scholarships. The group discussed the following questions.

What needs to be done?

- Create a plan to serve the people in parishes with different cultural populations. Parallel churches or creating a sense of Catholic community and parish identity.
- Funding for programs.
- Respond to the immigration issues and educating the larger community about the implications to families and parishioners.
- Need leaders to train leaders.
- Need to have bilingual leaders with graduate degrees.
- Bilingual teachers, guidance counselors.
- Advocate and make connections between the needs of leadership development and the needs for financial resources.
- Need a communication system so that information gets to the right people.
- Need to develop three levels of leaders:
 - a. Volunteers
 - b. Positions in parishes
 - c. Ordained ministers – priests and deacons to work in a cross cultural setting
- Need professional development of existing leaders.
- Gather the youth and young adults at a “rally” or “summit.”

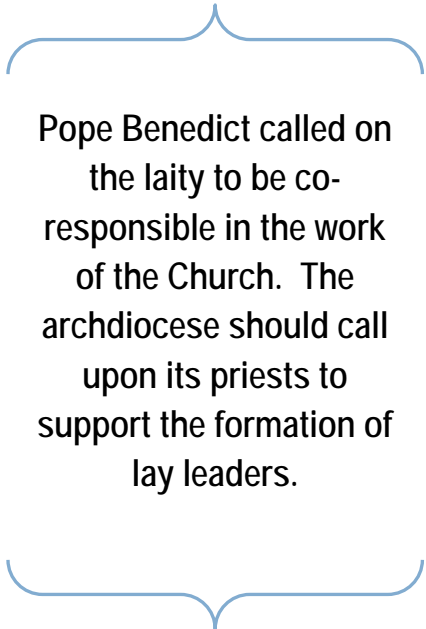
What are the most important issues to address?

- Funding of programs.
- Succession Planning.
- The archdiocese needs to offer a “pathway” for people to acquire the education they need through partnerships.
- Pope Benedict called on the laity to be co responsible in the work of the Church. The archdiocese should call upon its priests to support the formation of lay leaders.
- In response to the change in demographics at the local and national levels, Spanish should be a requirement for all those in priestly formation.
- Immigration needs to be addressed.
- Begin a dialogue between the office of diaconate formation and HMC regarding the requirement of legal status to enter diaconate formation.

A.2.4. Catholic Charities

On February 16, 2011, Dc. Jorge Benavente, Dc. Roberto Fuentes and Fr. Jorge Blanco met with Ricardo Cisneros and Barbara Graham of Catholic Charities and discussed the following questions.

In your opinion and knowledge, what are the best practices, events, or projects that happen in Hispanic Ministry in the Archdiocese of Milwaukee? For what and why would you commend Hispanic Ministry in the Archdiocese of Milwaukee?



Pope Benedict called on the laity to be co-responsible in the work of the Church. The archdiocese should call upon its priests to support the formation of lay leaders.

- Catholic Charities was unaware of the projects and programs of the Hispanic Ministry because there had never been any type of contact between the two parties. The only time there had been communication between them was many years ago with Roberto Cortez, when he was a parish consultant.
- During 2010, Catholic Charities helped about 19,368 people, from which 45% were of Hispanic origin.
- There must be an established form of communication with the parishes so that the work of Catholic Charities could reach more people. The churches are the ideal doorways for people to join American society. The parish is the place where all people come to put their trust and express their problems of migration, domestic violence, and unemployment.

- Catholic Charities receives money from the Catholic Stewardship Appeal, but it is not enough for refugees and immigrants.

In your opinion and knowledge, what is being done inadequately in Hispanic Ministry in the Archdiocese of Milwaukee? Why? What is lacking or missing in Hispanic Ministry?

- Once again, there has been no communication between Catholic Charities and the Hispanic Ministry office. The only communication was when Roberto Cortez was a parish consultant; and a year ago with Jorge Benavente, when there was a talk about projects in West Bend for immigrants.

In your opinion and knowledge, what needs to be done in Hispanic Ministry? From your perspective, what are the most immediate needs in Hispanic Ministry in the Archdiocese of Milwaukee?

- Have a realistic vision towards coordination and communication between Catholic Charities and the Office for Hispanic Ministry, and staying on the right path with Hispanic parishes in creating resources for the people who need them especially, refugees and immigrants.

In your opinion and knowledge, what are the three most important things the Archdiocese of Milwaukee should do in Hispanic Ministry?

- We insist that there is a need of coordination between the work of Catholic Charities and the one of the Office for Hispanic Ministry of the archdiocese. The Office for Hispanic Ministry should serve as a bridge between Catholic Charities and Hispanic parishes in order to create and channel all of these resources that we receive from the Catholic Stewardship Appeal and take them in the right direction.

In your opinion and knowledge, what are those things that the Archdiocese of Milwaukee should stop doing in Hispanic Ministry?

- Hispanic people need to stop being treated as if they were second class citizens. They are not visitors, they are part of the American society, where we all work and pay our taxes. They are active members of the Church. Through collaboration to meet the needs of Hispanic people, both Catholic Charities and the Office for Hispanic Ministry, will earn credibility and trust.

A.2.5. Pastoral Juvenil (Hispanic Youth Ministry)

On Thursday February 10, 2011, Juan Darío Lara and José Antonio Pérez presented a proposal for an Archdiocesan Hispanic Youth Ministry Plan. For several years, the Office for Hispanic Ministry worked in collaboration with the *Instituto Fe y Vida* (Institute for Faith and Life) in creating an Archdiocesan Plan for Hispanic Youth Ministry. As a result of this collaboration, many Hispanic lay members of our communities received leadership training. A smaller group of them got together and, under the guidance of Dc. Jorge Benavente, created a proposal. These are the main points of this proposal:

- a) Create an Archdiocesan Hispanic Youth Ministry Committee formed by some of the members who has already received the training of the *Instituto Fe y Vida*. The members of

this committee would be volunteers. The proponents suggested that this committee meet on a regular basis in a location, such as the Cousins Center or in a parish with an available room. No specific details about how this committee functions, and other specificities of the membership (term, election, other training, etc.) were discussed.

- b) Adopt the Prophets of Hope Model for this plan (see appendix # 2: *El Modelo Profetas de Esperanza*). A fundamental strategy of this model consists on the formation of adult or young adult Hispanic leaders, who in turn becomes facilitators of this religious and leadership formation process in their communities. In the parish, facilitators will lead this model in two groups: teenagers and young adults. The proponents clarified that this model is flexible and allows a relationship with the different already existent Hispanic youth groups around the Archdiocese. The Archdiocese has permission to use this model. No specific details on the financial funding of this model were provided.

After listening to this proposal, the HMC highlighted the following points:

- This is an enthusiastic group of young people who need to be supported.
- This model has the approval of some bishops.
- This plan may correspond to our General Pastoral Guiding Principle # 5: “It is necessary to develop comprehensive youth and child ministry.”
- Since this model is available in both Spanish and English, it may also help us to achieve the General Pastoral Guiding Principle # 7: “It is necessary to provide Pastoral Ministry appropriate to the second and third generations of Hispanics and to those Hispanics who have distanced themselves from the Catholic Church.”
- The overall proposal is good. However, we need to discuss the details that would allow this plan to be properly implemented.
- It may be a good idea to see how this proposal may be related to Rite of Christian Initiation of Adults (RCIA) and the preparation of *Quinceañeras*.
- There is a need of an archdiocesan supervisor for this plan (a lay leader, a part-time archdiocesan officer, a priest, a religious man or woman, etc).
- There is a need for carefully choosing the leaders of this plan. Some proponents may have a bad report from their previous or current parishes. It may be a good idea to involve pastors and/or Hispanic Ministry coordinators in the selection of the members of this committee.

A.3. ARCHDIOCESAN HISPANIC MINISTRY SUMMIT

On Saturday September 10, 2011, the HMC facilitated the Hispanic Ministry Summit at the Cousins Center of the Archdiocese of Milwaukee. The participants were priests, religious, deacons, and lay leaders that ministered in parishes with Hispanic Ministry. About 150 leaders attended this event.

The main purpose of this summit was to listen and share our concerns regarding the positive and negative aspects of Hispanic Ministry in the Archdiocese of Milwaukee and provide concrete recommendations. The contributions presented in this event are a part of the process of producing the Archdiocesan Plan for Hispanic Ministry of the Archdiocese of Milwaukee.

Some questions were sent ahead of time to parish leaders. A few participants presented their contribution in a written report. Here is the summary of the reflections and contribution of the participants.

A.3.1. POSITIVE:

a) What are the most successful projects that are taking place or have taken place in the past in Hispanic Ministry in your parish?

- Growing attention to liturgies and liturgical formation.
- Religious education for Spanish and bilingual speakers. Some participants highlighted the success of the intergenerational model for religious education.
- Growing number of Hispanic and bilingual lay leaders.
- Cultural and liturgical celebrations. Some participants highlighted the success of the celebration of Latino expressions of popular religiosity.
- Bilingual Hispanic Ministry and bilingual liturgies.
- Growing number in initiatives in Hispanic youth ministry. More participation of youth in parishes.
- Bilingual or Spanish Mass for children.
- “Pascua Juvenil.” This is an event that occurs during Easter that offers a spiritual opportunity to deepen the faith of the youth.
- The success of the various spiritual retreats; among these, the participants mentioned the “Emmaus Retreat” and Adoración Comunidad Teología Servicio (ACTS).
- Religious and spiritual formation opportunities. Some participants highlighted Spanish bible studies.
- Cultural and multicultural formation of Catholic school teachers.
- Involvement of a Catholic school principal in multicultural formation of teachers, staff, and students.
- Involvement of parents in Catholic education.
- The Choice Program.
- The solid relationship most Hispanic communities have with their priests.

- Financial support from other parishes of the archdiocese.
- The ministry of *Cursillos de Cristiandad*.
- The ministry of the Charismatic Renewal and prayer groups in Spanish.
- The success of the summer bible school.
- The growing number of initiatives to promote communication between the Hispanics and other groups within the parish community.
- Bilingual parish bulletins.
- The solid leadership of some long-time lay members of the Hispanic community.
- Some social justice activities. Some participants highlighted the work on immigration issues, some activities related to ministering to the incarcerated and his or her family, and collections and food pantries for the poor.
- Pastoral assistance to the sick provided or offered in Spanish.
- Religious pilgrimages to local churches, temples and basilicas.
- The ministry of the St. Vincent de Paul Society for those in need.
- The presence of religious groups for children.
- The evident growing number of Mass attendance among Hispanics.
- The ministry of permanent deacons.
- The ministry of Casa Romero.
- The renovation of some churches the minister to Hispanics.
- The ministry of Hispanic religious women.
- The ministry of the Christian Family Movement.
- The ministry of the Neo-Catechumenal Way.
- The growing number of Hispanics in parish councils.
- English as a Second Language (ESL) courses.

b) *What do you think are the reasons why the projects mentioned earlier were successful?*

- The use of the Spanish language.
- The value of the Hispanic cultural heritage and traditions.

- The ministry and leadership of some priests (Hispanics and non-Hispanics) who understand Hispanic culture and language.
- The great pastoral needs among Hispanics create the appropriate context for success.
- The hospitality of some communities and ministers.
- The personal invitation by some priests and parish leaders.
- The growing sense of ownership.
- The deep faith and devotion of the Hispanic people.

c) What is the most effective, important or significant assistance that the Archdiocese or the Hispanic Ministry Office provides or has provided in the past to assist the Hispanic Ministry of your parish?

- The lay ministry formation programs of the Saint Clare Center.
- The Congreso Litúrgico Arquidiocesano.
- I do not know of any assistance by the Archdiocese for Hispanic Ministry.
- Make sure that the Safe Environment Program is available in Spanish.
- The meetings of the Hispanic Youth Ministry.
- The Spanish translation of some documents from the archdiocese.
- The assigning of bilingual priests to parishes.

