2020 Parishes and Pastoral Leadership

Archdiocese of Milwaukee, Wisconsin

Approved 8/8/2012
By Most Reverend Jerome E. Listecki

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ARCHDIOCESE OF MILWAUKEE

August 8, 2012

Dear Friends in Christ,

The planning efforts associated with Vision 21 have now reached their completion. I have reviewed and reflected on *Parishes and Pastoral Leadership 2020.* The document is the result of extensive district consultation with priests, permanent deacons, parish directors, staffs and parish councils. The time and effort contributed by so many in this process is truly edifying. I am most grateful for your commitment to the Church and our future.

After such a thorough consultation, I gratefully receive the plan. After prayerful consideration, I give approval to move forward. The plan is meant to be a living document, able to adapt over time, and provide guidance in making decisions with long-range implications.

I fully endorse this plan for:

- Taking into account past planning efforts and the growth of membership at certain parishes which have resulted in parishes of a significant size that do not require further clustering;
- Strengthening most parishes through cluster relationships which will ensure the vital presence of the Church in all areas;
- Providing a personnel strategy, particularly for priest and permanent diaconate placement, so that parishes will continue to be served;
- Offering a map of how the local church will serve future generations of Catholics.

Now that a long-term strategy has been determined for the Archdiocese, it is extremely important for each parish and cluster to become actively involved in planning for the future. Each pastor or parish director in consultation with the parish pastoral council is charged with the responsibility for these planning efforts. The full implementation of the plan will require the collaborative efforts of everyone in the Archdiocese. We must work together, under the guidance of the Holy Spirit, to move our parishes forward into the 21st century.

Sincerely yours in Christ,

+ Jerome E. Listecki

Most Reverend Jerome E. Listecki

INTRODUCTION

There are **three principal factors** which will impact parishes in the Archdiocese of Milwaukee over the next decade.

1. From 2010 to 2020, the number of priest retirements will exceed ordinations resulting in a projected 40% reduction in the number of priests serving in parish ministry.
2. The costs of operating parishes and funding ministries are escalating rapidly and parishes can gain economies of scale by collaborating with other parishes.
3. The one mission of the Church, shared by all parishes, can be carried out more effectively by combining efforts and sharing resources.

This document is based on **certain assumptions**:

- All current parishes will continue to operate as separate parishes or as partners in clusters unless a parish petitions the Archbishop to merge with another parish or parishes.
- The in-house projection for the number of Archdiocesan priests available for full-time parish ministry in 2020 is 100 priests, based on the retirement age of 68. The actual average retirement age is nearly 70, which means the number of annual reductions will likely be somewhat less than projected.
- Religious orders will also have fewer priests available for parish ministry but are projected to continue to serve a similar percentage of parishes or clusters as they currently serve or about 1 out of every 5 parishes.
- Permanent deacons will play an important role in parishes and clusters in the future as well as with specific cultural groups in the Archdiocese. There are currently 121 deacons in parish ministry.
- Parish Directors presently serve nine parishes. Since over 85% of Archdiocesan parishes will be clustered in the future, the role of parish directors will likely adapt with the new configurations. Some parish directors have been recently appointed to serve multiple parishes.

The definitions of **collaboration** and **cluster** need to be clearly understood:

- Collaboration is “the willing cooperation of two or more entities to work together on common projects for mutual benefit.” All parishes, regardless of size, should explore ways of providing the most effective ministries by working with other parishes or clusters.
- A cluster is “a grouping of geographically bordering parishes working together on a shared vision and ministry plan.” Clustering involves collaboration but is a formal relationship between parishes leading to the sharing of personnel, ministries, programs and resources.

This **document shall serve as the strategic configuration and allocation plan** for the Archdiocese of Milwaukee over the next decade.

ABOUT THE CONFIGURATION MAPS

There will be **100 parishes and clusters by 2020** in the Archdiocese of Milwaukee, formed from the current 203 parishes. Of these, 28 are free-standing parishes and the remaining parishes will create 72 clusters. The 72 clusters will be formed by bringing together approximately 175 parishes and establishing collaborative staffing, structures, and ministries. Clusters allow parishes to continue to function as individual canonical entities as well as civil corporations so the actual number of parishes will remain the same, unless parishes petition the Archbishop to merge.

Some **parishes will remain as separate parishes**. About 14% of the parishes in the Archdiocese will not be clustered. These parishes fall into several categories. Some are not clustered because of their size at around 7,000 or more members. Any parish which is owned by a religious order and most that are staffed by religious orders will remain as separate parishes. The Cathedral of St. John the Evangelist will remain separate. Some personal parishes for ethnic and cultural groups will remain separate. Finally, a few parishes will remain separate because of their remote locations in relation to the nearest Archdiocesan parish.

The **majority of parishes will function as clusters**. In the Archdiocese of Milwaukee, a cluster is defined as "a grouping of geographically bordering parishes working together on a shared vision and ministry plan." The clustering parishes determine "how" they will work together and "what" ministerial initiatives they will share. Clusters, therefore, will follow similar models but will be as unique as the parishes which form them. Over time, some clusters may petition the Archbishop to merge. Clusters have operated for decades in various parts of the country without merging. The six "Organizational Models for Clusters" in use within the Archdiocese are described on pages 7 – 9.

Each map can be **studied with information from the "Parish Summary Report**." Each year, the Office for Planning and Councils publishes a summary of multiple years of data submitted by each parish. The Report provides over a decade of data on the number of households and members, age profile of parish membership, sacramental reception, Mass attendance, and finances. It is important information for potential cluster partners and parish to know. Because the data is submitted confidentially, limited access by persons or groups consulting on this document must be maintained. The reports are made available when parishes begin their planning efforts.

ABOUT THE PASTORAL LEADER ALLOCATIONS

The **allocations on the district maps are based on projections** for the number of priests in active ministry in 2020. Many dioceses use projections which have been researched by CARA (Center for Applied Research in the Apostolate). The projection used in this report is an in-house projection which is based on the ages of priests, averages of those in specialized ministries as well as those leaving full-time ministry early, and the twenty-year average ordination rate. Because the proposed configuration maps will structure the Archdiocese into 100 "assignable entities," it is within the realm of possibility for all parishes to be served by Archdiocesan priests but that is neither the current practice nor the preferred future one. Future parish assignments will consist of a majority of Archdiocesan priests, religious order priests, and some parish directors.

Priests. The in-house projection suggests that there will be **100 Archdiocesan priests in full-time parish ministry in 2020**. The allocation in the box within each cluster or parish configuration indicates the number of Archdiocesan priests assigned to the parish or cluster. Priests will be assigned as pastors, administrators or associate pastors. Two numbers separated by a slash or a stroke (/) indicate that there is flexibility as to the number of priests who may be assigned to the parish or cluster depending on membership trends and availability of clergy. The total allocation on the maps ranges from as few as 105 to as many as 124 Archdiocesan priests.

Religious Order Priests. The configuration map projects that **16 of the 100 parishes or clusters will be served by religious order priests.** Currently, religious orders are serving 34 parishes or approximately 20% of all parishes in the Archdiocese. The 16 parishes or clusters in the projection represent a small reduction in the overall percentage of service. Most religious orders are also experiencing an increase in senior priests. The projection from 34 parishes to 16 parishes or clusters will reduce the number of religious order pastors who may be available by one-half. Parishes/clusters served by religious order priests are indicated by an "R."

Permanent Deacons. At present, there are 121 deacons serving a parish or an institution. The deacon population is aging but there is a stable ordination rate. In its seminal document *Lumen Gentium* (#29), the Second Vatican Council set forth its rationale for the restoration of the permanent diaconate as an ordained ministry of service to the entire church. That ministry comprised of service to charity, worship, and the Word has taken root not only in the Archdiocese of Milwaukee but also throughout our country. From its inception, the diaconate has enjoyed a collaborative and cooperative relationship, as envisioned by canon 275, with both the presbyterate and the laity of the Archdiocese.

Thus recognizing the preeminent responsibility of the Archbishop and the priests to lead and guide the church, the order of deacons remains fully committed to continuing its role of service in collaboration with them. This commitment remains regardless of the specific cluster models and configurations that might flow from this plan. Thus, deacons will continue to faithfully provide their ministry of service as specified in *Lumen Gentium:*

- "administer Baptism solemnly"

- "be custodian and distributor of the Eucharist"
- "in the name of the Church, to assist at and to bless marriages"
- "bring Viaticum to the dying"
- "instruct and exhort the people"
- "preside over the worship and the prayer of the faithful"
- "administer sacramentals"
- "officiate at funeral and burial services"

The provision of diaconal service must, of necessity, be driven by the needs of the particular worshipping community taking into consideration the gifts, talents and experience of the individual deacon. These needs may vary by particular location, e.g. social ministry/charity, catechetics, sacramental, evangelization, etc. Depending on the size or needs of a particular parish cluster model, the appointment by the Archbishop of more than one deacon may be appropriate. The ministry of deacons must also recognize the priority of diaconal service, which has existed since the restoration of the diaconate in this order: 1) family, 2) secular profession, 3) diaconal ministry. By striving to maintain this balance, the deacon will be able to respond effectively to the needs of the worshipping community he is covenanted, in collaboration with the priest, his wife, the parish council, and the congregation. (Submitted by: Archdiocesan Council of Deacons)

Parish Directors. Currently, there are 8 parish directors serving 9 parishes. Parish directors serve in 5% of the parishes in the Archdiocese. The parishes served by parish directors are clustered with other parishes. One parish director is shared by two parishes. It is conceivable that parish directors will continue to function in this capacity or in similar ways in the future.

Senior Priests. In 2020, there will be over **100 priests between the ages of 68 and 80**. Some priests will continue in full-time parish ministry beyond the initial retirement age of 68. Many of the senior priests in this age group will be retired from full-time ministry but will be available for sacramental ministry. These priests will be essential to the overall future plan for the Archdiocese because they can provide regular, vacation, and emergency sacramental assistance for priests in full-time parish ministry. Further conversation with the senior priests will need to address how their service can best be maximized.