A.3.2. NEGATIVE:

a) What are some of the most important or significant obstacles or challenges that affect the Hispanic Ministry in your parish?

- Lack of a pastoral plan and of clear archdiocesan guidelines in Hispanic Ministry.
- Poor execution of programs and lack of follow up.
- Insufficient number of Spanish speaking, or proficient bilingual Spanish-English speaking priests serving in parishes with Hispanic-Latino presence.
- Small number of well-trained lay leaders and ministers.
- Lack of promotion of local Hispanic vocations to priesthood, and to the permanent diaconate.
- Poor planning on evangelization and formation.

- Lack of sacramental follow up and lifelong catechesis.
- Lack of bilingual parish staff in some parishes with Hispanic presence.
- Limited participation of Hispanic parishioners in parish activities due to lack of proper documentation.
- Increasing emigration of Catholics to Evangelical and Pentecostal churches.
- Lack of resonance, empathy and response of the Catholic Church (particularly when preaching) with the individual's (common person), day-to-day life situations and struggles.
- Lack of uniformed and properly enforced policies for the preparation and celebration of sacraments.
- Lack of a catechesis of transitioning between the Latin American Catholic Church and the North American Catholic Church.
- Pastors and parish communities' lack of realization of the number of Hispanics living/working in their geographical areas.
- Large number of groups and movements without spiritual direction/support.
- Hispanic groups and movements sometimes tend to isolate themselves, and do not share with other, non-Spanish speaking groups.
- Groups and movements are not represented within the Parish Council.
- Lack of affordable facilities for retreats and events. At some parishes, Hispanic groups have second class access to parish facilities.
- Poor communication between some pastors and different parish groups/movements.
- Poor planned bilingual masses during the most important celebrations of the liturgical year. In some parishes, this means one reading in Spanish, and everything else in English.
- Financial struggles at the parishes, and increasing poverty in most areas with Latino population.
- Fear or lack of interest to register in parishes. Only a very small number of parishioners are registered.
- There is not a pastoral plan for the Hispanic and/or Hispanic American youth in all its diverse levels of cultural integration into the U.S. Catholic Church and society.
- Lack of bilingual (English-Spanish) programs, retreats, youth groups, summer camps, etc. for the Hispanic-American youth.
- There is not enough priestly/pastoral presence with youth.
- Some parishes, though they could collaborate, have divided religious education (RE) programs and do not want to work together.

- There is no budget for Hispanic Religious Education programs in some parishes, and except for *Vida-Jornada de Fe* there are no programs offered by the Archdiocesan catechetical office for Spanish speaking catechists. There is a poor integration of the Hispanic community into any of the offerings for catechists or DRE's by the Archdiocesan Office of Catechesis and Youth Ministry.
- Most families seem to only send their children for First Communion and Confirmation preparation, skipping all other RE classes/programs.
- Bullying in schools is affecting young Latino population.
- Lack of unity among different cultural and national Latino communities.

b) What do you think are the reasons that the parish has not been able to overcome these obstacles or challenges?

- It is very difficult for a parish to grow without a Spanish speaking priest that understands the needs, traditions and culture of Hispanics.
- Some priests cannot help these groups because they have not lived the group's experience (Cursillo, Retiro de Emaús, etc.) They need a priest who understands the group's spirituality and dynamics.
- There is willingness among many Hispanics to enter the Hispanic Diaconal Formation program; however some refrain from applying because they are undocumented.
- At some parishes, Hispanics are not treated equally, they are considered only as the "mano de obra," but are not integrated nor represented in Parish Councils. At times there is a disproportional representation, although the majority of the population is Hispanic, the Parish Council members are mainly Anglo, with a minority representation of the Hispanics.
- There seems to be a "competition" within the different parish groups/movements. They do not know how to build relationships, how to collaborate in different ministries of the parish, how to consider each other as brothers and sisters of the same family.
- Hispanics are not used to having to provide financial support to their parish. They tend to think that things are the same as back home, where parishes survive with just a little "limosna." They do not like to feel pressured to provide financial support to their parish. Many of them leave for another parish, especially if they feel they are only giving, but not getting anything back from their contribution.
- Not all Hispanic parishes have succeeded in having all parishioners registered because they do not see the need for doing so. Many believe the parish only wants more money from them, and others are afraid of giving personal information because of their legal status.
- Lack of formation for new leaders; seasoned leaders burn out after many years of service.

- Lack of cultural transitioning education/training for our community members. Hispanic and other culturally diverse groups, come with ideas and customs from their countries of origin that do not respond to the demands of the new society they live in.
- Many groups do not have a pastoral plan, and have never been taught about the need of having a pastoral plan and proper spiritual direction.

The Office for Hispanic Ministry seems not to be functioning as a bridge of understanding and collaboration with the different archdiocesan departments, but as an office that only organizes isolated events by itself.

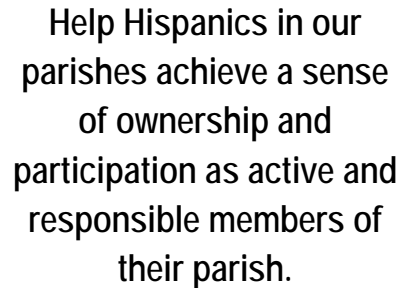
c) What is significantly missing, lacking or inefficient from the archdiocese or the Hispanic Ministry Office that affects ministering to Hispanics in your parish?

- The Office for Hispanic Ministry seems not to be functioning as a bridge of understanding and collaboration with the different archdiocesan departments, but as an office that only organizes isolated events by itself.
- The Office for Hispanic Ministry is not present in the parishes that are struggling with Hispanic Ministry. There are not regular pastoral/planning visits to parishes with Hispanic Ministry.
- The Office for Hispanic Ministry is not actively present, nor does it participate in immigration matters that affect the Hispanic population.
- The Office for Hispanic Ministry is not actively involved in providing and advocating for more Hispanic priests and truly supporting the ones that are already serving our communities.

A.3.3. RECOMMENDATIONS:

- Find ways to promote the participation of parents in religious education programs.
 - For their own personal spiritual formation.
 - To equip them to form their children in the faith.
- Find ways to provide spiritual, catechetical, and pedagogical formation for catechists and youth group leaders.
- Involvement of the Archdiocesan Office of Catechesis and Youth Ministry in the formation of Hispanic DREs and catechists at the same level they offer programs for English speaking – at least provide an equivalent speaker who can speak to their reality.
- Provide training for quality integrated services and worship for English speaking young people and their Spanish speaking parents.

- An archdiocesan retreat program to deepen the spirituality of both the foreign born and raised, and the native born and raised Hispanic youth.
- Provide better formation for parents in the U.S. religious formation programs of grades K- high school.
- Need for parenting programs to help the relationships between parents who are foreign born and raised who continue to be uncomfortable here but whose children born and raised here and who are very comfortable here.
- Can the diocese put together an online database?
 - Of parishes who have Hispanic child and youth ministries.
 - Of resources for child and youth ministry.
- The creation of an (online?) forum so parishes with more resources can share with those who have less and exchange ideas, programs and class plans.
- We need a way for parishes to participate in the Hispanic Plan even if the pastor is opposed or uninterested in it.
- Bishop Hying be the sole leader in making sure this Hispanic Plan is put into action.
- Look for ways to raise funds in collaboration with more financially stable parishes, in order to help with concrete needs of financially stressed parishes especially where parish facilities are in need of repairs.
- No more than two archdiocesan gatherings of youth per year, so that they continue to be special occasions and motivators for our youth.
- We need more priests that can serve our communities. Priests that not only speak the language, but that understand our culture and needs.
- The church groups need to give more back to their parishes through their services. They cannot isolate themselves or be in the dark. They need to go out and be witnesses of the Gospel through their actions.
- The church groups need a spiritual director that can guide them and help them grow spiritually. Each movement should have a spiritual director, or a priest that understands their spirituality and gifts.
- The church groups/movements need to be connected to the archdiocese, in order to have a better direction, and together create a pastoral plan that can guide them.
- The Office for Hispanic Ministry should play an active role in assuring that all parishes with Hispanic Ministry have a fair representation of the Hispanic community.
- We need more faith preparation. Create workshops that can go from region to region, preparing new leaders, and reinforcing the formation of the existing ones.



Help Hispanics in our parishes achieve a sense of ownership and participation as active and responsible members of their parish.

- We need a formation process for new leaders, utilizing the lay leaders who are already trained. This training should be offered at no cost to the participants. Most of the leaders come from humble backgrounds and do not have extra money to pay for their formation.
 - Find a way for men who are undocumented with a vocation to priesthood and permanent diaconate to study and accomplish their goals.
 - The Archdiocese of Milwaukee must encourage cultural celebrations.
 - More presence and visibility of the Hispanic Ministry Office in parishes.
 - More branches of Catholic Charities to help immigrants in parishes.
 - Put this plan into action, not filed away. Evaluation and follow up of the Pastoral Plan by a third party.
 - Presence of Hispanics on all committees of parishes and Archdiocesan offices.
 - Parishes should work together to meet the needs of the faithful in the archdiocese.
 - Work with the Social Justice Office and appropriate parties to support the *Dream Act* and work for Immigration Reform.
 - Establish ESL classes and cultural orientation to new immigrants by regions and in collaboration with already existing programs.
 - We need to add a focus on poverty among Hispanics to the pastoral plan with suggestions on how to deal with it on the spiritual and practical levels.
 - Spanish version of the Catholic Herald or articles translated into Spanish; or a bilingual medium for communication in our diocese.
 - Provide workshops and spiritually based experiences, including services opportunities to bring cultures together and build mutual acceptance.
- We ought to learn about the reality of the new culture we live in. This means we need to learn not only about human rights, but also about everyone's responsibilities as members of a given church.
 - The Office for Hispanic Ministry should continue offering meetings at the diocesan level in order to take into account the opinion of all the communities. We need all voices to be heard.

- Help Hispanics in our parishes achieve a sense of ownership and participation as active and responsible members of their parish.
- Have St. Katherine Drexel be an example for schools. Her mission was greatly influenced by immigrants and education.
- Schools love to use themes. Many activities can be developed for school children using Our Lady of Guadalupe, named by Pope John Paul II as the Mother of the Americas. This will teach us to be more multicultural and to be more tolerant.
- Seminary must require that seminarians learn to speak Spanish.
- Use the Saint Clare Center for Catholic Life at Cardinal Stritch – to develop a program similar to Pentecost Mission to teach culture for employees of the archdiocese, parishes and schools.
- Bilingual people and volunteers from parishes can participate in training to be able to offer workshops on culture working with parish schools, parish groups, etc. In this way they can be “bridges” between cultures.
- All archdiocesan departments should do consultations in creating their programs to respond to the real needs of the Hispanic community.
- Visit each youth group to make a personal invitation to the group leaders to form a committee that will develop a pastoral plan for youth ministry based on the reality of Hispanic youth in the archdiocese.
- Establish an annual award for commitment to Hispanic Ministry that will stimulate and give value to the Christian in the Hispanic community, including the Vatican II Awards, and honoring someone at the “Congreso Litúrgico.”
- We need for the archbishop to be more present with the Hispanic community so he knows the people and the people know him.
- Retreats are an urgent need for the growing Hispanic community. We need access to the Cousins Center for retreats at no cost, if possible, so additional funding is needed in order to make these retreats possible.
- Improve the communication with parishes, making sure information from the Office for Hispanic Ministry is received on a timely basis.
- Make sure the Office for Hispanic Ministry has regular communication with the leaders organizing retreats to better coordinate the dates and be aware of diocesan events, etc.
- That Hispanic leaders and leaders from religious movements learn to better understand and appreciate the parish community in order to respond to the needs and participate more effectively.
- That the Office for Hispanic Ministry convenes an annual meeting of delegates from Hispanic parishes to share information, ideas, best practices and skills.

- The parish bulletins in Hispanic parishes should be bilingual and include a reflection in Spanish on the Gospel reading.
- Offer Bible courses with trained leaders.
- Identify a parish representative to receive information from the diocese.
- Priests to do pulpit exchanges within Hispanic parishes.
- Invite priests from Mexico to minister to our diocese.
- Invite the Hispanic seminarians to help out and be present in our parishes.
- Employ bilingual personnel at the diocesan level.
- We need bilingual materials from the diocesan offices.
- Have the Office for Hispanic Ministry uphold its responsibilities and respond in a timely manner to all work it agrees to do.
- For priests to think of their ministry as a “commitment,” giving themselves to the people, not a “job.”
- For lay people to be fully committed to the service of others, in the same way as the priests.
- Follow up right after a retreat with materials to help people to continue to learn.
- Continue the work of Liturgical Congress.
- Have the Office for Hispanic Ministry coordinate information regarding celebrations, retreats, and other activities among parishes with Hispanic presence.

PHASE B: REFLECTION ON THE REALITY & PASTORAL NEEDS

B.1. GENERAL PASTORAL NEEDS

Based on the given information on the conditions of Hispanics in the United States, in the State of Wisconsin, and in the Archdiocese of Milwaukee, the HMC identified the following general pastoral needs:

B.1.1. Provide information and formation about immigration to Hispanics.

The most consistent data shows that there are about 12 to 20 million undocumented Hispanics in the U.S. Immigration has become the most relevant social issue for many Hispanics.

B.1.2. Develop a comprehensive family ministry plan.

Data shows that 50% of Hispanics living in Wisconsin are married. This is a higher percentage compared with the rest of the population in the State of Wisconsin. However, as the rest of the population in the state, there is a continuous increase in the rate of Hispanics who are separated or divorced. Sixty percent of Hispanics in Wisconsin live in a married-couple family household. On the other hand, the studies of the USCCB show how Hispanics celebrate a family oriented culture.

B.1.3. Reflect the preferential option for the poor through a comprehensive Hispanic Ministry plan.

The data shows that 22% of Hispanics in the U.S. live below the poverty line. The median household income for a Hispanic in the U.S. is 35,929. Hispanic households made about 76% as much as white households in 1980. In 2005, it was 72%. Besides what the data shows, most Hispanics have experienced the extreme poverty in some Latin-American countries.

B.1.4. Foster hospitality, a sense of belonging, and the means of integration of Hispanics into their parish community.

Data shows that 75% of the Hispanics who leave the Catholic Church to become Evangelical so because they do not feel welcome in their previous Catholic communities.

B.1.5. Develop comprehensive child and youth ministry.

The data shows that the median age among Hispanics in the State of Wisconsin is 25. Forty-three percent of the Hispanics living in Wisconsin are between age 0 and 19. Twenty-five percent of the Hispanics living in Wisconsin are between age 0 and 9.

B.1.6. Form and provide appropriate pastoral leaders and staff ready to understand and embrace the Hispanic, religious, social and cultural reality in the United States of America, and able to communicate in both English and Spanish.

The data shows that 87% of Hispanics in the U.S. prefer to attend Mass in Spanish. Eighty-seven percent of Hispanics who converted from Catholicism to another religion/denomination indicated that they do so because they could not have a more direct experience of God as the one they had in their countries.

B.1.7. Provide Pastoral Ministry appropriate to the second and third generations of Hispanics and to those Hispanics who have distanced themselves from the Catholic Church.

The data shows that from 1990 to 2008, the Hispanic Catholic population in the U.S. has decreased six points (from 66% to 60%); in that same period, the Hispanic protestant/evangelical population has also decreased three points (from 25% to 22%). However, the Hispanic population who says that has no religion or denomination has increase six points (from 6% to 12%). Second and third generation Hispanics are leaving their Catholic faith.

B.1.8. Provide coordination and guidance to lay ecclesial movements, associations, and initiatives that serve Hispanic Catholics in the Archdiocese according to their charisms, statutes, and needs of the parish communities.

“The special task of the lay ecclesial movements and associations is to promote and sustain the communion of the Church under the guidance of the Bishop, who is ‘the visible principle and foundation of the unity of each particular Church’ (*Lumen Gentium*, 22)” (John Paul II, October 4, 1998). There are about 60 different lay ecclesial movements, associations, and initiatives among Hispanics around the Archdiocese of Milwaukee. Some of these are “Cursillos de Cristiandad,” “Grupos de Oración” (Charismatic Renewal), Emmaus Retreat groups, Neo-Catechumenal Way, Catholic Association of Latino Leaders (CALL), youth groups, liturgical ministry groups (readers, communion ministers, music, etc), family ministry groups, Bible study groups, and social ministry groups.

B.2. SPECIFIC PASTORAL NEEDS BY PASTORAL AREA

B.2.1. Pastoral Area South (Districts 1, 2 & 3)

1. Because of the proximity to the Archdiocese of Chicago, the Diocese of Rockford, and the Diocese of Madison, it is necessary to develop an interdiocesan plan for Hispanic Ministry.
2. Assign a full-time bilingual director of Hispanic Ministry for St. Charles Borromeo Parish (Burlington), St. John the Evangelist Parish (Twin Lakes), and St. Thomas Aquinas Parish (Waterford).
3. Assign another full-time bilingual priest to district 1.
4. Promote vocations to Permanent Diaconate and lay leadership.
5. Provide access to Catholic education to Hispanic children.

B.2.2. Pastoral Area West (Districts 4 & 5)

1. Because of the proximity to the Diocese of Madison, it is necessary to develop an interdiocesan plan for Hispanic Ministry.
2. Provide access to Catholic education to Hispanic children.

3. Assign another full-time bilingual priest (in addition to the Pastor of St. Joseph's Parish in Waukesha) that split his time in ministering to Hispanic Catholics in District 4 (St. Joseph's Parish, Waukesha) and District 5 (St. Bruno's Parish, Dousman; and St. Jerome Parish, Oconomowoc).
4. Minister to Hispanic professionals of this area.
5. Continue and strengthen the collaboration with community service agencies of the area.

B.2.3. Pastoral Area North (Districts 7, 8, & 9)

1. Involve the Hispanic community in the wider Catholic community of the districts. Hispanic Ministry is a district-wide ministry, though worship and sacramental celebrations are centered in one parish.
2. Because of the proximity to the Diocese of Madison, it is necessary to develop an interdiocesan plan for Hispanic Ministry.
3. Develop a ministry centered in the family and supportive of adolescents and young adults.
4. Provide ongoing re-evangelization and catechesis to the Hispanic community. Religion is seen as a personal choice. Sacramental Preparation should be seen as an evangelizing and catechetical moment, an opportunity to provide a deepening of faith and a recommitment to the community.
5. Provide leadership formation in some form of a Theology of Migration to both the Hispanic and non-Hispanic Catholic community. While poverty is forcing emigration, these migrants are already missionaries.

B.2.4. Pastoral Area Northeast (Districts 10 and 6)

1. Strengthen
2. Move Hispanic Ministry from Casa Guadalupe to Immaculate Conception and St. Kilian parishes of District 6.
3. Ensure that parishes of District 6 continue providing financial support to Hispanic Ministry until it becomes self-sustaining.
4. Provide awareness of the presence, gifts and challenges of Hispanic Catholics in the United States in parishes of District 10.
5. Provide access to Catholic education to Hispanic children.

B.2.5. Pastoral Area Milwaukee-North (Districts 12 & 13)

1. Ensure that priests and leaders that serve at St. Michael's, St. Rose's, and St. Francis of Assisi parishes have knowledge and training in multicultural ministry.
2. Because there are about 5,000 Hispanics living in District 12 (more than in Districts 5, 6, 7, 8, & 10), and because, even though parishes in this area have shown openness and concern for Hispanic Catholics, no parish has formal Ministry in Spanish, it is necessary to provide awareness and guidance to priests and pastoral leaders of District 12 about the presence of Hispanic Catholics in this district, and facilitate the dialogue in order to identify a parish that minister to Hispanics.

B.2.6. Pastoral Area Milwaukee-Central South (District 14)

1. Facilitate and strengthen a *Pastoral en Conjunto* (a Pastoral Cluster) among the following parishes: St. Anthony's, St. Adalbert's, St. Raphael's, Prince of Peace, St. Vincent de Paul, St. Hyacinth's, St. Patrick's, and Our Lady of Guadalupe.
2. Strengthen communication and team work among the parishes in the southside of Milwaukee.

3. Strengthen a sense of stewardship that resonates to the cultural values of Hispanics.
4. Renovate and maintain parish buildings and grounds.
5. Create ways of providing faith formation to Hispanic children that attend Catholic schools in the southside of Milwaukee.

B.2.7. Pastoral Area Milwaukee South (District 15 & 16)

1. Provide awareness and guidance to priests and pastoral leaders of district 16 about the presence of Hispanic Catholics in this district, and facilitate the dialogue in order to identify a parish that minister to Hispanics.
2. Create opportunities of dialogue about the benefit of the School Choice Program for Hispanic children in this area among pastors, parish directors and school principals.

PHASE C: THE STRATEGIC PLAN

C.1. OBJECTIVES

C.1.1. PLAN EFFECTIVENESS & MINISTRY ORGANIZATION:

- a) Create the necessary structures that guarantee the success the Archdiocesan Plan for Hispanic Ministry.
- b) Provide assistance in the assignment of priests, permanent deacons, and lay leadership that are properly trained in Hispanic Ministry.

C.1.2. SOCIAL JUSTICE:

- a) Provide information and formation about immigration to Hispanics.
- b) Create opportunities for parishes to reach out those Hispanics who struggle with material poverty within their own parish communities.

C.1.3. NEW EVANGELIZATION:

- a) Provide means of evangelization that are “new in its ardor, methods and expression” (“The Task of the Latin American Bishops” *Origins* 12, March 24. 1983, p. 661) to parishes that minister to Hispanics.
- b) Develop a pastoral plan that offer appropriate ministry to the second and third generations of Hispanics and to those Hispanics who have distanced themselves from the Catholic Church.
- c) Provide coordination and guidance to the existing Lay Ecclesial Movements and initiatives that serve Hispanic Catholics according to their charismas, statutes, and needs of the parish communities.

C.1.4. MARRIAGE & FAMILY MINISTRY: Develop a comprehensive family ministry plan that responds to the social challenges and cultural values of most Hispanic people.

C.1.5. STEWARDSHIP & HOSPITALITY: Foster hospitality, a sense of belonging, and the means of integration of Hispanics into their parish community.

C.1.6. CHILD & YOUTH MINISTRY: Develop a comprehensive child and youth ministry plan that provides parishes with Hispanic Ministry with tools, strategies, and means.

C.1.7. VOCATIONS, MINISTRY & LEADERSHIP FORMATION:

- a) Foster and promote vocation to the priesthood, permanent diaconate, religious life and lay leadership among local Hispanic Catholics.
- b) Provide appropriate pastoral, theological and cultural formation to candidates to ordained ministry, lay leaders and staff ready to understand and embrace the Hispanic, religious, social and cultural reality in the U.S and able to communicate in both English and Spanish.

C.1.8. POLICIES & INTERDIOCESAN RELATIONSHIP:

- a) Produce and properly establish policies that facilitate Hispanic Ministry in the Archdiocese of Milwaukee.
- b) Develop an interdiocesan pastoral agreement for Hispanic Ministry with the Archdiocese of Chicago, and the dioceses of Rockford, Madison, and Green Bay.

C.1.9. HISPANIC PRESENCE AWARENESS: Provide awareness of the gifts and challenges of Hispanic Catholics in the U.S. and in our neighborhood.