Hispanic and Cultural Ministries. Currently, **29 parishes provide ministry for Spanish-speaking Catholics** in the Archdiocese. An "S" next to the parish location indicates that there is a Mass celebrated in Spanish at this site. Another **12 parishes serve other cultural groups**. Priests who are able to minister in multiple languages and with multiple cultures will continue to be essential.

Campus Ministry. Recent studies have revealed that the greatest single predictors of the lifelong practice of the Catholic faith are attendance at a Catholic University/College or a Catholic High School. These institutions have also become the best sources for vocations to the priesthood and religious life. The assignment of priests to these institutions as chaplains, at minimum on a part-time basis, will be strategized by the Priest Placement Board. Most of these priests will also be assigned to part-time responsibilities in a parish.

ABOUT THE ORGANIZATIONAL MODELS FOR CLUSTERS

Over the past twenty years, six organizational models have been in use throughout the Archdiocese. These models can also be combined or viewed as having interchangeable parts. In practice, the chosen model takes on the distinct characteristics of the parishes which use it. Every configuration of parishes is unique. Additional models may be proposed in the future.

ABOUT IMPLEMENTATION

The implementation of the configurations will be the responsibility of each parish and cluster with guidance and oversight by the Office for Planning and Councils in consultation with the Archdiocesan Planning Commission. A six-step planning process is already in use which allows parishes to plan how they will be structured and what ministerial goals they will share. The process will be enhanced with data collection and analysis capabilities as well as opportunities for coordinated consultation in all areas of mission.

The implementation of the pastoral leader allocations will be at the discretion of the Archbishop in consultation with the Priest Placement Board. The great unknown in the plan is a precise timeline when each allocation change will take place. Reductions in the number of priests at a parish or cluster are usually implemented as priests retire, terms end or some other change in status occurs. By planning at least one year in advance of the anticipated change, parishes and clusters can be prepared for a smooth transition.

ABOUT ADDITIONAL ARCHDIOCESAN PLANNING EFFORTS

There are three other significant planning efforts which will impact the Archdiocese in the future:

1. **A Plan for Hispanic Ministry.** A five-year plan, beginning in 2012, has been developed to guide the growth and enhancement of ministry to the Spanish-speaking community in the Archdiocese.

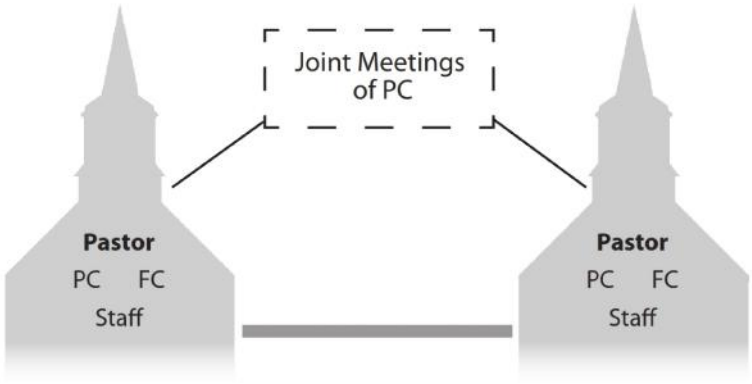
2. **A Plan for Catholic Schools.** Now that the district plans for parishes are complete, a long term plan for Catholic Schools can be developed. The plan will incorporate Archbishop Listecki's vision for the regionalization of schools and the necessity for all parishes to support Catholic education through enrollment and finances.

3. **A Plan for District or Deanery configurations.** Changes in the number of priests serving in parish ministry as well as reductions in the number of parishes in many districts will require new configurations. Districts 1, 2, 5, 6, 7, 8, 9 and 10 will be especially impacted.

ORGANIZATIONAL MODELS FOR CLUSTERS

Archdiocese of Milwaukee, 2012

Option 1: Sharing of Some Staff, Programs, Council Meetings



Description

a. Pastoral Leadership - All combinations of pastoral leaders can function in this model - priests, parish directors, and in solidum teams. Frequent meetings should be held.

b. Staff - Parishes retain individual staffs. The staffs should meet at least quarterly to discuss any shared programs and activities as well as the possibility for such.

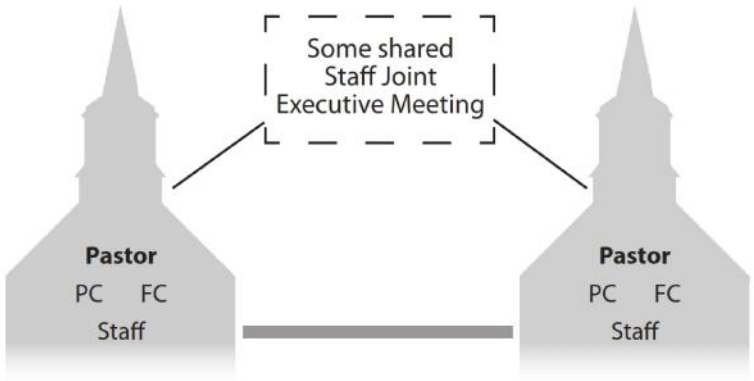
c. Programs - Parishes conduct individual programs. for the most part. Sharing programs should be discussed.

d. Councils - Parishes retain individual pastoral and finance councils. The councils meet jointly three or four times a year.

e. Committees - Parishes retain individual committees but should plan some joint meetings and consider more regular combined meetings if staff and programs are shared.

f. Facilities - All sites are used and some facilities may be shared.

Option 2: Sharing of Staff and Council Agenda Planning



Description

a. Pastoral Leadership - Combinations of pastoral leaders can function in this model, although it is most practical for one pastor, parish director or in solidum team. The model allows for centralized agenda setting and collaborative planning.

b. Staff - Parish can retain individual staffs or share staff as needed and desired. There should be at least quarterly meetings of the combined staffs.

c. Programs - Parishes may conduct individual or shared programs or offer options for various types of programs as well as some variety of day and time.

d. Councils - Parishes retain individual pastoral and finance councils but they meet on the same evening. Executive Committees commonly plan each council's agenda. Pastoral councils may meet jointly several times each year.

e. Committees - Committees, especially the Liturgy or Worship committee, should meet jointly several times each year.

f. Facilities - All sites are in use and ways to share facilities more effectively are explored.

Option 3: Shared Staff, Programs, Council, Committees

Description

a. Pastoral Leadership - All combinations of pastoral leaders can function in this model. It is the most collaborative cluster model and the most time efficient.

b. Staff - There is a single staff for all the parishes. The staff meets on a regular basis.

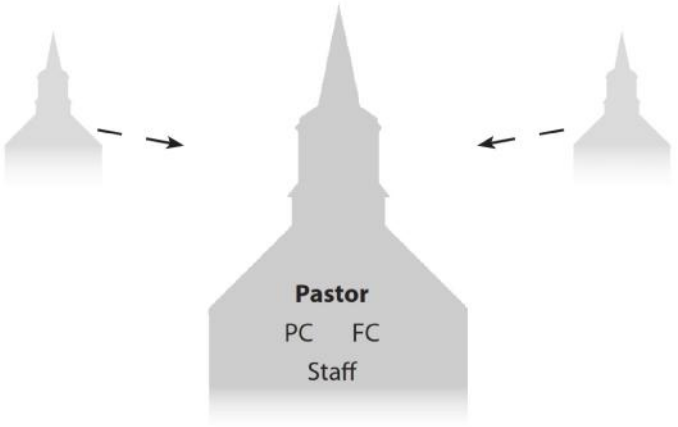
c. Programs - All programs and activities are shared.

d. Councils - There is a single pastoral council for the cluster with representatives selected from each parish. Each parish retains its own trustees. There is a joint meeting time for the Finance council.

e. Committees - All committees are combined into single cluster committees.

f. Facilities - There may be a common office site and strategies to reduce under-utilized or redundant building space.

Option 4: Parish Merger



Description

a. Pastoral Leadership - There is one pastor, parish director or in solidum team to serve the parish.

b. Staff - There is a single staff.

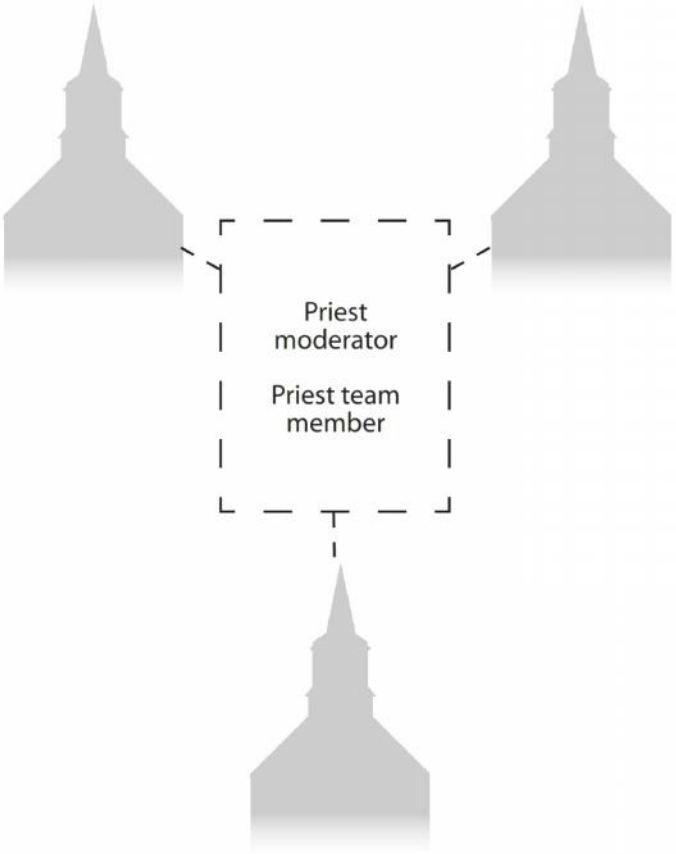
c. Programs - All programs and services are offered by the new parish.

d. Councils - There is one finance and pastoral council, one corporation with two trustees.

e. Committees - All committees are combined into single entities.

f. Facilities - The parish can function at multiple sites or at a single site using those facilities which are needed and sustainable.