C.1.10. CATHOLIC EDUCATION:

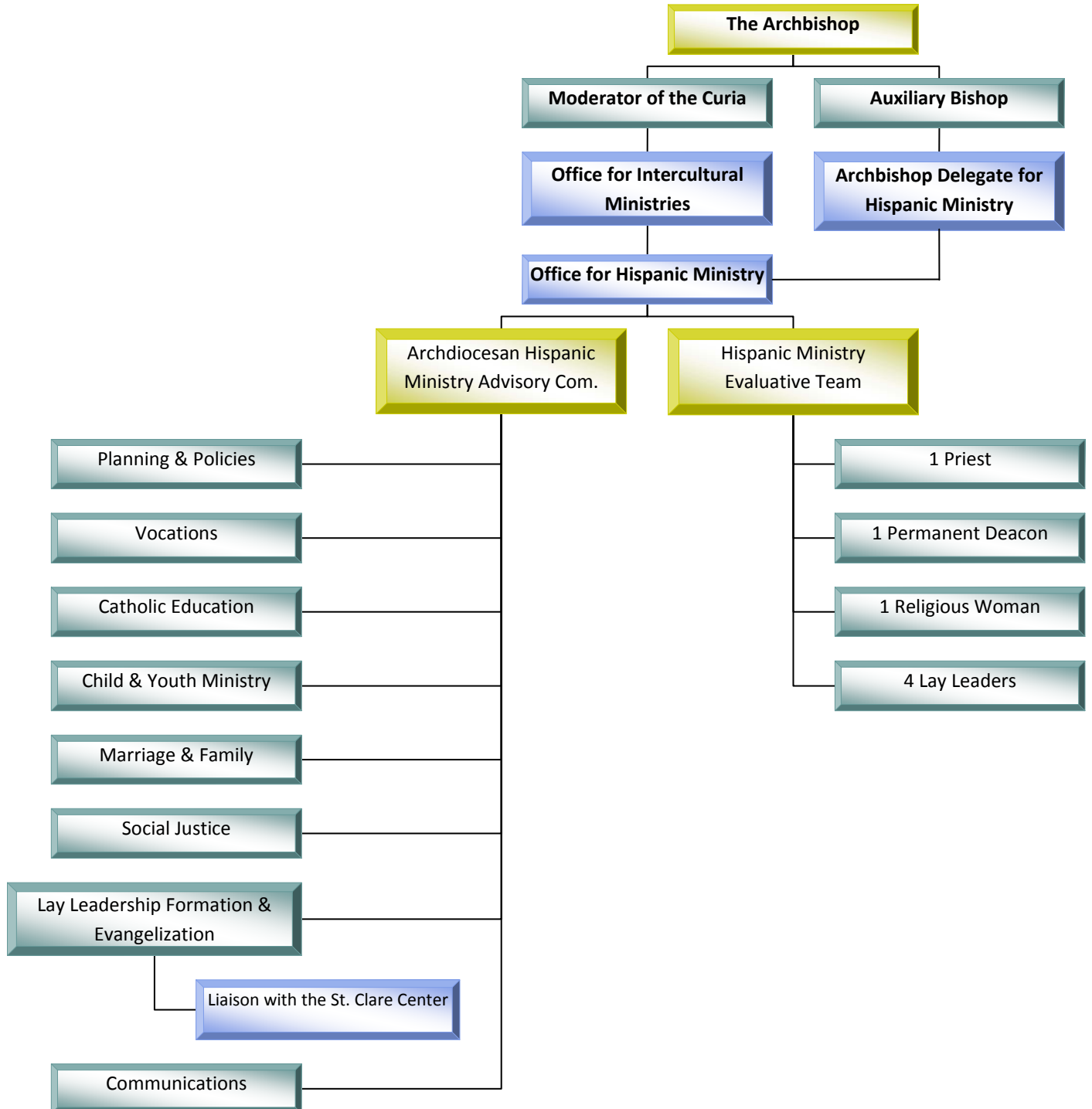
- a) Foster dialogue that produces creative ways of providing Hispanic children access to Catholic schools.
- b) Foster dialogue that produces creative ways of using the School Choice Program for the social and spiritual benefit of Hispanic children.

C.2. STRATEGIES, ACTIVITIES & KEY SUCCESS INDICATORS

**THE TIME-LINE OF THE ARCHDIOCESAN PLAN FOR HISPANIC MINISTRY IS FIVE YEARS:
FROM JULY 1, 2012 TO JUNE 30, 2017.**

C.2.1. PLAN EFFECTIVENESS & MINISTRY ORGANIZATION:

a) Create the necessary structures that guarantee the success the Archdiocesan Plan for Hispanic Ministry.



STRATEGIES	ACTIVITIES	RESPONSIBLE	SUGGESTED TIME	KEY SUCCESS INDICATOR
<p>1) Identify the necessary delegates that oversee the execution of each one of the objectives of this plan. These delegates are volunteer priests, deacons, religious or lay leaders in good standing and full participation in the Catholic Church that the archbishop appoints for this temporary role. The service of these delegates will contribute to promote the participation of all the offices of the Archdiocese of Milwaukee in Hispanic Ministry.</p>	<p>The following delegates are named by the archbishop:</p> <ol style="list-style-type: none"> 1. Vocations (objectives: C.2.7- Priesthood, Religious & Deacons) 2. Catholic Education (objectives: C.2.10) 3. Child & Youth Ministry (objective: C.2.6) 4. Marriage & Family (objective: C.2.4) 5. Social Justice (objectives: C.2.2 & C.2.5) 6. Planning & Policies (objectives: C.2.1. & C.2.8 – This delegate is a priest who become a member of the Priests’ Personnel Board) 7. Lay Leadership Formation & Evangelization (objectives: C.2.3., C.2.7-Laity, & C.2.9) 8. Communications. This delegate is the liaison between the AHMAC and the Communications Office. 	<p>The archbishop.</p>	<p>By September of 2012.</p>	<p>The archbishop appoints the delegates and makes it public.</p>
<p>2) Create the “Archdiocesan Hispanic Ministry Advisory Committee” (AHMAC), which advises the Archbishop and the Office for Hispanic Ministry on related matters.</p>	<p>a) The Associate Director for Hispanic Ministry is an <i>ex officio</i> member of AHMAC.</p> <p>b) The <i>Ordinary Members</i> of the AHMAC are the Archbishop’s delegates.</p> <p>c) The <i>Chair</i> of the AHMAC is elected among the <i>Ordinary Members</i>.</p> <p>d) The AHMAC meets every other month.</p>	<p>Office for Hispanic Ministry.</p>	<p>By September of 2012.</p>	<p>The AHMAC meets regularly.</p>

	e) On the ordinary meetings, the members of the AHMAC report on the progress of the Archdiocesan Plan for Hispanic Ministry.			
3) Create the <i>Hispanic Ministry Evaluation Team</i> , which will conduct and produce two evaluative reports on the progress and achievements of the Archdiocesan Plan for Hispanic Ministry.	<p>a) The <i>Hispanic Ministry Evaluative Team</i> is formed by 7 members of the community: one priest, one permanent deacon, one religious woman and four lay leaders.</p> <p>b) The members of the <i>Hispanic Ministry Evaluative Team</i> are not members of the AHMAC.</p> <p>c) The evaluative reports must consider the “Key Success Indicators” of the current Archdiocesan Plan for Hispanic Ministry.</p> <p>d) One report corresponds to the execution of 50% of the time-line of the plan. The other report presents the evaluation of 100% of the time-line of the plan.</p> <p>e) Each report must be presented to the Archbishop and to the AHMAC.</p>	Office for Hispanic Ministry.	<p>By September of 2012</p> <p><i>Preliminary Report:</i> By January of 2014.</p> <p><i>Final Report:</i> By June Of 2017.</p>	Two bilingual reports are presented to the Archbishop and to the AHMAC.

b) Provide assistance in the assignment of priests, permanent deacons, and lay leadership that are properly trained in Hispanic Ministry.

STRATEGIES	ACTIVITIES	RESPONSIBLE	SUGGESTED TIME	KEY SUCCESS INDICATOR
1) Assign another full-time priest prepared to minister in English and Spanish to Saint Mark Parish, Kenosha.	<p>a) Facilitate the creation of a plan for District 1.</p> <p>b) Explore all options and possibilities.</p> <p>c) Identify ministerial functions of both priests regarding the Hispanic population of the district.</p>	Vicar for Clergy, Office for Hispanic Ministry, Dean, Priest Personnel Board.	By June of 2015.	Two full-time priests minister at St. Mark Parish, Kenosha, to both English and Spanish speaking Catholics.

<p>2) One full-time priest who is able to minister in Spanish and communicate in English is assigned to the city of Waukesha Team (St. William, St. Mary, St. Joseph and St. John). This priest would be dedicated to Hispanic Ministry at St. Joseph's (District 4), St. Jerome's, and St. Bruno's (District 5).</p>	<p>a) Facilitate the dialogue among the three parishes (St. Joseph, St. Jerome, and St. Bruno).</p> <p>b) Facilitate the dialogue in Districts 4 & 5 on this particular strategy.</p>	<p>Vicar for Clergy, Office for Hispanic Ministry, Dean, Priest Personnel Board.</p>	<p>By June of 2013.</p>	<p>One full-time priest is dedicated to minister Hispanic Catholics of Districts 4 & 5.</p>
<p>3) Hispanic Ministry is moved from Casa Guadalupe to St. Killian and Immaculate Conception parishes of District 6. Efforts are necessary to make this ministry self-sustained.</p>	<p>a) Facilitate the dialogue in District 6 regarding this strategy.</p> <p>b) Create an agreement among parishes of District 6 regarding temporary financial support. Such an agreement may define terms of financial commitments. For example, five years of 100% support followed by a review; two years of 50% financial support, followed by a review; and Hispanic Ministry is self-sustained.</p> <p>c) Monitor the accurate development of the agreement.</p>	<p>Vicar for Clergy, Office for Hispanic Ministry, Dean, Priest Personnel Board.</p>	<p>The dialogue may start by June of 2012.</p> <p>By June of 2016, it is hoped that Hispanic Ministry be partially sustained (50%).</p>	<p>One full-time priest minister to Hispanic Catholics of District 6 out of St. Killian and Immaculate Conception Parishes.</p> <p>Hispanic Ministry is partially (50%) sustained by parishes of the district.</p>
<p>4) Create a Hispanic Mission House in the northern part of the Archdiocese (Districts 7, 8, & 9); with at least three priests serving Hispanic Catholics out of Holy Family Parish (Fond du Lac), St. Clement (Sheboygan), and St. Katherine Drexel (Beaver Dam).</p>	<p>a) Facilitate the dialogue between the Archdiocese of Milwaukee and the Missionary Fraternity of Mary regarding pastoral ministry to Hispanics in the area.</p> <p>b) Facilitate the dialogue among pastors and parish directors of Districts 7, 8, & 9, regarding this strategy.</p> <p>c) Identify locations and financial support sources.</p> <p>d) Identify ministerial functions of each one of the priests involved in this Mission.</p>	<p>Vicar for Clergy, Office for Hispanic Ministry.</p>	<p>By September of 2012.</p>	<p>Three priests coordinate the missionary work among Hispanics of Districts 7, 8, & 9.</p>

<p>5) Because of the growing number of Hispanics in the area, provide awareness of the presence, gifts, and challenges of Hispanic Catholics in the United States and in our neighborhood in Districts 10, 12, & 16.</p>	<p>a) This strategy is addressed to ministers, staff and the faithful of these districts.</p> <p>b) Plan a list of presentation (topics & presenters) related to the Church teaching on ministry to immigrants, inter-cultural ministry, and/or other related social justice issues.</p> <p>c) Offer and promote this presentation among parishes of districts 10, 12, & 16.</p> <p>d) Promote the strategies of C.2.1 and C.2.3 among parishes of these districts.</p>	<p>The John Paul II Center, Office for Social Justice, Office for Hispanic Ministry, Deans.</p>	<p>By Advent of 2013.</p>	<p>At least one presentation is delivered in each district each year.</p>
<p>6) Identify a parish that would initiate Hispanic Ministry in District 16.</p>	<p>a) Facilitate the dialogue among priests of District 16.</p> <p>b) Facilitate the choosing of a parish by the priests of this district.</p> <p>c) Coordinate formation & catechesis process. This may include:</p> <ul style="list-style-type: none"> • Preaching-awareness • Parish dialogue • Invitation and welcoming • Ministerial and sacramental changes <p>d) Identify a “Mother Hispanic Catholic Community” that may offer ministerial support.</p> <p>e) Identify and assign a priest prepared to lead the new diverse community in both English and Spanish.</p>	<p>Vicar for Clergy, Office for Hispanic Ministry, Dean.</p>	<p>Dialogue may start by January of 2014.</p>	<p>One parish of District 16 offers a Mass in Spanish every Sunday.</p>
<p>7) Create of a <i>Pastoral de Conjunto</i> among the following parishes of District 14: St. Anthony, St. Adalbert, St. Raphael, Prince of Peace, St. Hyacinth, St. Vincent de Paul, St. Patrick, and Our Lady of Guadalupe. <i>Pastoral</i></p>	<p>a) Facilitate the dialogue among the pastors of these parishes regarding this strategy.</p> <p>b) Identify the facilitator of <i>Pastoral de Conjunto</i>.</p>	<p>The Pastoral de Conjunto of District 14 is under the supervision of Bishop Donald Hying. The process,</p>	<p>By July of 2013.</p>	<p>A Pastoral de Conjunto guidelines and agreement document is published.</p>

<p><i>de Conjunto</i> is a way of exercising ministry in the Church that presupposes respect, coordination, planning and cooperation among bishops, priests, religious, deacons and lay men and women so as to evangelize and advance the Kingdom of God that Jesus proclaimed.</p>	<p>c) Identify needs, weakness and strengths.</p> <p>d) Identify goals and strategies for the Ministry of these parishes.</p> <p>e) Produce the Ministry Agreement and Guidelines Handbook. This document may contain policies and strategies that facilitate pastoral work among these parishes.</p>	<p>however, would be led by a facilitator, chosen by Bishop Hying.</p>		
<p>8) Assign a Delegate for Hispanic Ministry (Delegate for Organization and Planning) to the Priests' Personnel Board. This delegate will serve as a liaison between the Archdiocesan Plan for Hispanic Ministry and the work of the Priests' Personnel Board.</p>	<p>a) The Archbishop chooses and assigns a delegate for a term of three years.</p> <p>b) The term could be renewed once.</p>	<p>The Archbishop, Vicar for Clergy.</p>	<p>By June of 2012.</p>	<p>A delegate for Hispanic Ministry (who may be the same Delegate for Organization & Planning) is assigned to the Priests' Personnel Board.</p>
<p>9) One full-time Hispanic Ministry Director for St. Charles Borromeo Parish (Burlington), St. John the Evangelist (Twin Lakes), and St. Thomas Parish (Waterford).</p>	<p>a) Facilitate the dialogue among priests of District 3.</p> <p>b) Identify a financial plan.</p> <p>c) Coordinate formation & catechesis process. This may include:</p> <ul style="list-style-type: none"> • Preaching-awareness • Parish dialogue • Invitation and welcoming • Ministerial and sacramental changes • Parish council discussions. <p>d) Identify a "Mother Hispanic Catholic Community" that may offer ministerial support.</p> <p>e) Produce a job description.</p> <p>f) Hire a Director for Hispanic Ministry.</p>	<p>Vicar for Clergy, Office for Hispanic Ministry, Dean, Pastors/Parish Director.</p>	<p>By July 2014</p>	<p>A full-time Director of Hispanic Ministry is hired for St. Charles Borromeo, St. John the Evangelist, St. Thomas Aquinas.</p>

C.2.2. SOCIAL JUSTICE:

a) Provide information and formation about immigration to Hispanics.

STRATEGIES	ACTIVITIES	RESPONSIBLE	SUGGESTED TIME	KEY SUCCESS INDICATOR
<p>1) "Fellow Citizens with God's People: Archdiocesan Awareness Month on Migration"</p>	<p>a) Two regional conferences on migration issues (Spanish/English). The topics may include Church teaching, legal and moral aspects of the issue.</p> <p>b) Provide homily resources related to migration issues.</p> <p>c) Archbishop letter on immigration on parish bulletins.</p> <p>d) Archdiocesan Eucharistic Celebration for the victims of immigration injustice and for just immigration laws.</p>	<p>Catholic Social Justice Ministry Office, Justice for Immigrants Committee, World Missions Office, Intercultural Office, Communications Office.</p>	<p>During the month of January. This project will start on January of 2013.</p>	<p>January is identified as Immigration month by Catholics of the Archdiocese.</p> <p>Priests, deacons, religious & lay leaders in Hispanic Ministry attend the Eucharistic celebration.</p> <p>The program motivates parish initiatives.</p>
<p>2) Increase outreach to Hispanics with need of legal assistance.</p>	<p>a) Create a collaboration written agreement between some community organizations and the Office for Hispanic Ministry regarding assistance on immigration to Hispanics.</p> <p>b) Publish the annual informational brochure and calendar on legal assistance to immigrants in Spanish.</p> <p>c) Create temporary satellite immigration clinics around the Archdiocese of Milwaukee.</p>	<p>Office for Hispanic Ministry, Catholic Charities, MICAH, <i>Voces de la Frontera</i>, UMOS, <i>Casa Esperanza</i>, Racine Interfaith Coalition, Kenosha Latin-American Center, Communications Office.</p>	<p>By January of 2013.</p>	<p>An agreement between community organizations and the Office for Hispanic Ministry is approved by the Archbishop and signed by its parties.</p> <p>Hispanics has access to a Spanish brochure of the services and calendar of Catholic Charities every year.</p> <p>At least two temporary satellite immigration clinics are created in different parts of the archdiocese.</p>

b) Create opportunities for parishes to reach out those Hispanics who struggle with material poverty within their own parish communities.

STRATEGIES	ACTIVITIES	RESPONSIBLE	SUGGESTED TIME	KEY SUCCESS INDICATOR
<p>1) Strengthen the service of those community organizations, church groups and institutions that offer material assistance to those in need.</p>	<p>a) Celebrate the (bilingual) “I was hungry and you gave me food” Social Justice Conference during the second or third week of Lent. This event has as a purpose, first, to strengthen and create better communication among community and church organizations that provide assistance to those in need; and second, to provide the proper information on the different resources available for parishes.</p>	<p>Catholic Social Justice Ministry Office, Catholic Charities.</p>	<p>By Lent of 2013.</p>	<p>A delegate of each Community and Church organization that offer material assistance to those in need within the limits of the Archdiocese participate in the Annual “I Was Hungry and You Gave Me Food” Conference.</p>
<p>2) Create opportunities for social justice twining among parish of the archdiocese.</p>	<p>a) Review existing parish twining models.</p> <p>b) Promote and provide information about parish twining model among parishes of the archdiocese.</p> <p>c) Identify parishes willing to engage in a twining relationship with a concrete social justice purpose.</p> <p>c) Facilitate the dialogue and resolution of those parties willing to engage in a twining relationship with the concrete social justice purpose.</p>	<p>The Office for Hispanic Ministry.</p>	<p>By September of 2013.</p>	<p>At least two parish twining are created every year.</p>
<p>3) Provide spiritual assistance to those Hispanics in prison and their families.</p>	<p>a) Listen to the experience and programs led by Fr. José Moreno, Dc. Roberto Fuentes, Leztbia Laing-Martínez, and other ministers currently involved in this ministry.</p> <p>b) Identify and/or create four centers for prison ministry in Spanish. One in Milwaukee, one in Racine/Kenosha, one in Walworth County, and one in Sheboygan/Dodge.</p>	<p>Office for Hispanic Ministry, Social Justice, the JPll Center, the Saint Clare Center, the Office for Permanent Diaconate, and Casa Romero.</p>	<p>By July of 2014.</p>	<p>Four centers for prison ministry in Spanish are created.</p> <p>The “Saint Maximilian Kolbe” Prison Ministry Workshop is offered every two years.</p>

	c) Design and provide the “Saint Maximilian Kolbe” Prison Ministry Formation Workshop for student of the Permanent Diaconate, Permanent Deacons, and Lay leaders.			
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C.2.3. NEW EVANGELIZATION:

a) Provide means of evangelization that are “new in its ardor, methods and expression” (“The Task of the Latin American Bishops” Origins 12, March 24. 1983, p. 661) to parishes that minister to Hispanics.

STRATEGIES	ACTIVITIES	RESPONSIBLE	SUGGESTED TIME	KEY SUCCESS INDICATOR
1) Initiate a research and a dialogue about the use of a radio and a TV station that serves Evangelization among Hispanic Catholics within the Archdiocese of Milwaukee. ¹³	<p>a) Create an <i>Ad Hoc</i> Committee to accomplish this strategy.</p> <p>b) Identify all the possible options.</p> <p>c) Write a report that includes a concrete recommendation, financial estimate, possible donors and sponsors, and possible time line.</p>	Office for Hispanic Ministry, Office for Communications, & Office of Evangelization	The report should be submitted by May of 2013.	<p>A report is presented to the archbishop for its review and approval.</p> <p>The archbishop makes a decision on this proposal.</p>
2) Provide ongoing Evangelization information in Spanish using the internet and online applications.	<p>a) Identify existing “apps” or online programs and choose those which could be use for the Evangelization of Hispanics.</p> <p>b) Get the proper permissions and legal authorizations.</p> <p>c) Promote the use of these apps or online pages among Hispanic Catholics through pulpit announcements, bulletins, newspapers, and e-mails.</p>	Office for Communications, Hispanic Ministry Office, & Office of Evangelization	By December 2013.	At least 20 parishes with Hispanic Ministry publish the use of “applications” or online pages for the Evangelization of Hispanics.

¹³ Given the Pope’s call for a New Evangelization and the ongoing need to improve and create new ways of communicating the Good News, the committee decided to include this strategy to the plan.

<p>3) Create a missionary initiative, through which Hispanic members of a parish plan and execute a project of Evangelization in another parish that serves Hispanic Catholics.</p>	<p>a) Identify the two parishes that would like to be a “pilot” project of this strategy.</p> <p>b) Create an <i>Ad Hoc</i> Committee to accomplish this strategy. The two pastors are <i>ex officio</i> members of this committee.</p> <p>c) Identify the pastoral needs and reality of the parish.</p> <p>d) Produce and execute the plan.</p> <p>e) The <i>Ad Hoc</i> Committee along with the Archdiocesan Hispanic Ministry Advisory Committee evaluates the project.</p>	<p>Office for Hispanic Ministry.</p>	<p>By September of 2014.</p>	<p>A pilot program has been successfully conducted and evaluated.</p>
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b) Develop a pastoral plan that offer appropriate ministry to the second and third generations of Hispanics and to those Hispanics who have distanced themselves from the Catholic Church.

STRATEGIES	ACTIVITIES	RESPONSIBLE	SUGGESTED TIME	KEY SUCCESS INDICATOR
<p>1) Support the creation of a chapter of Catholic Association of Latino Leaders. An association created by Archbishop José Horacio Gómez, Archdiocese of Los Angeles, for Catholic Latino professionals.</p>	<p>a) Invite potential members to join this effort.</p> <p>b) Promote the meetings and activities of CALL in parish bulletins.</p>	<p>Fr. Javier Bustos, Archbishop’s Delegate for CALL, and Zeus Rodriguez, Regional Coordinator of CALL.</p>	<p>By September of 2012.</p>	<p>A chapter of CALL is successfully functioning in the Archdiocese of Milwaukee.</p>

c) Provide coordination and guidance to the existing Lay Ecclesial Movements and initiatives that serve Hispanic Catholics according to their charismas, statutes, and needs of the parish communities.