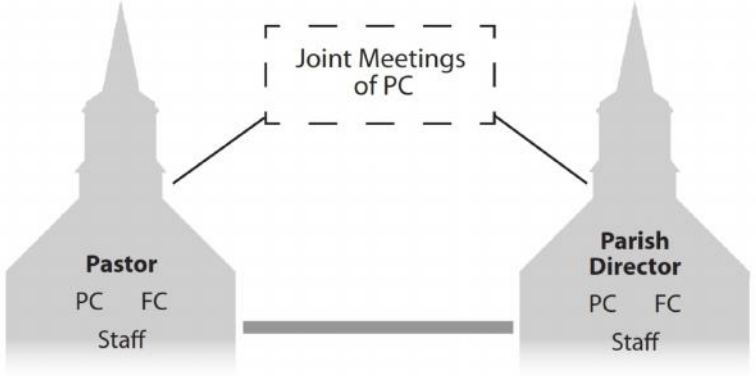
Option 5: In Solidum Team



Description

An **In Solidum Team** consists of two or more priests who are assigned to serve a parish or cluster of parishes together. One priest is designated as the moderator. The moderator directs their combined activity and answers for it to the bishop. Canon law permits this designation under c. 517.1. Priests who wish to serve as a team must request this designation for approval by the Archbishop. This model can be used with any of the first four model options.

Option 6: Parish Director



Description

A **parish director** is appointed by the Archbishop to lead a parish when, due to a dearth of priests, a pastor cannot be appointed. Parish directors can be appointed to individual parishes which are part of a cluster or to lead a cluster. Canon law permits this designation under c. 517.2. Parish directors have served in the Archdiocese of Milwaukee for decades. Parish Directors can be permanent deacons, religious or lay women or men. There are hundreds of parishes around the country which are served by people in similar positions. This model can be used with any of the first four model options

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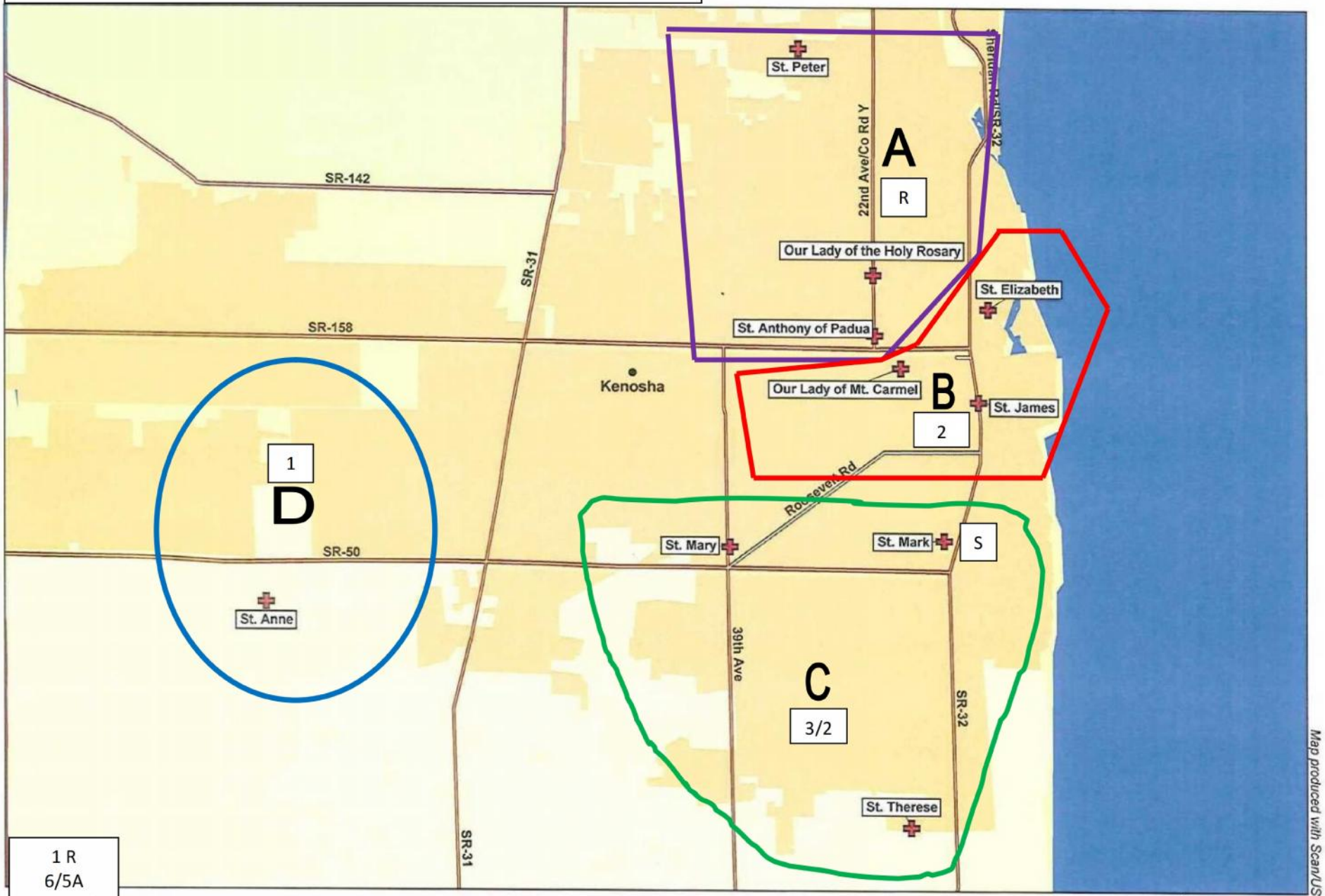

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DISTRICT 02 – CLUSTER PROJECTIONS FOR 2020

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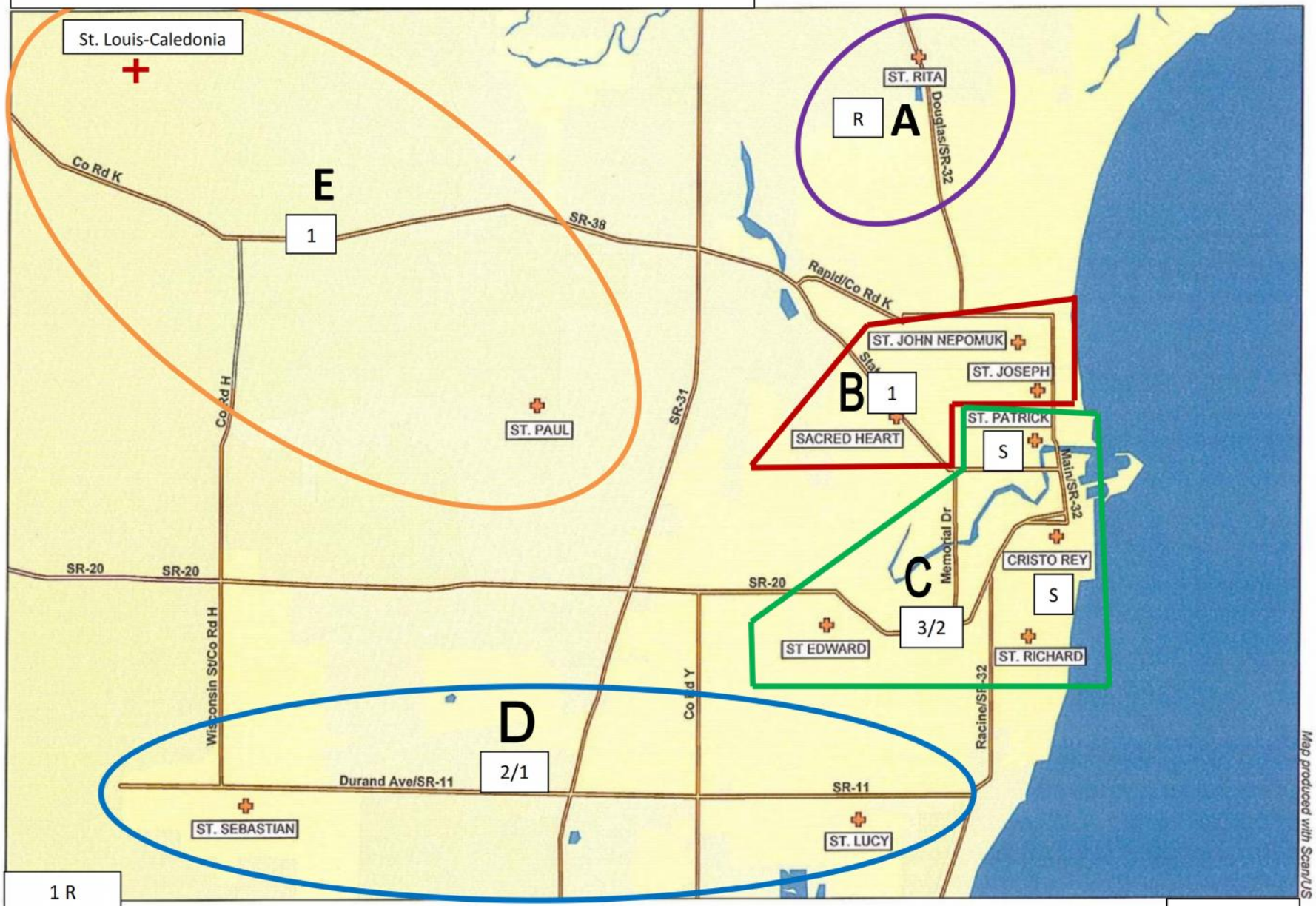

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DISTRICT 03 – CLUSTER PROJECTIONS FOR 2020