STRATEGIES	ACTIVITIES	RESPONSIBLE	SUGGESTED TIME	KEY SUCCESS INDICATOR
<p>1) Create the “Lay Ecclesial Movements in Hispanic Ministry” File.</p>	<p>a) Collect all the information on Lay Ecclesial Movements and initiatives in parishes with Hispanic Ministry. This file must include mission, definitions, charisma, founder, years of service, activities, statutes, membership, coordinators. This file should be updated every two years.</p>	<p>Office for Hispanic Ministry.</p>	<p>By December of 2012.</p>	<p>A file is created and is available in the Office for Hispanic Ministry on the existing Lay Ecclesial Movements and initiatives in parishes with Hispanic Ministry.</p>

<p>2) Create the “Council for New Evangelization” (CNE - <i>Consejo para la Nueva Evangelización</i>), formed by the coordinators or leaders of the existing Lay Ecclesial Movements or Initiatives. The main purpose of the CNE is to organize the promotion and annual calendar of activities of these movements.</p>	<p>a) Identify the regional, local and/or parish coordinators of each Church movements or initiative in parishes with Hispanic Ministry.</p> <p>b) Invite these coordinators to a meeting and establish a goals, meetings and responsibilities of the CNE.</p> <p>c) Create the New Evangelization Calendar (Calendario de la Nueva Evangelización) with the major activities (retreats, catechesis, cursillos, etc.) of each movement or initiative.</p>	<p>The Hispanic Ministry Delegate for Evangelization, Director of the Office of Evangelization (JP11 Center), and the Office for Hispanic Ministry.</p>	<p>By January of 2013.</p>	<p>The CNE meets regularly at least three times a year.</p> <p>The New Evangelization Calendar is available to pastors, parish directors and Church leaders.</p>
<p>3) Plan and execute the “New Evangelization Expo” to be delivered every two years along with the Archdiocesan Hispanic Ministry Summit. This is an opportunity for pastors, parish directors and Church leaders to get to know these movements, their goals and pastoral benefits. The Hispanic Ministry Summit is planned by the Archdiocesan Hispanic Ministry Council.</p>	<p>a) Organize stands and side presentations. Each group is responsible for any necessary PR material.</p> <p>b) Assign two presenters of two movements or initiatives.</p>	<p>CNE, The Hispanic Ministry Delegate for Evangelization, Director of the Office of Evangelization (JP11 Center), and the Office for Hispanic Ministry.</p>	<p>October 2013.</p>	<p>The “New Evangelization Expo” is successfully presented in October of 2013 and October 2015. At least five Lay Ecclesial Movements or initiatives participated in each Expo.</p>

C.2.4. MARRIAGE & FAMILY MINISTRY: Develop a comprehensive family ministry plan that responds to the social challenges and cultural values of most Hispanic people.

STRATEGIES	ACTIVITIES	RESPONSIBLE	SUGGESTED TIME	KEY SUCCESS INDICATOR
<p>1) Create the Marriage Preparation Program that forms Spanish speaking leaders for parishes with Hispanic Ministry.</p>	<p>a) Design a Marriage Preparation Program offered in two weekends (with a total of at least 18 hours). This program may include formation on marriage inventory preparation, canonical, theological, and moral education on the Sacrament of Marriage.</p> <p>b) Invite parishes with Hispanic Ministry to send no more than four, no less than two Spanish speaking representative to participate in this program.</p>	<p>The Nazareth Project, Office for Hispanic Ministry.</p>	<p>During the month of June (National Family Month). This project will start in June of 2013.</p> <p>This event should be publicized by October of each year.</p>	<p>The Nazareth Project creates a file of Spanish speaking marriage preparation ministers in the Archdiocese of Milwaukee.</p> <p>Each parish identifies at least two Spanish speaking marriage preparation ministers.</p>
<p>2) Offer an Engagement Enrichment Day in Spanish three times a year, regionally.</p>	<p>a) Design an Engagement Enrichment Day Program in Spanish; this program may complement and deepen the preparation offered by the Spanish speaking marriage ministers in the parish.</p> <p>b) Offered this program three times a year in three different regions of the Archdiocese.</p>	<p>The Nazareth Project.</p>	<p>This project will start by January of 2014.</p> <p>This event should be publicized by October of each year.</p>	<p>Pastors and Parish Directors identify the Engagement Enrichment Program in Spanish as a helpful process in preparing marriages in their parishes.</p> <p>Three Engagement Enrichment Days in Spanish are offered each year.</p>
<p>3) Offer canonical, human, and/or spiritual growth opportunities to Hispanic marriages in crisis.</p>	<p>a) Offer one marriage canonical conference in Spanish a year in two different pastoral areas. This conference will offer formation and information regarding invalidation of marriage, irregular marriage situations, and cohabitation.</p> <p>b) Scheduled meetings with pastors and pastoral staff in order to provide assistance in seeking out members of the community who are in</p>	<p>Office for Hispanic Ministry, Tribunal, and the Nazareth Project.</p>	<p>By March of 2014.</p>	<p>One marriage canonical conferences in Spanish are offered each year.</p> <p>Two meetings with pastors/pastoral staff are scheduled every year.</p>

	irregular unions and provide them with the preparation process adapted to their needs.			
	b) Offer one Spanish Spiritual Retreat a year for married couples. This could mean, offering an existing model or creating a new one. In any case, marriage counseling must be available during these retreats.	Office for Hispanic Ministry, and the Nazareth Project.	By July of 2013.	A model of a Spiritual Retreat for married couples has either been identified or created. One Spanish Spiritual Retreat for married couples has been offered each year with an attendance of at least 20 people.
	c) Invite Hispanic couples and family members to participate in the Emmaus Retreats, "Cursillos de Cristiandad," and other family retreats in Spanish.	Office for Hispanic Ministry, and the Nazareth Project.	By July of 2013.	Pastors, Parish Directors or Hispanic Ministry Coordinators publicize these retreats in their Parish bulletins.
	d) Develop and promote two Alcoholic Anonymous (AA) group/sessions in three different pastoral areas of the Archdiocese.	Office for Hispanic Ministry.	By September of 2014.	Two AA groups in Spanish are offered in three different pastoral areas every year.
4) Create ways of effective communication of the Hispanic Family Ministry Archdiocesan Plan to parishes, school, and the faithful.	a) Create the Hispanic Family Ministry Annual Calendar. This calendar must include all the activities that pertain to strategies # 1, 2, & 3 of this objective. Other regional or parish activities may also be included in this calendar. b) Publicize this calendar and send it to all the parishes of the Archdiocese of Milwaukee by October of the previous year.	Office for Hispanic Ministry, Communications Office, Schools Office.	By December of 2013.	The Hispanic Family Ministry Calendar is received by all the Pastors, School Principals, Parish Directors and/or Coordinators of Hispanic Ministry of the Archdiocese. The Hispanic Family Ministry Calendar is published on the Archdiocesan Website and on the website of the Nazareth Project.

C.2.5. STEWARDSHIP & HOSPITALITY: Foster hospitality, a sense of belonging, and the means of integration of Hispanics into their parish community.

STRATEGIES	ACTIVITIES	RESPONSIBLE	SUGGESTED TIME	KEY SUCCESS INDICATOR
<p>1) Promote the understanding of the presentation on the stages to develop a cultural diverse ministry community of the USCCB's Office for Hispanic/Latino Affairs and the implications of the USCCB letter on Stewardship, "Stewardship: A Disciple's Response," in Hispanic Ministry among parishes with Hispanic presence.</p>	<p>a) Create a team of volunteers who would be willing to receive the appropriate formation on the stages to develop a cultural diverse ministry community of the USCCB's Office for Hispanic/Latino Affairs and the implications of the USCCB letter on Stewardship, "Stewardship: A Disciple's Response," in Hispanic Ministry.</p> <p>b) Identify parishes in need of understanding and implementing these steps.</p> <p>c) Visit these parishes, and facilitate the discussion on the USCCB's Hispanic Ministry steps.</p>	<p>The Office for Hispanic Ministry, Development Office</p>	<p>By March of 2014.</p>	<p>Visit and facilitate this discussion in at least three parishes every year.</p>
<p>2) Write and publish a report about "best practices" on stewardship in parishes with Hispanic Ministry of the Archdiocese of Milwaukee.</p>	<p>a) Create and send a survey to all pastors, deacons, and lay leaders regarding "best practices on stewardship in Hispanic Ministry."</p> <p>b) Organize the information collected.</p> <p>c) Conduct two focus group meetings to discuss the information collected.</p> <p>d) Re-organize the document in light of the reflection done.</p> <p>e) Publish and email the final document to pastors, pastoral staff of the Archdiocese.</p>	<p>Office for Hispanic Ministry, Development Office, Office for Communications.</p>	<p>By January of 2014.</p>	<p>A report on the best practices on stewardship in Hispanic Ministry is published.</p>

C.2.6. CHILD & YOUTH MINISTRY: Develop a comprehensive youth and child ministry plan that provides parishes with Hispanic Ministry with tools, strategies, and means.

STRATEGIES	ACTIVITIES	RESPONSIBLE	SUGGESTED TIME	KEY SUCCESS INDICATOR
1) Create the Archdiocesan Hispanic Youth Ministry Committee (HYMC) formed by representatives of Youth Groups of parishes with Hispanic Ministry.	<ul style="list-style-type: none"> a) Invite representatives of Hispanic youth groups from parishes. b) Identify mission and goals. c) Write policies, membership, and meetings. 	Office for Hispanic Ministry, Office of Catechesis & Youth Ministry.	By Fall 2013	The Archdiocesan Hispanic Youth Ministry Committee meets regularly at least every other month.
2) Promote and execute one Summer Spiritual Retreat for Hispanic (Bilingual) teenagers a year. Such a retreat must respond to the particular religious, social, and cultural needs of Hispanic teenagers.	<ul style="list-style-type: none"> a) Identify date, location, and fee. b) Search and choose the retreat model. c) Identify the leadership of the retreat. Because this event involves minors, the leadership needs to have the proper certification and formation. d) Promote the event. e) Execute and evaluate the event. 	Office for Hispanic Ministry, HYMC, Office of Catechesis & Youth Ministry.	By the summer of 2014.	One Spiritual Retreat for at least 40 Hispanic teenagers is offered every year.
3) Plan, execute, and evaluate the “Encuentro de Jóvenes con el Arzobispo” (<i>Encounter of Hispanic youth with the Archbishop</i>). The purpose of this event is, first, to encourage and make visible Hispanic Youth groups in parishes; second, to replicate the annual meeting of the youth with the Holy Father; third, to create an Archdiocesan venue for vocations (priesthood, diaconate, religious life, and lay ministry); and forth, to foster an archdiocesan sense of belonging.	<ul style="list-style-type: none"> a) Identify and reflect goals, objectives. b) Identify theme. c) Identify date & location. d) Define budget, activities, people involved, and schedule. e) Have the plan approved by the Moderator of the Curia. f) Promote the event at least six months before. g) Execute and evaluate the event. 	HYMC, Vocations Office, St. Francis de Sales Seminarians.	Pentecost Vigil of 2013.	At least 100 Hispanic youth attend the “Encuentro de Jóvenes con el Arzobispo.”