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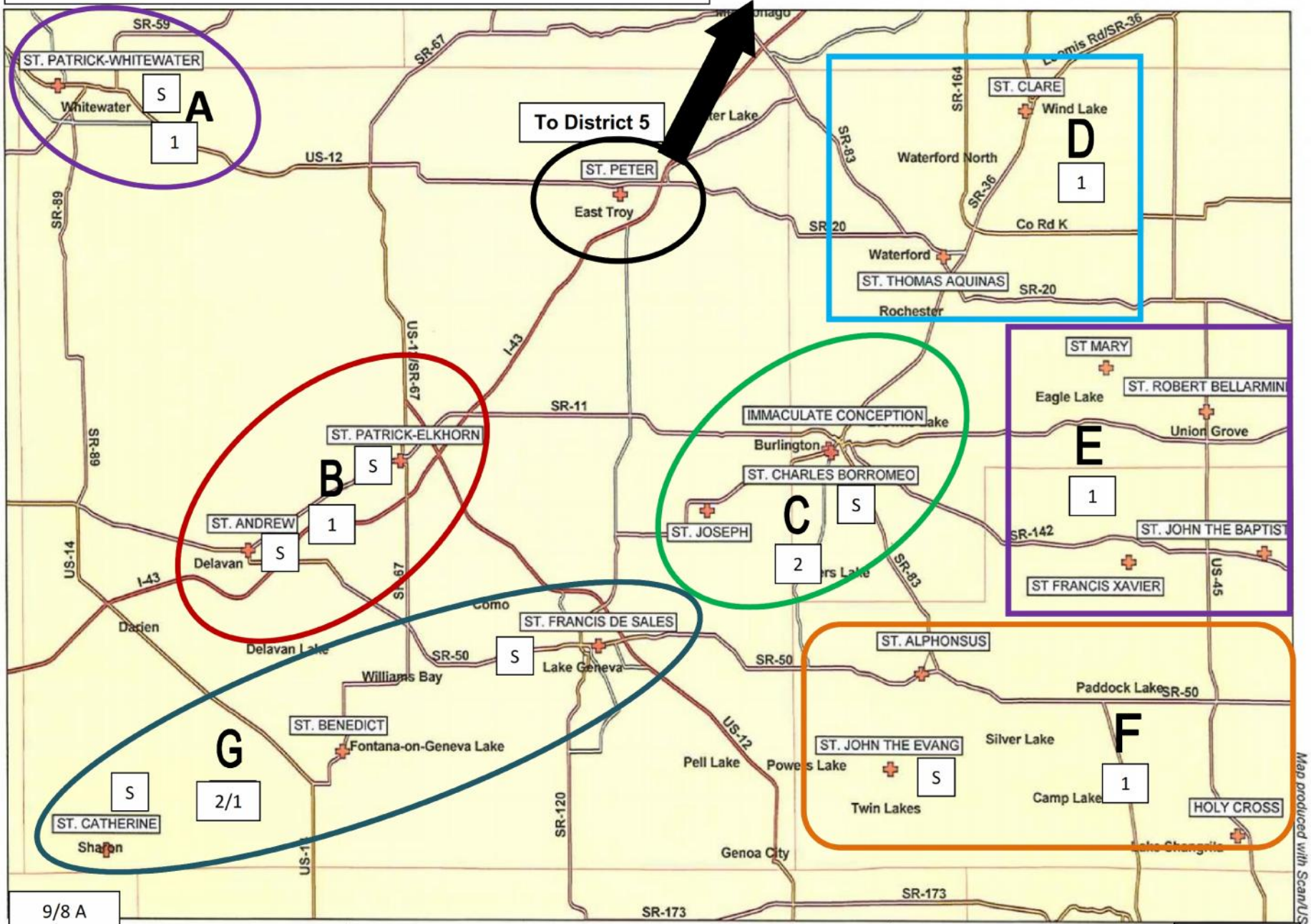

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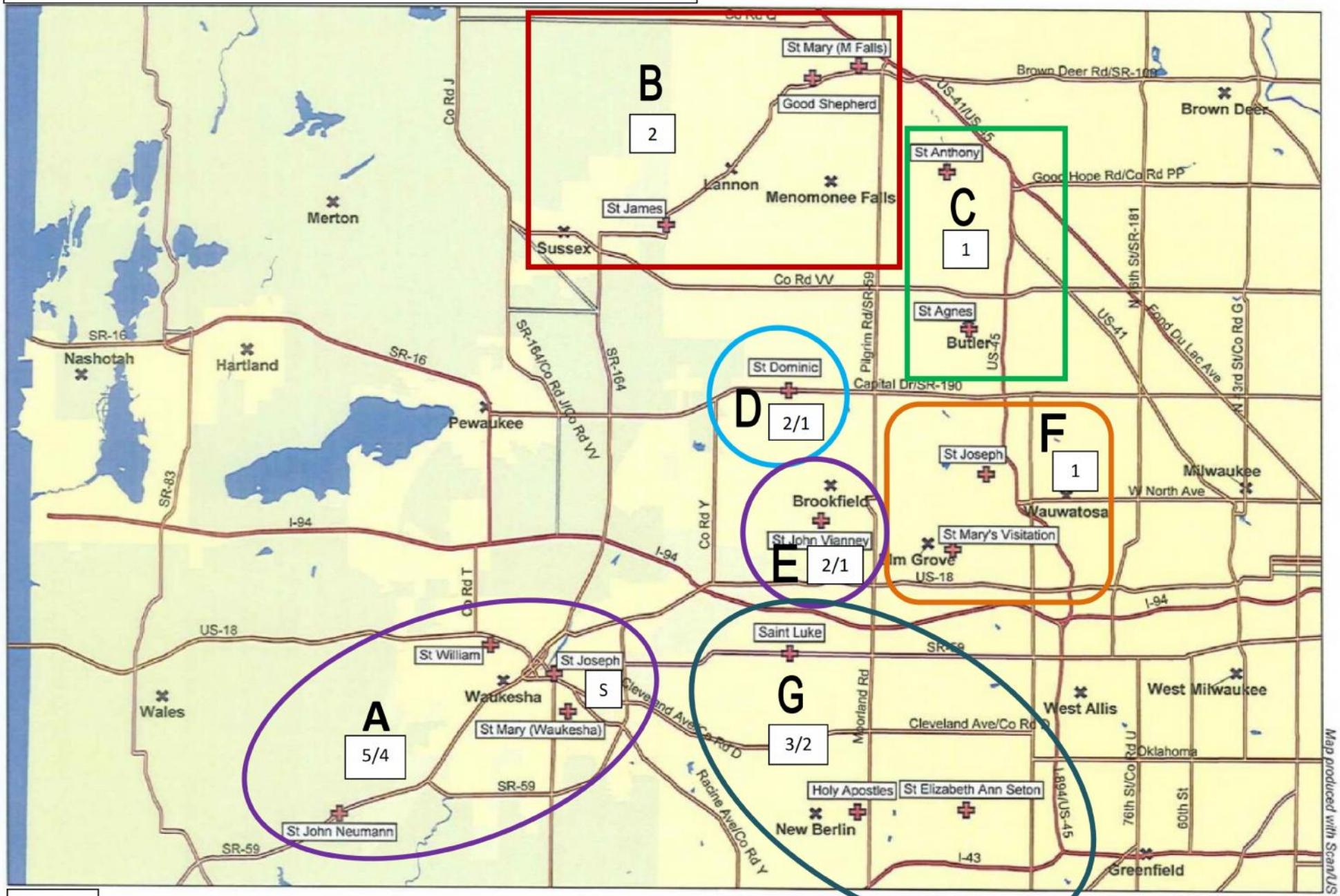

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DISTRICT 05 – CLUSTER PROJECTIONS FOR 2020

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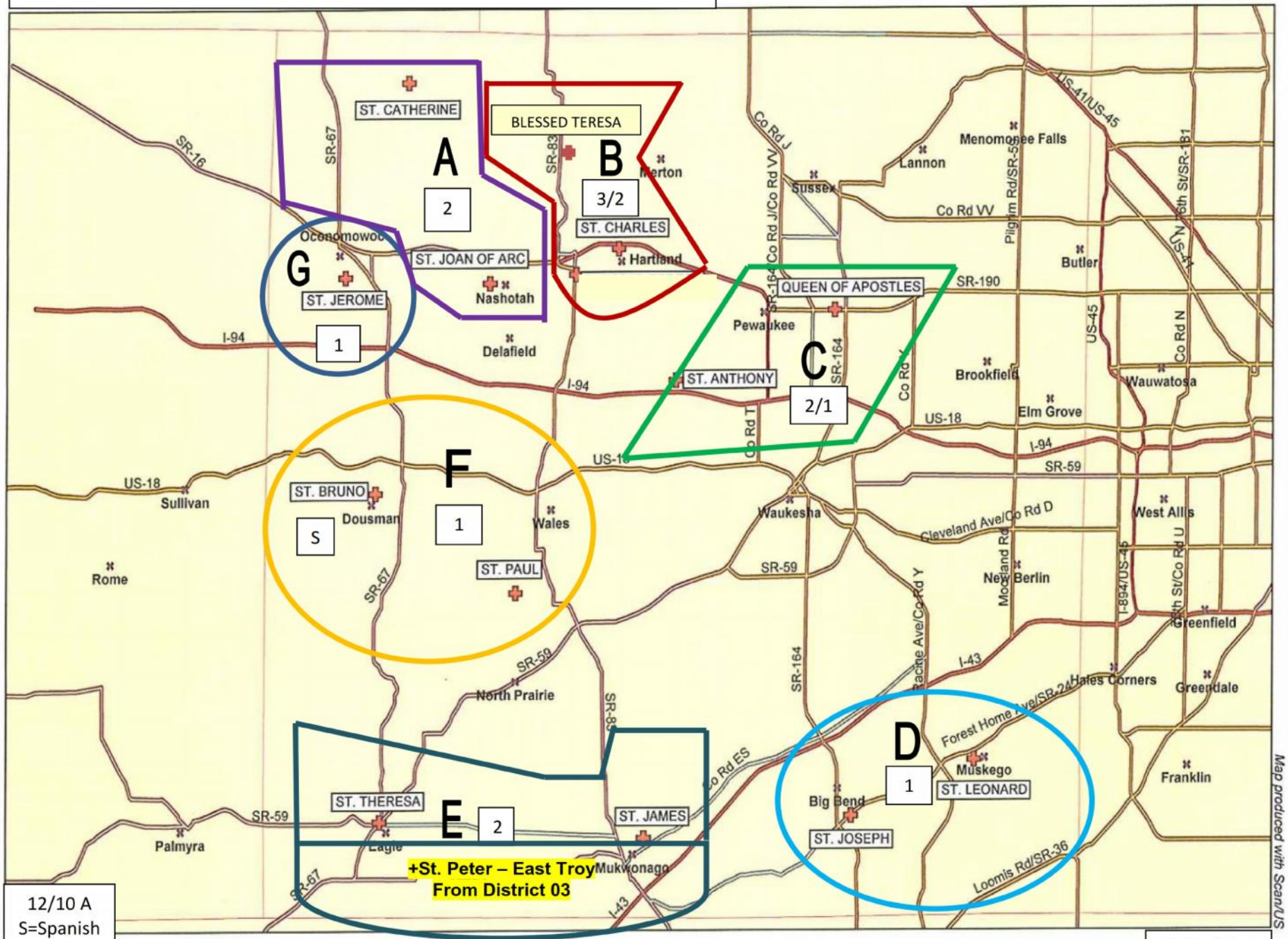

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DISTRICT 06 – CLUSTER PROJECTIONS FOR 2020

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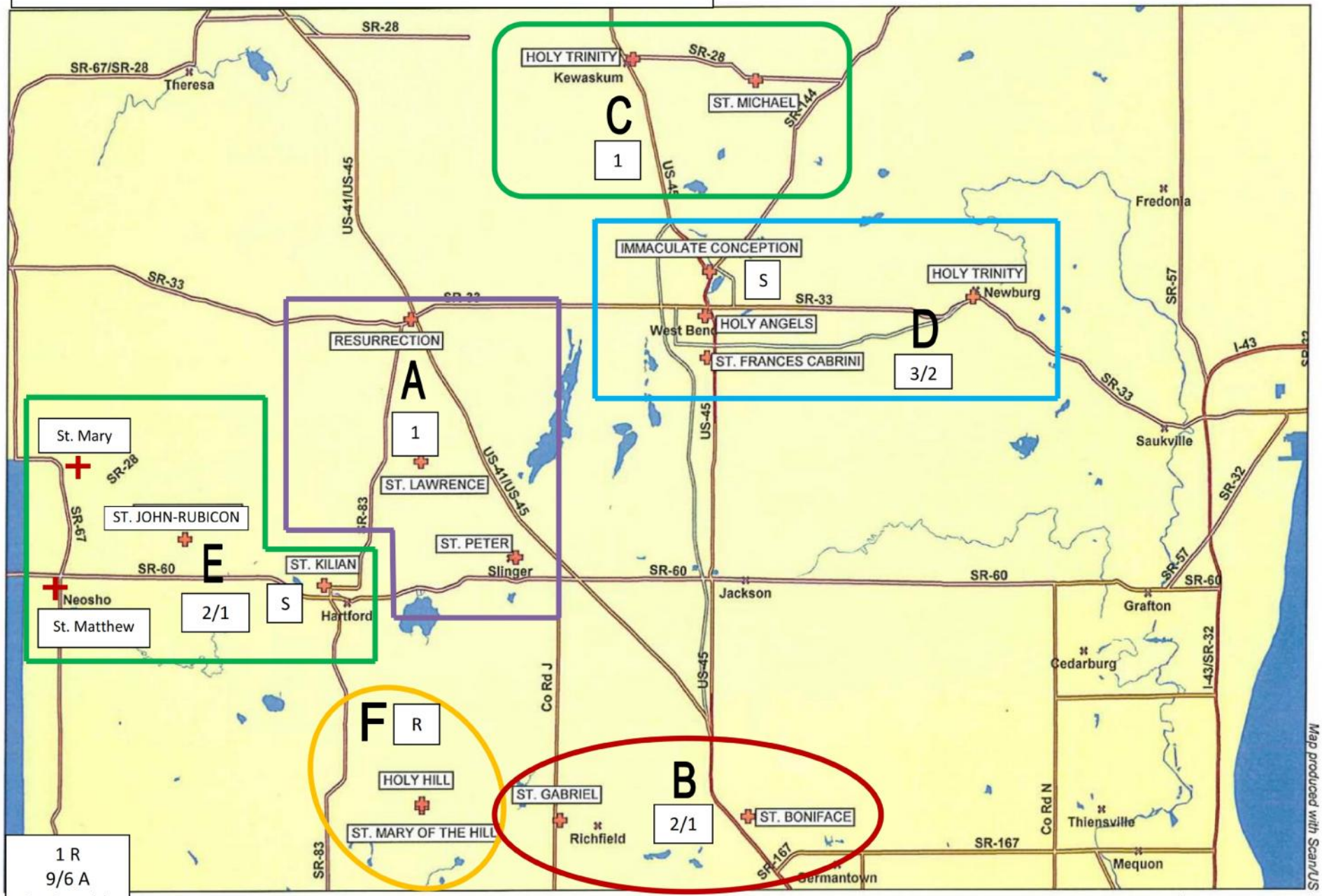

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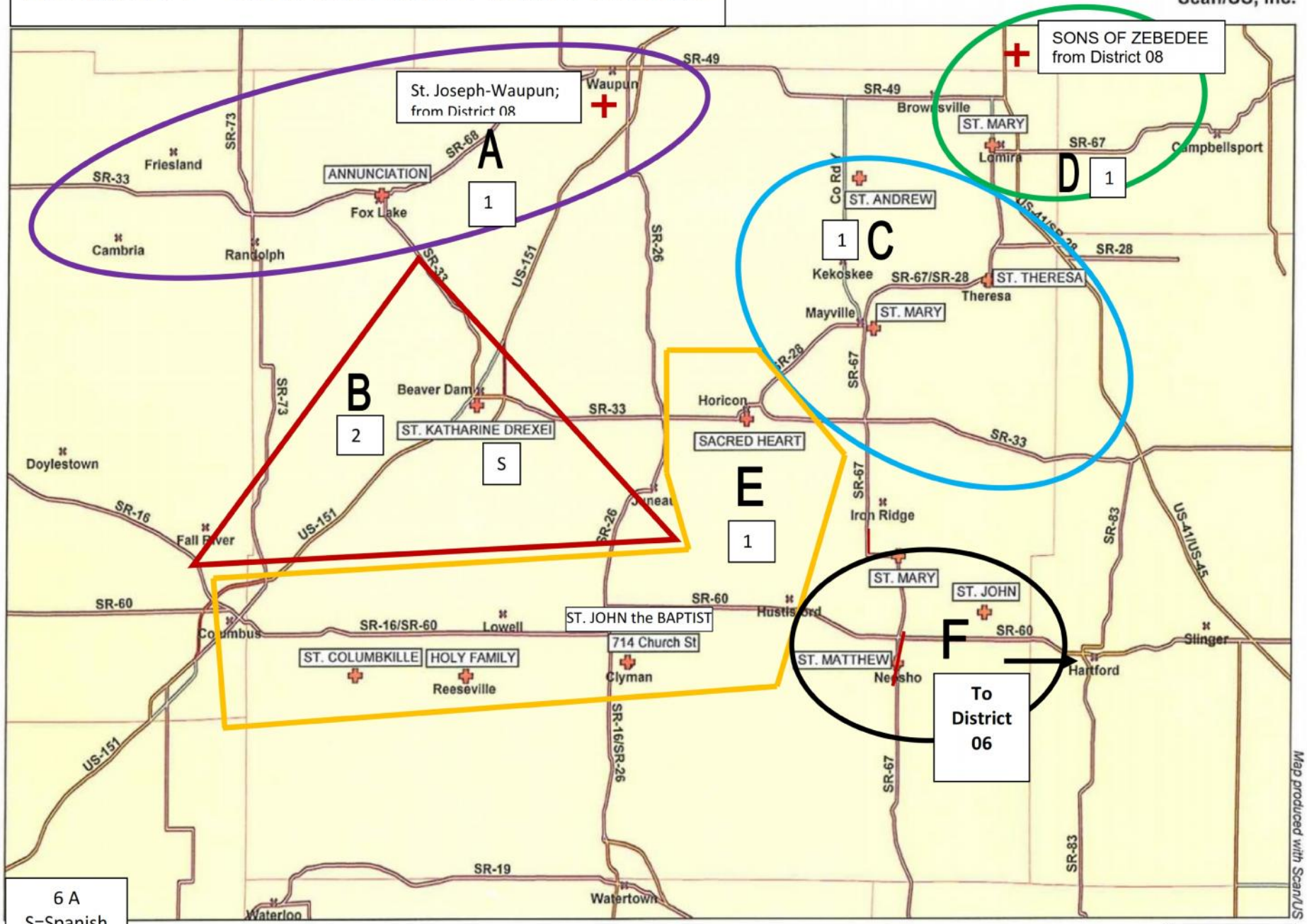