<p>4) Organize the spiritual preparation of “Quinceañeras” by pastoral area.</p>	<p>a) Create a pilot program.</p> <p>b) Identify a representative/delegate from each parish with Hispanic Ministry in Pastoral Area South who is either interested or has experience in preparing “Quinceañeras.”</p> <p>c) Identify goals, responsibilities and strategies of the event.</p> <p>d) Promote, execute, and evaluate the event.</p>	<p>Office for Hispanic Ministry.</p>	<p>By the summer of 2015.</p> <p>The revision of this pilot program in 2016 will determine the follow-up and changes of this project.</p>	<p>There is a functioning “Quinceañera Preparation Team”.</p> <p>There is a Calendar for “Quinceañera Preparation Sessions” available to all parishes and Catholic schools.</p>
<p>5) Promote participation in the Emmaus Retreats, and other spiritual/formation experiences among Hispanic Young-Adults.</p>	<p>a) Promote the Hispanic Ministry Event Calendar in parishes and schools.</p> <p>b) Promote participation of pastors, deacons, religious and lay leaders in the “Festival de la Nueva Evangelización” (<i>New Evangelization Expo</i> – see # C.2.3.c)</p>	<p>Office for Hispanic Ministry.</p>	<p>By January of 2013.</p>	<p>Pastors and Parish Directors have access to the Hispanic Child & Youth Ministry calendar of activities.</p>
<p>6) Invite Hispanic children to participate in the “Escuela de Monagillos” (School of Altar Servers).</p>	<p>a) Design the appropriate contents, strategies, and duration of this workshop.</p> <p>b) Identify facilitators and location.</p> <p>c) Invite parents to participate in and register their children (7-15) in the “Escuela de Monagillos.”</p> <p>d) Carefully review that all requirements regarding “Safe Environment” are in place.</p>	<p>The Office for Hispanic Ministry, Worship Office, Seminarians.</p>	<p>By September of 2013.</p>	<p>At least 20 Hispanic children (7-15) participate in the “Escuela de Monagillos” every year.</p>
<p>7) Monitor that each parish with regular Hispanic Ministry has a certified part-time or a certified full-time Director or Coordinator of Religious Education who speaks Spanish.</p>	<p>a) Define terms (certification, part-time, full-time, Director, Coordinator, Spanish Speaker, etc.). See WCC Standards.</p> <p>b) Visit and study each case separately.</p>	<p>Office for Hispanic Ministry, Office of Catechesis & Youth Ministry.</p>	<p>Beginning in July of 2013.</p>	<p>Each parish or cluster with regular Hispanic Ministry should have a <u>plan</u> that would lead them to have a certified part-time or full-time</p>

	<p>c) Identify best practices and good model parishes.</p> <p>d) Identify parishes or clusters with need of help.</p> <p>e) Facilitate the dialogue.</p> <p>f) Monitor effective resolutions.</p>			<p>Director or Coordinator of Religious Education who speak Spanish and knows the Latino culture by 2016.</p>
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C.2.7. VOCATIONS, MINISTRY & LEADERSHIP FORMATION:

a) Foster and promote vocation to the priesthood and permanent diaconate among local Hispanic Catholics.

STRATEGIES	ACTIVITIES	RESPONSIBLE	SUGGESTED TIME	KEY SUCCESS INDICATOR
<p>1) Create the “Hispanic Vocations’ Team” (HVT). The HVT works in collaboration with the Office for Vocations of the Archdiocese. Its primary goal is to promote vocation to the priesthood, religious life, and permanent diaconate, among Hispanics living in the Archdiocese of Milwaukee.</p>	<p>a) Identify a team of priests, permanent deacon, and religious willing for give their time and talent in promoting vocations among Hispanics.</p> <p>b) Write goals, tasks, membership and other policies that define the HTV.</p> <p>c) Meet regularly to plan and execute the activities.</p>	<p>Office for Vocations.</p>	<p>By December of 2012.</p>	<p>A committee of no less than 10 people is actively meeting and working for vocations among Hispanics.</p> <p>At least four candidates to the priesthood and six deacon candidates by 2017.</p>
<p>2) Plan and execute the annual “Convivencia Vocacional.” This is a retreat-like event for Hispanic men who are discerning their vocation to the Priesthood.</p>	<p>a) Plan the “Convivencia Vocacional”: goals, strategies, date, location, schedule, budget, responsibilities.</p> <p>b) Publicity, promotion, invitation, & registration.</p> <p>c) Execution & evaluation.</p>	<p>HVT, Seminarians from St. Francis de Sales Seminary, Vocations Office.</p>	<p>Good Shepherd Weekend. Beginning in 2013.</p>	<p>At least 10 Hispanic men between 16 and 40 attend the “Convivencia Vocacional” each year.</p>
<p>3) Create the “Compañero Vocacional” Program. The purpose of this program is to provide Hispanic men interested in the priesthood the proper spiritual support, and guidance through the process necessary to succeed.</p>	<p>a) Define goals, term, requirements, and other policies of the “Compañero Vocacional” program.</p> <p>b) Identify and train seminarians, priests, religious, deacons or lay leaders willing to serve as “Compañero Vocacional.”</p>	<p>Seminarians from St. Francis de Sales Seminary, Vocations Office.</p>	<p>By the spring of 2013.</p>	<p>At least 10 people received training as “Compañero Vocacional.”</p> <p>At least one “Compañero Vocacional” relationship is established every year.</p>

	<p>c) Identify those Hispanic men who are interested in the priesthood and who have not any canonical impediment in pursuing this vocation. This task could be done through the “Convivencia Vocacional” or other venues.</p> <p>d) Assign “Compañeros Vocacionales” and monitor the relationship.</p>			
<p>4) Deliver of “Vocational Testimony” by Spanish speaking seminarians at Sunday Masses in Spanish, Emmaus Retreats of men, and the “Encuentro de Jóvenes con el Arzobispo.” During these brief talks, seminarians invite to the “Convivencia Vocacional.”</p>	<p>a) Plan: define goals, time, outline, dates, and locations.</p> <p>b) Collect pastors, parish directors, and coordinators permission.</p> <p>c) Train and assign seminarians.</p>	<p>Seminarians from St. Francis de Sales Seminary, Vocations Office, and Director of Pastoral Formation of St. Francis Seminary.</p>	<p>By Lent of 2013.</p>	<p>At least 10 participants of the “Convivencia Vocacional” heard the invitation through a “Vocational Testimony.”</p>
<p>5) Offer at least one regionalized “<i>Inquiry for Discernment Program</i>” in Spanish a year.</p>	<p>a) Plan: define goals, time, outline, dates, and locations.</p> <p>b) Collect pastors, parish directors permission.</p> <p>c) Train, assign facilitators (deacons).</p> <p>d) Invite men to participate.</p>	<p>Office for Permanent Diaconate & Office for Hispanic Ministry.</p>	<p>By fall of 2012.</p>	<p>At least 6% of the “Inquirers” be of Hispanic origin (reflecting the population distribution in the State of Wisconsin).</p>

b) Provide appropriate pastoral, theological and cultural formation to candidates to ordained ministry, lay leaders and staff ready to understand and embrace the Hispanic, religious, social and cultural reality in the United States of America, and able to communicate in both English and Spanish.

STRATEGIES	ACTIVITIES	RESPONSIBLE	SUGGESTED TIME	KEY SUCCESS INDICATOR
<p>1) Create the “Ministerio Laical” Fund by Pastoral Area to help five lay leaders (per period) to study at the Certificate Program of the Saint Clare Center, Cardinal Stritch University.</p>	<p>a) Write a draft of the proposal of the “Ministerio Laical” agreement.</p> <p>b) Coordinate a meeting with Pastors, Parish Directors of parishes with Hispanic Ministry (by Pastoral Area) to discuss the agreement and reach a resolution.</p> <p>c) Promote the “Ministerio Laical” Program.</p>	<p>Office for Hispanic Ministry and the Saint Clare Center.</p>	<p>By the fall of 2013.</p>	<p>At least 20 Hispanic people receive financial help to study at the certificate program of the Saint Clare Center each period.</p>

<p>2) Form, certify and bless “Agentes Pastorales” in service of Hispanic Ministry around the archdiocese.</p>	<p>a) Define the requirements and tasks of the “Agentes Pastorales.”</p> <p>b) Identify those individuals who speak Spanish and understand the Latino culture, and have then go through the Certificate Program of the Saint Clare Center for Catholic Life.</p> <p>c) In addition, these candidates must receive liturgical training and faith formation through the “Faith Companion” program of Casa Romero.</p> <p>d) Upon completion of the program, these candidates receive a certificate and a public send-forth by the archbishop of his delegate in the context of a liturgy.</p> <p>e) The Office for Hispanic Ministry keeps record of all archdiocesan “Agentes Pastorales.”</p>	<p>The Office for Hispanic Ministry, the Saint Clare Center, Casa Romero.</p>	<p>By fall 2014.</p>	<p>At least five “Agentes Pastorales” are certified every two years.</p>
<p>3) Provide formation opportunities to Milwaukee seminarians that help them to understand and, if possible, to embrace Hispanic Ministry.</p>	<p>a) Make Basic Level of Spanish mandatory for all seminarians.</p> <p>b) Encourage those seminarians with good language skills to continue the intermediate and advance Levels of Spanish.</p> <p>c) Promote the Immersion Pastoral Program for Seminarians in the Dominican Republic.</p> <p>d) Provide formation on Hispanic Ministry to all seminarians.</p> <p>e) Encourage and organize pastoral internship or experiences for seminarians in parishes with Hispanic Ministry.</p>	<p>Saint Francis de Sales Seminary, Sacred Heart School of Theology.</p>	<p>By fall 2012.</p>	<p>At least one priest is ordained every year able to minister Hispanics.</p>

	f) Promote the participation of seminarians in “Encuentro de Jóvenes con el Arzobispo,” “Vocational Testimony,” “Convivencia Vocacional,” “Congreso Litúrgico.” And other events related to Hispanic Ministry.			
4) Provide educational and/or formation opportunities for priests who are interested in minister in Spanish to Hispanics.	<p>a) Offer a list of formational events in Hispanic Ministry to all the priests once a year.</p> <p>b) Study the possibility of reviving the Associate Pastor position at the “Sagrada Familia” Parish in the Dominican Republic open for any priest of the Archdiocese of Milwaukee.</p> <p>c) Provide an annual spiritual retreat for priests in Hispanic Ministry.</p>	Office for Continuing Formation of Clergy, Office for Clergy, Office for Hispanic Ministry.	By Fall of 2013.	<p>A list of formational, educational events in Hispanic Ministry is offered to priests every year.</p> <p>English speaking priests have regular, established ways of learning Spanish for pastoral reasons. Priests in Hispanic Ministry meet once a year for spiritual retreat.</p>
5) Offer three educational/formational events a year for Permanent Deacons in Hispanic Ministry.	<p>a) Organize the Sub-committee of Permanent Deacons in Hispanic Ministry of the Archdiocese of Milwaukee.</p> <p>b) Plan: define goals, time, outline, dates, and locations.</p> <p>c) Execute the formational events.</p>	Office for Hispanic Ministry, Office for Permanent Diaconate, Office for Continuing Formation of Clergy.	By January of 2013.	Three formational/educational events for permanent deacons in Hispanic Ministry are offered each year.
6) Plan, execute and evaluate the “Congreso Litúrgico” during a Saturday of Lent of each year. The purpose of this event is to offer training on liturgical ministry to Hispanic laity.	<p>a) Identify goals, activities, budget, and sponsors. Each “Congreso Litúrgico” has a theme.</p> <p>b) Establish the appropriate schedule, date, time and location.</p> <p>c) Identify speakers and volunteers.</p>	Office for Hispanic Ministry, Worship Office, Communications Office, The JP II Center, The Saint Clare Center.	By Lent of 2014.	At least 50 people participate in the “Congreso Litúrgico” each year.

	d) Publicize and invite participants using online communication, pulpit announcement, regular mail to pastors, deacons and parish directors, a flyer.			
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C.2.8. POLICIES AND INTERDIOCESAN RELATIONSHIPS:

a) Produce and properly establish policies that facilitate Hispanic Ministry in the Archdiocese of Milwaukee.