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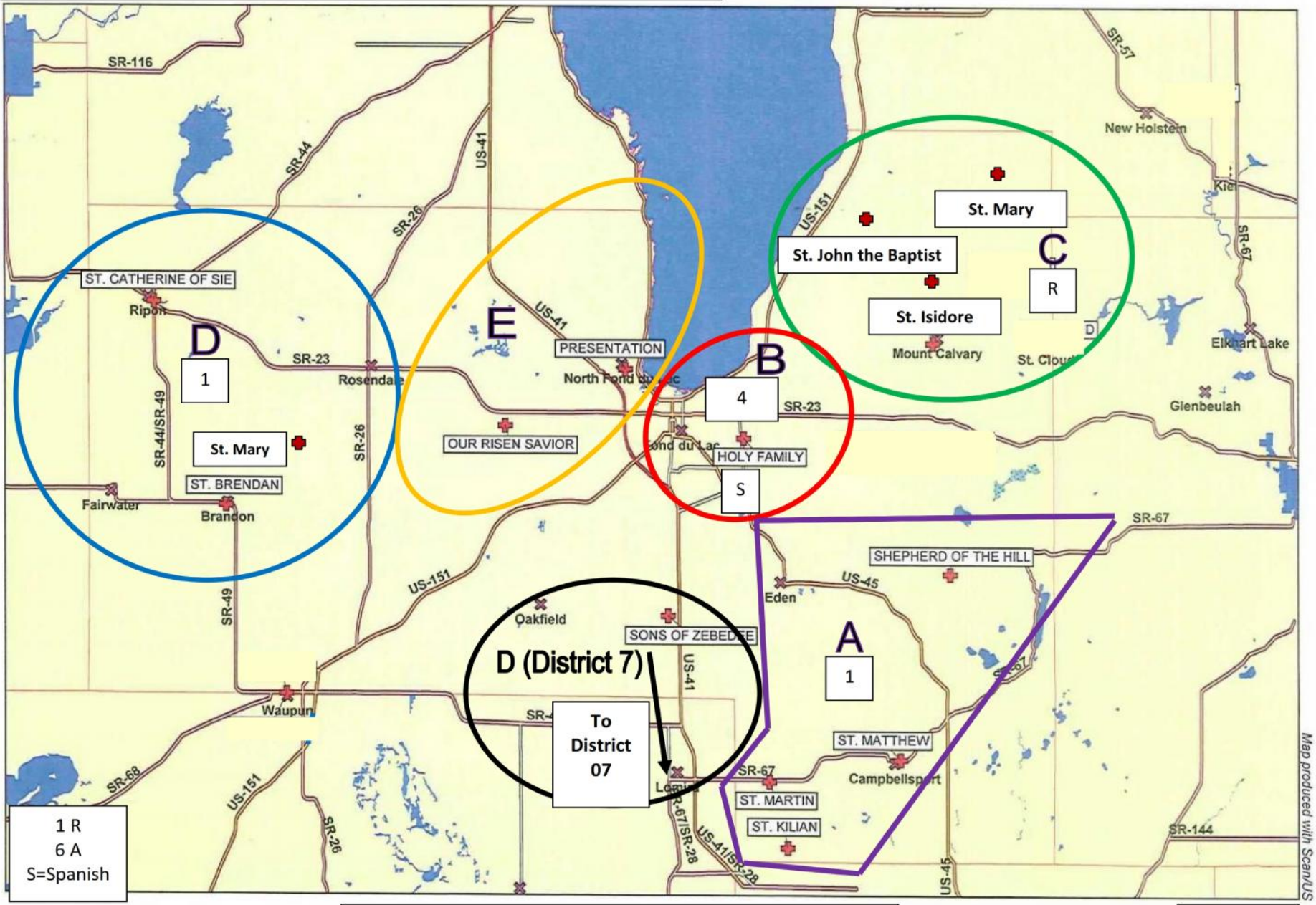

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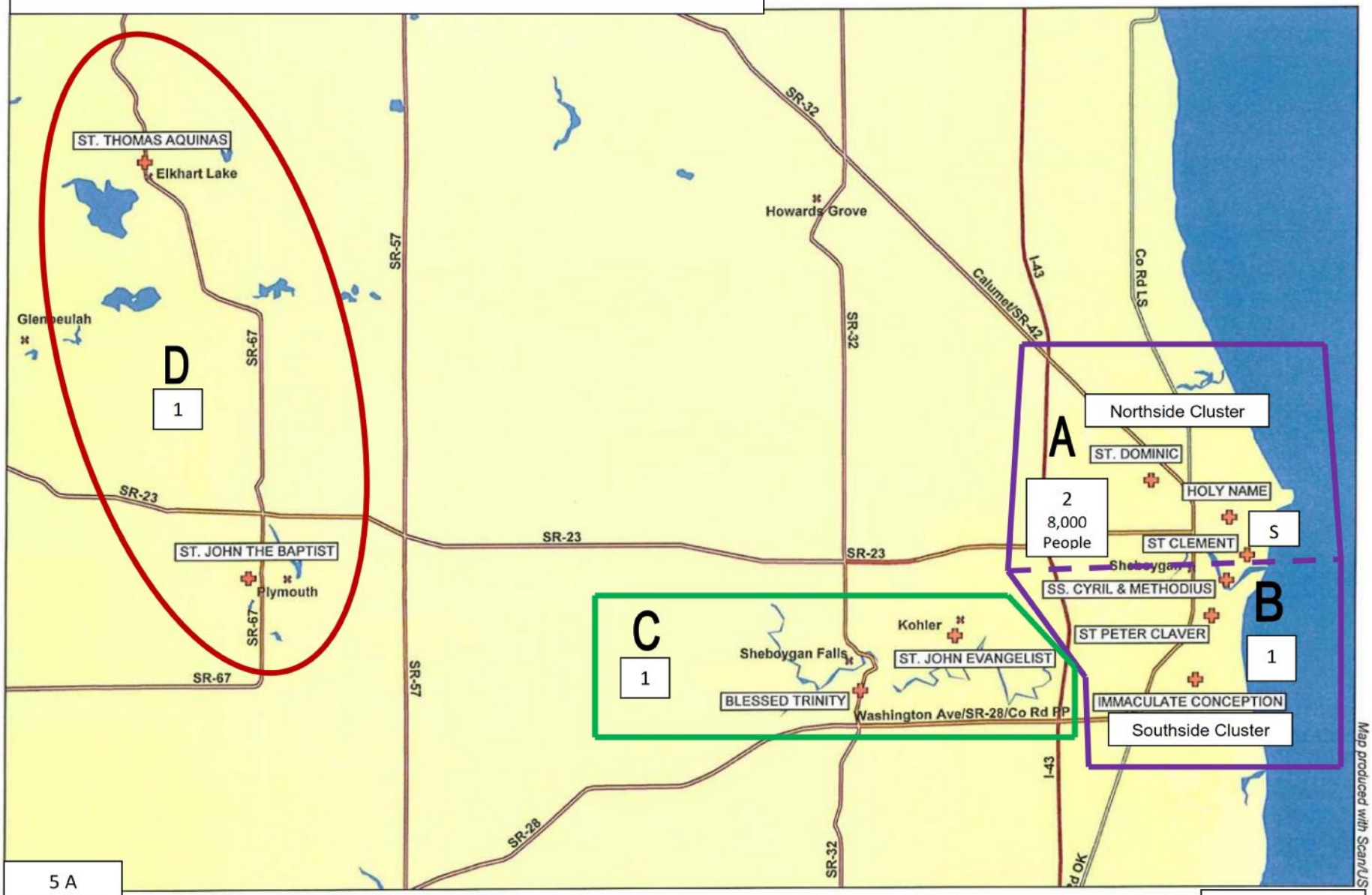

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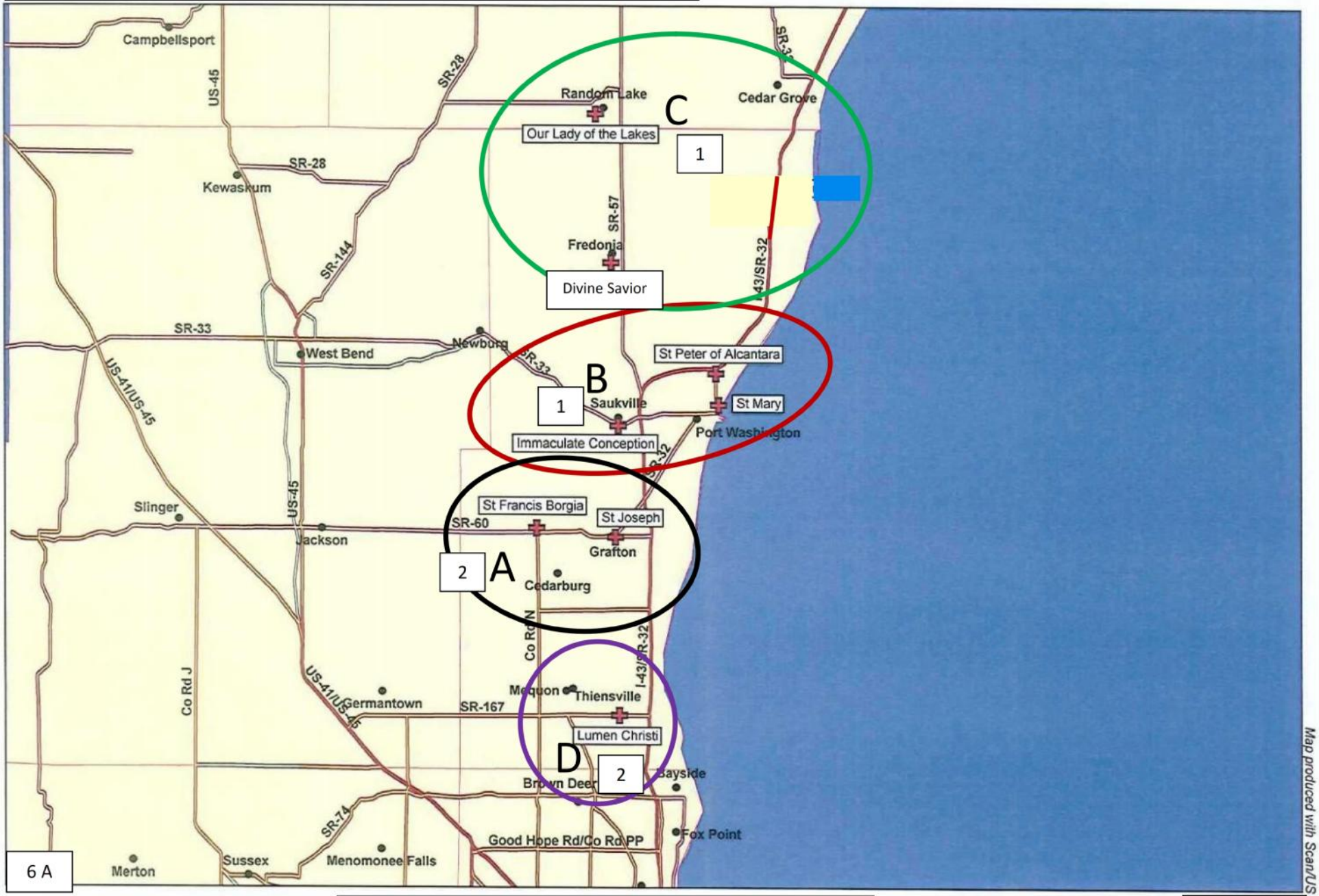

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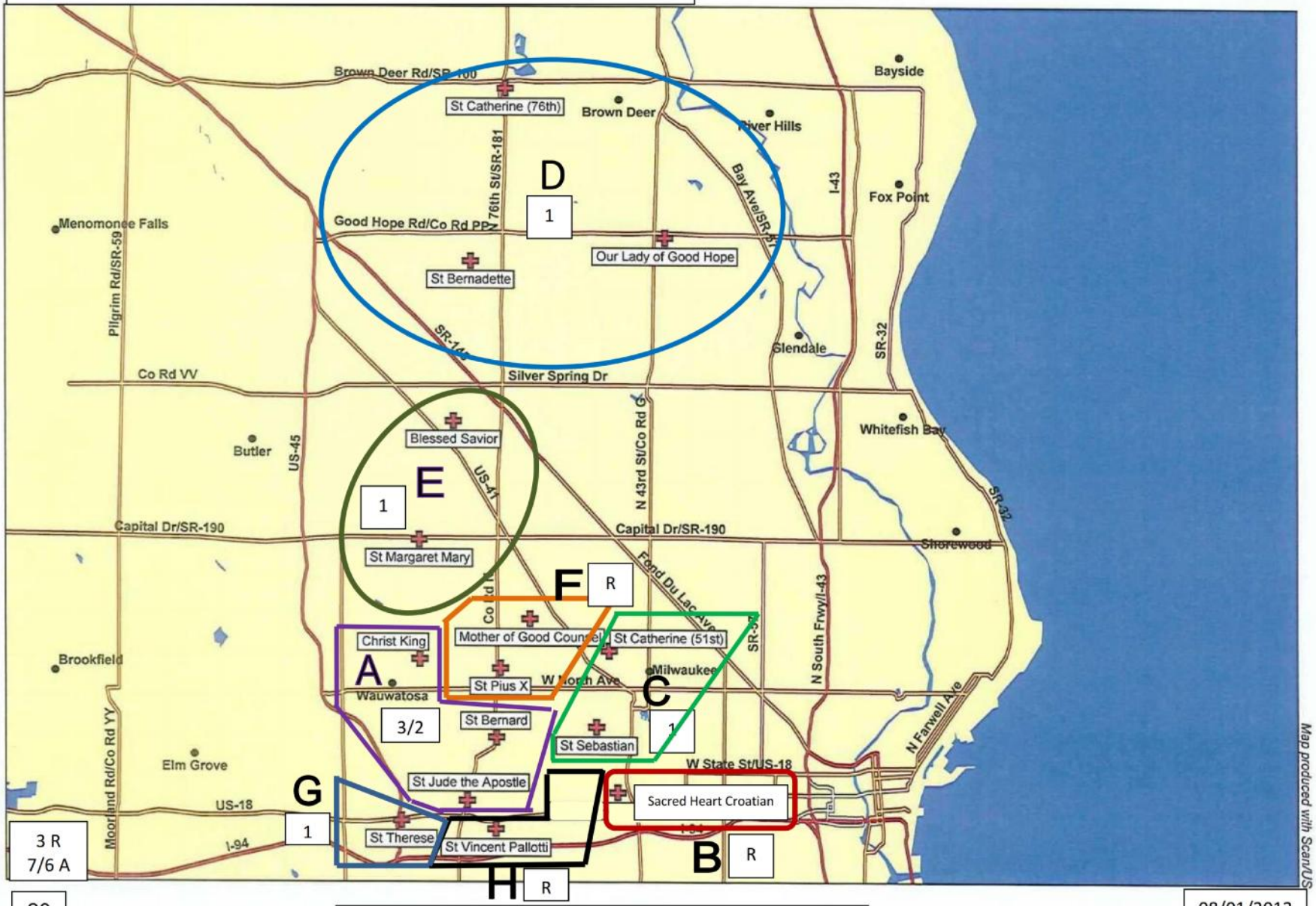

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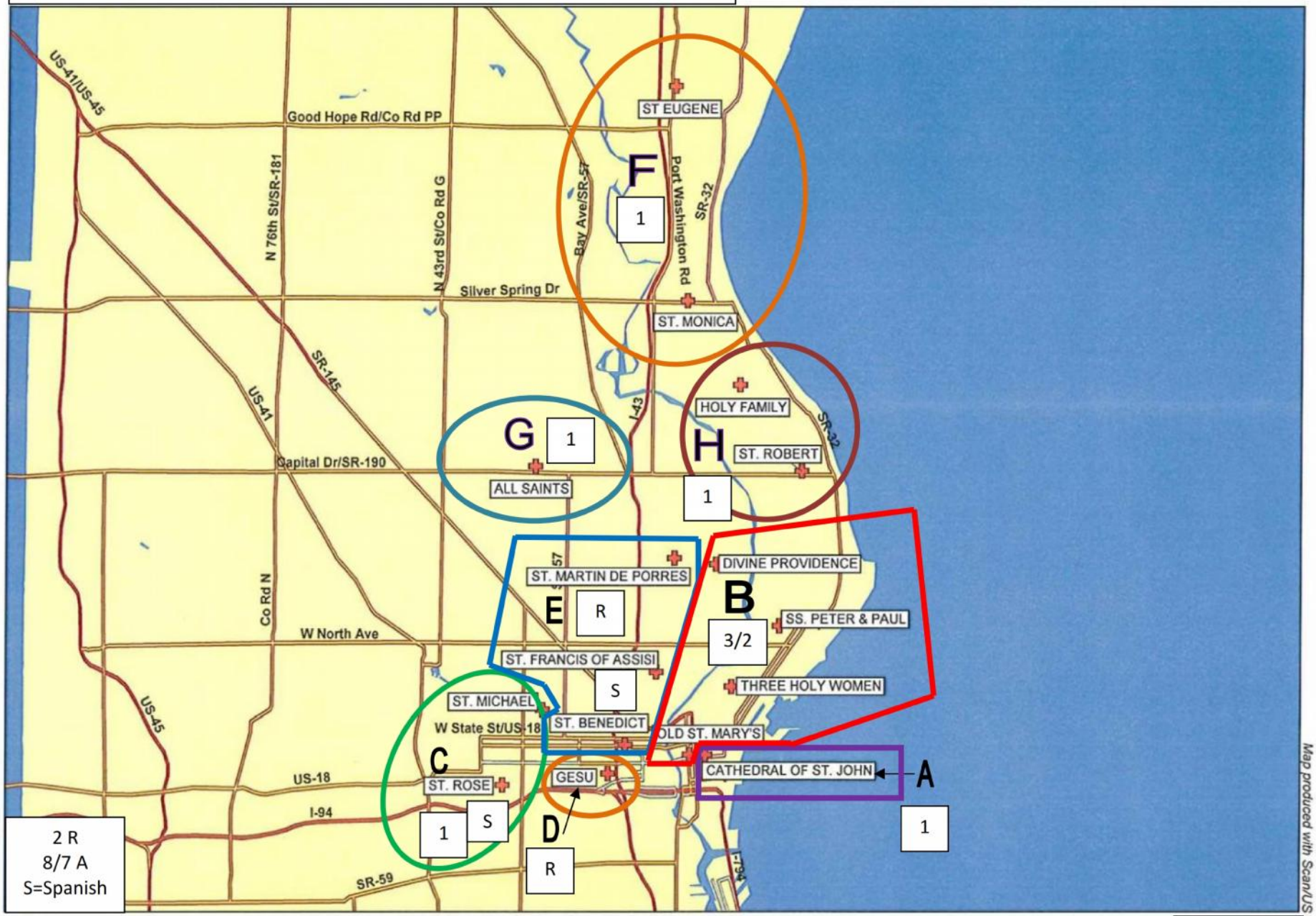