STRATEGIES	ACTIVITIES	RESPONSIBLE	SUGGESTED TIME	KEY SUCCESS INDICATOR
1) Create and publish the Hispanic Ministry Devotional Bilingual Guide (Spanish/English). This handbook will contain guidance reference to Quinceañeras, Promesas, Posadas, and other existing popular devotions among Hispanic Catholics.	<p>a) Identify and invite a group of qualified volunteers who would be willing to produce this handbook. The Director of the Worship Office is invited to be a member of this team.</p> <p>b) Have the AHMAC review the final draft of this handbook.</p> <p>c) Have the feedback of the Archdiocesan Council of Priest.</p> <p>d) Have approval of the Archbishop.</p> <p>e) Publish and distribute the handbook.</p>	Office for Hispanic Ministry, Worship Office, Chancery, Archdiocesan Council of Priests, Executive Committee, the Archbishop, Communications Office.	By December of 2013.	The Hispanic Ministry Devotional Bilingual Guide is published and distributed among parishes and schools of the archdiocese.
2) Create a realistic archdiocesan policy that explains the assignment and termination of Hispanic Ministry in parishes of the Archdiocese of Milwaukee.	<p>a) Produce a proposal that explains the archdiocesan policy of Hispanic Ministry in parishes of the Archdiocese of Milwaukee. Such a policy describes how Hispanic Ministry is established or terminated in a given parish or region of the archdiocese.</p> <p>b) Present and discuss this proposal to the Archdiocesan Pastoral Council and the Priest Council.</p> <p>c) Have the approval of the archbishop and Priest Council.</p>	Office for Hispanic Ministry, Chancery, Archdiocesan Council of Priests, Executive Committee, the archbishop, Communications Office.	By Fall of 2013.	A policy is approved and publicized.

<p>3) Review the sabbatical policies on the clergy manual, and study the possibility that Hispanic Ministry and pastoral Spanish programs qualify for this purpose.</p>	<p>a) Identify the section (and its reasons) on the clergy manual related to this issue.</p> <p>b) Produce a draft and present it to the Archdiocesan Council of Priest and the Office for the Continuing Formation of Clergy.</p> <p>c) If applicable, have the approval of the Archbishop.</p>	<p>Office for Hispanic Ministry, Archdiocesan Council of Priests, Continuing Formation of Clergy, the archbishop, Communications Office.</p>	<p>By July of 2013.</p>	<p>English speaking priests are able to use sabbatical funds to study and learn Spanish for pastoral reasons.</p>
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b) Develop an interdiocesan pastoral agreement for Hispanic Ministry with the Archdiocese of Chicago, and the dioceses of Rockford, Madison, and Green Bay.

STRATEGIES	ACTIVITIES	RESPONSIBLE	SUGGESTED TIME	KEY SUCCESS INDICATOR
<p>1) Engage in a dialogue with the (arch)bishops (or their delegates) on Hispanic Ministry in “shared” territory. This includes the Archbishop of Chicago and the bishops of Rockford, Madison, and Green Bay.</p>	<p>a) Identify peripheral parishes that minister to people of other (arch)dioceses, or that benefit from pastoral care of other (arch)dioceses.</p> <p>b) Identify pastoral and canonical issues related to this reality.</p> <p>c) Contact and invite the (arch)bishops or their delegates involved, and initiate a dialogue about this issue. This dialogue may produce concrete steps for the spiritual and pastoral well-being of the parishes involved.</p>	<p>Office for Hispanic Ministry, Chancery, the Archbishop.</p>	<p>By July of 2014.</p>	<p>An agreement is produced and published regarding Hispanic Ministry in peripheral parishes.</p>

C.2.9. HISPANIC PRESENCE AWARENESS: Provide awareness of the gifts and challenges of Hispanics Catholics in the United States and in our neighborhood.

STRATEGIES	ACTIVITIES	RESPONSIBLE	SUGGESTED TIME	KEY SUCCESS INDICATOR
<p>1) Plan, execute, and evaluate on-site or online sessions on Hispanic presence and Ministry for archdiocesan, parish staff and personnel, Seminary faculty and staff who are not</p>	<p>a) The AHMAC identifies the topic and the speaker.</p> <p>b) Identify date, time and location. A tentative time is the Archdiocesan Staff Day at the Cousins Center.</p>	<p>Office for Hispanic Ministry.</p>	<p>By October of 2013.</p>	<p>One on-site or online session a year is offered.</p>

directly serving Hispanics. There will be one session a year in English during the month of October.	c) Invitation and promotion.			
2) Two articles or reports a year on the presence, gifts, and challenges of Hispanics Catholics in the United States and in our neighborhood is published by the Catholic Herald and the Archdiocesan Website.	a) Meet and initiate a dialogue with the editor of the Catholic Herald about this strategy. b) Identify qualified writers. c) Invite writers to submit articles or reports to the Catholic Herald.	Office for Hispanic Ministry, Communications Office, Catholic Herald.	By October of 2013.	Two articles or reports on the presence, gifts, and challenges of Hispanics Catholics in the United States and in our neighborhood are published in the Catholic Herald each year.
3) Include formation or instruction on Hispanic Presence in the "Sustaining the Mission" Program and the Catholic School certification process.	a) Initiate the dialogue with the School Office and the Saint Clare Center. b) Produce a concrete strategy that offers the possibility of instruction on Hispanic presence to Catholic school teachers.	Schools Office, Office for Hispanic Ministry, The Saint Clare Center for Catholic Life.	By fall of 2014.	Catholic school teachers have the possibility to receive instruction or formation on Hispanic Presence as part of their certification process.

C.2.10. CATHOLIC EDUCATION:

a) Foster dialogue that produces creative ways of providing Hispanic children access to Catholic schools.

STRATEGIES	ACTIVITIES	RESPONSIBLE	SUGGESTED TIME	KEY SUCCESS INDICATOR
1) Create the "Escuela Católica" (Catholic School) reflection group. This is a group of priests, Catholic school principals, school teachers, religious, deacons, and lay leaders interested in creating effective ways of providing Catholic education in regions of the archdiocese without "Choice Program."	a) Identify and invite people of interest to form this group. No more than 10 people. b) Facilitate the discussion. c) Provide information about the experiences in other dioceses. d) Produce a guide of best practices in creating effective access to Catholic education to Hispanic children.	Office for Hispanic Ministry, Schools Office.	By fall of 2013.	A guide of best practices in creating effective access to Catholic education to Hispanic children is published.

b) Foster dialogue that produces creative ways of using the Choice Program for the social and spiritual benefit of Hispanic children.

STRATEGIES	ACTIVITIES	RESPONSIBLE	SUGGESTED TIME	KEY SUCCESS INDICATOR
1) Create “The-Best Choice Program” reflection group. This is a group of priests, Catholic school principals, school teachers, religious, deacons, and lay leaders interested in creating effective ways of providing faith formation to Hispanic children that participate in the “Choice Program” in a Catholic school.	a) Identify and invite people of interest to form this group. No more than 10 people. b) Facilitate the discussion. c) Produce a guide of best practices in creating effective in providing faith formation to Hispanic children that participate in the “Choice Program” in a Catholic school.	Office for Hispanic Ministry, Schools Office.	By Fall of 2013.	A guide of best practices in providing faith formation to Hispanic children that participate in the “Choice Program” in a Catholic school is published.

C.3. FINANCIAL NARRATIVE

The financial component of this plan is nurtured by the principles of subsidiarity and solidarity. The annual budget for the Archdiocesan Pastoral Plan for Hispanic Ministry may be built around the following principles:

- a) Fifty percent or more of the costs of participatory events ought to be self-funded by the contribution of participants.
- b) The budget must reflect the contributed services of volunteers.
- c) Those events or activities that involve more than one archdiocesan office ought to be budgeted in fair collaboration among these offices and the Office for Hispanic Ministry.
- d) Direct and on-line communication is preferred over other forms of communication.
- e) Depending on the case, events and activities involving parishes, schools or other institutions ought to be budgeted in fair collaboration.
- f) In consultation with the Development Office, funds for the Archdiocesan Pastoral Plan for Hispanic Ministry ought to be raised with the help of donors and grants.
- g) Even though the achievement of the goals and mission must lead the writing of the budget, this should be realistic and mindful of the financial situation of the archdiocese.
- h) The budget must reflect the growing and complex needs of the Hispanic community and the universal vocation of the Church to serve the poor.
- i) The preparation of the budget must follow the directions provided for all Archdiocesan offices. It must be approved.
- j) The Office for Hispanic Ministry must keep clear record of the expenses. An annual evaluation of the financial component of the Archdiocesan Pastoral Plan for Hispanic Ministry is recommended.

PHASE D: EVALUATION

The evaluation of the plan will be done by the *Hispanic Ministry Evaluation Team* (HME). This team is formed by seven people designated by the Archbishop of Milwaukee: one priest, one permanent deacon, one religious woman, and four lay leaders. Ideally, four members of the HME are involved in Hispanic Ministry.

The members of the HME should not be members of the Archdiocesan Hispanic Ministry Advisory Committee (AHMAC). The membership of the HME lasts the time-line of the Archdiocesan Plan for Hispanic Ministry. A termination of membership is possible at any time by a written letter of the member, addressed to the Associate Director for the Office of Hispanic Ministry.

The HME is convened by the Associate Director for the Office of Hispanic Ministry during the first month of the time-line of the plan. At this time, the Associate Director explains the roles and functions of this team. The HME should meet, at least, three times a year. On-line communication and work is encouraged.

During this first meeting, the HME will choose a coordinator and a secretary. The coordinator of the HME is responsible for: (1) convening the meetings; (2) writing and distributing the agenda of the meetings; (3) distributing tasks among the team members; and (4) producing and presenting two evaluative reports to the Archbishop of Milwaukee and the Archdiocesan Executive Council. The secretary is responsible for: (1) taking notes; (2) reserving and/or preparing the location of the meeting; (3) communications; and (4) assisting the coordinator as needed.

The HME evaluates the success of the plan by:

- Qualifying the achievement of the “key success indicators” as, “1” = *very poorly or not-done*; “2” = *poorly done*; “3” = *acceptably done*; “4” = *good*; “5” = *very good or excellent*.
- Identifying major issues and/or obstacles.
- Identifying highly successful strategies.
- Providing recommendations for future plans.

The HME should submit two reports. First, the *preliminary report*, which should be presented to the AHMAC by January of 2014. This report contains an evaluation of the 50% of the execution of the plan. It is hoped that the reflection upon this *preliminary report* may help in correcting aspects of the plan during its second half of its execution. Second, the *final report*, which should be submitted to the Archbishop of Milwaukee, the Archdiocesan Executive Council, and the AHMAC by June of 2017. This report contains an evaluation of the 100% of the execution of the plan. This report will help in creating a more effective Archdiocesan Plan for Hispanic Ministry.

Appendix 1

Questions for Discussion

Positive:

- 1.1 What are the most successful projects that are taking place or have taken place in past with the Hispanic Ministry in your parish?
- 1.2 What do you think are the reasons that the projects mentioned earlier were successful?
- 1.3 What is the most effective, important or significant assistance that the archdioceses or the Hispanic Ministry Office of the archdioceses provides or has provided in the past to assist the Hispanic Ministry in your parish?
- 1.4 What other positive aspect do you want to share in regards to the Hispanic Ministry in your parish?

Negative:

- 2.1 Specify three important or significant obstacles or challenges that affect the Hispanic Ministry in your parish.
- 2.2 What do you think are the reasons that the parish has not been able to overcome these obstacles or challenges?
- 2.3 What is significantly missing, lacking or inefficient in the archdiocese or the Hispanic Ministry Office that affect the Hispanic ministry in your parish?
- 2.4 What other negative aspect do you want to share in regards to the Hispanic Ministry in your parish?

Suggestions:

- 3.1 What suggestions can you offer to the Hispanic Ministry Office to help you overcome the obstacles, challenges or negative aspects of the Hispanic Ministry in your parish?
- 3.2 Name the top three suggestions mentioned earlier by urgency and importance.