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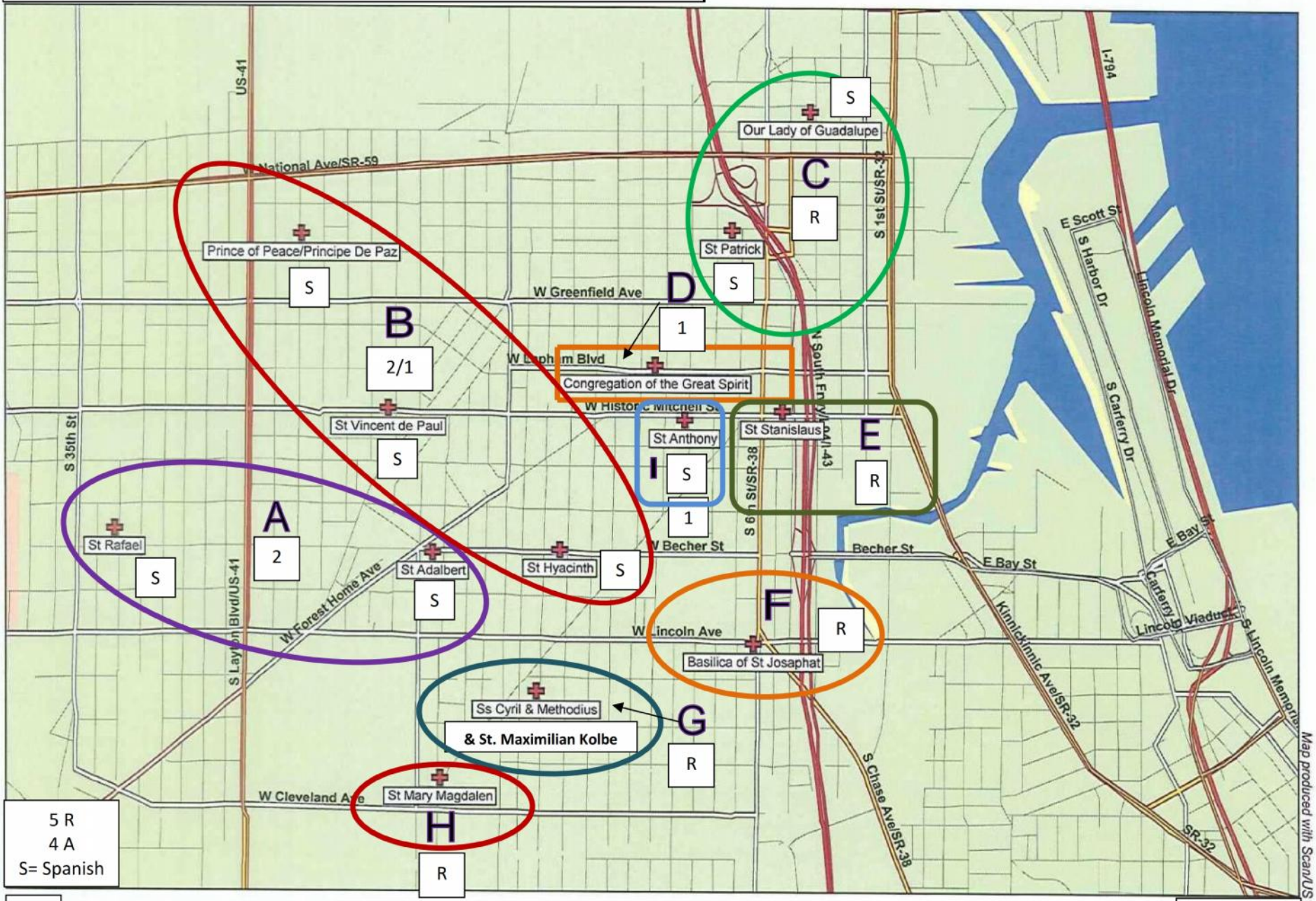

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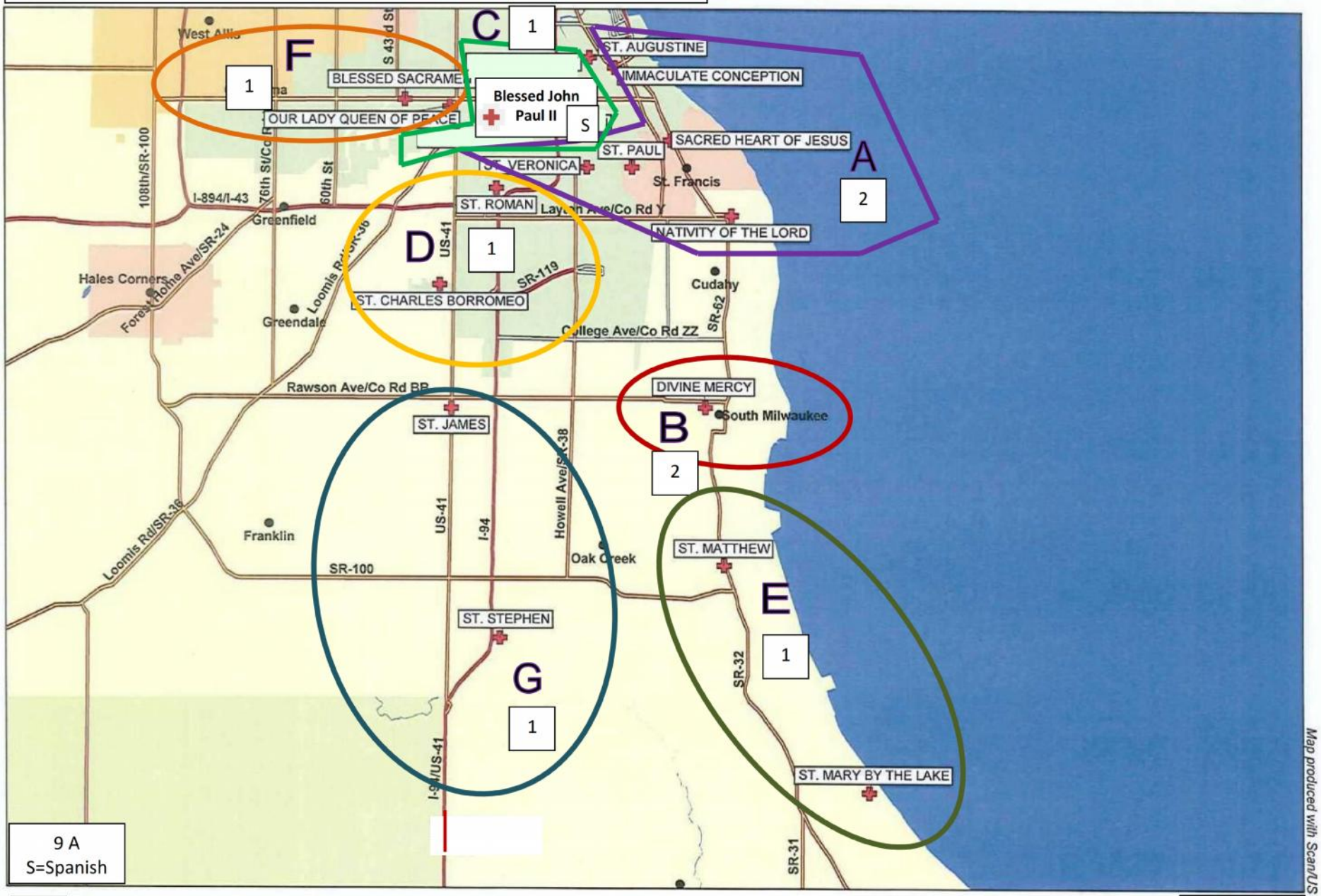
DISTRICT 15 – CLUSTER PROJECTIONS FOR 2020

Scan/US, Inc.

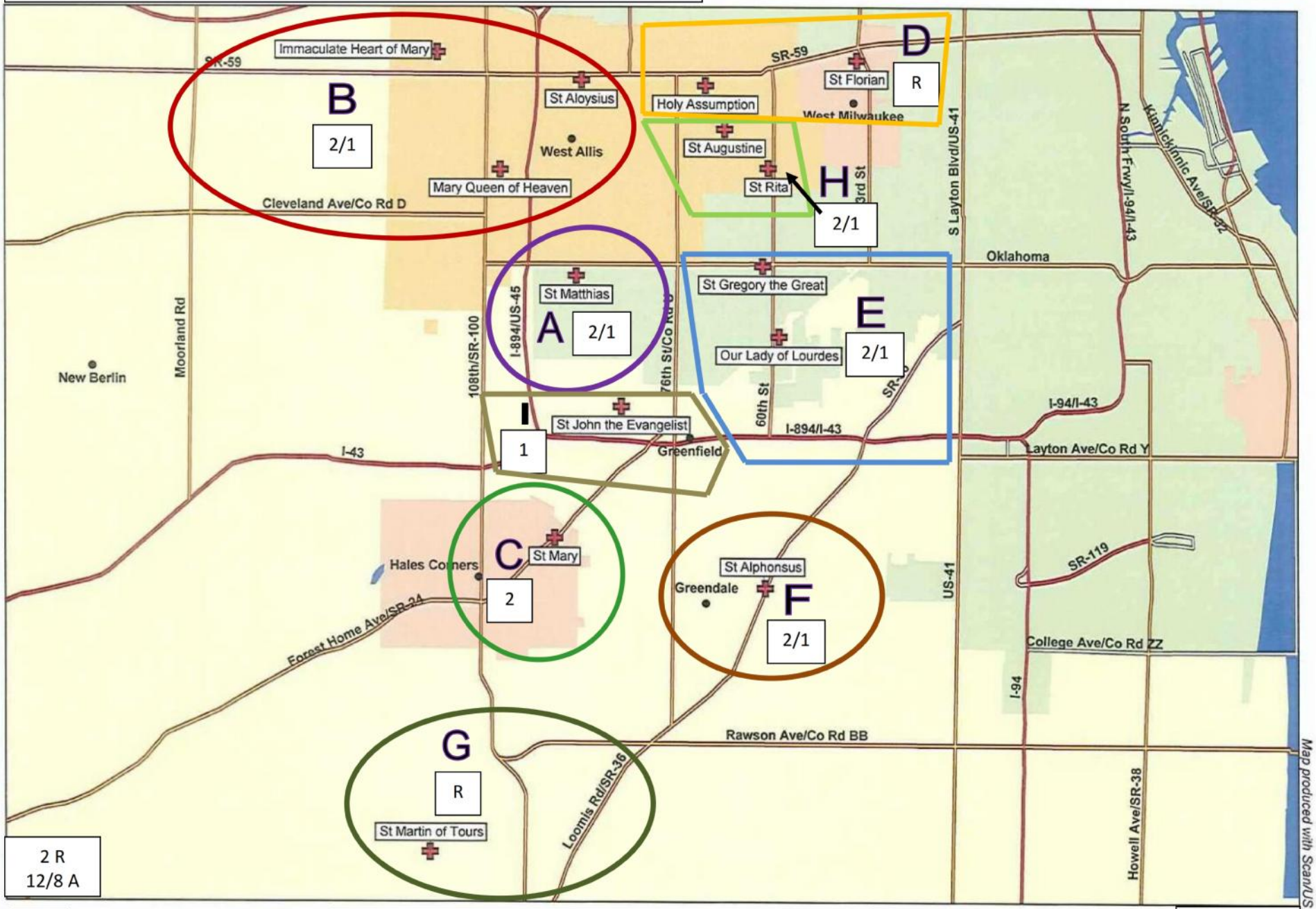


9 A
S=Spanish

Map produced with Scan/US

DISTRICT 16 – CLUSTER PROJECTIONS FOR 2020

Scan/US, Inc.



2 R
12/8 A

Archdiocese of Milwaukee – Office for Planning and Councils

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