



Overview

As Catholics, we are called to deepen our relationship with Christ, and as missionary disciples, to invite others to grow in their relationship with Christ. We do this in many ways — one of which is through the local parish community. Our parishes are the primary way most Catholics stay connected to their faith and each other. The model of parish life also allows for great flexibility in meeting the needs of Catholics at different times in history.

Today we face many realities that are impacting parish life and making it difficult to fully live out our mission. We face an urgent — yet exciting — opportunity to transform parish life — and the faith of all those who live here.

Pope Francis calls us to “read the signs of the times” while adapting to both the needs of the faithful and to historical changes.

While there is no predetermined outcome for this strategic pastoral planning effort, together we will pray to the Holy Spirit to guide our efforts so that we may better support our mission to encounter Christ, accompany others and live the joy of the Gospel.

We are not the first diocese with the courage and the will to be creative with the structure of parish life. Many dioceses have gone before us and have provided models and lessons for how we too can use our limited resources to enhance the Catholic parish experience in the Archdiocese of Seattle.

Archbishop Etienne has appointed a team to lead this strategic pastoral planning work, which will bring most parishes together into a new family structure with two or more other parishes. The pastor, parish leaders and parishioners of the new parish family will determine how they will best join together to carry out the mission of the Church as one parish.

Here is a timeline of the key milestones for Partners in the Gospel:

- January 2023: Public launch
- Fall 2023: Invitation to provide input on parish families
- Early 2024: Final parish family structures announced
- July 2024: Parish families go into effect with one pastor
- 2024–2027: Parish families journey together to become one parish



Q&A

(updated July 2023)

Q: What is Partners in the Gospel?

A: Partners in Gospel is a strategic pastoral planning effort taking place across the Archdiocese of Seattle to re-invigorate and renew our local Catholic Church.

Q: Why the focus on strategic pastoral planning?

A: The mission of the Catholic Church - which is to encounter Jesus, accompany others and live the joy of the Gospel - is at the heart of strategic pastoral planning. To achieve our mission, we must re-invigorate our parish communities, which includes adapting to the needs of the faithful and to our current reality. As part of strategic pastoral planning, we continually examine our resources and how we can best use them to support vibrant, sustainable, mission-focused parish communities across the entire Archdiocese of Seattle.

Q: Why now?

A: Today we face many realities that are impacting parish life and making it difficult to fully live out our mission. We face an urgent – yet exciting – opportunity to transform parish life.

Over the past few decades our local Catholic Church has experienced a decrease of engaged parishioners, fewer priests, dwindling finances, deteriorating campus conditions and more. Here are just a few statistics:

- Today the archdiocese has 80 diocesan pastors for 174 locations; by 2036, we estimate we will only have 66 diocesan pastors, an 18% decrease. (We also have fewer seminarians and fewer lay ministry leaders.)
- While the overall population the Archdiocese of Seattle is growing, registered households are declining, along with Mass attendance, baptisms, first communions, marriages in the Church and parish giving:
 - From 2010 to 2019, Mass attendance declined 11%.
 - Between 2010 and 2019, baptisms declined 32% and weddings declined nearly 19%.
- Currently, 67% of parishes operate with a financial deficit (excluding extraordinary income, which is income from sources such as leasing properties and endowments).

Q: What will be the outcome with Partners in the Gospel?

A: There is no predetermined outcome for this strategic pastoral planning effort. Together we will pray to the Holy Spirit to guide our efforts so that we can support our mission to encounter Jesus, accompany others and live the joy of the Gospel.

What we do know is that Partners in the Gospel will bring most parishes together into a new family structure with two or more other parishes. This parish family will be under the leadership of one pastor and have about three years to join together to become one canonical parish. The pastor, parish leaders and parishioners will determine how this new family will best join together to carry out the mission of the Church as one parish.

Q: Can you define what you mean by “parish” and “parish family”?

A: A parish is defined as a certain community of the faithful stably constituted within the archdiocese, whose pastoral care is entrusted to a priest as its proper pastor under the authority of the Archbishop of Seattle. (c. 515§1)

Note that the term *parish* refers to the *community of people* and not the sacred building designated for divine worship — the church (with a lowercase “c”).

A parish family is a group of two or more neighboring parishes under the leadership of one pastor and one or more parochial vicars. Over time, the parish family will determine its own consultative leadership team(s) and how they may share resources such as staff, ministries and outreach.

Q: Will all parishes be in families?

A: The majority of parishes will be placed in a family. However, there will be some parishes, due to size, geographic location, unique cultural communities or other factors, that will not join a family. These parishes will still be part of the Partners of the Gospel renewal effort to plan for how to best carry out the mission of the Church.

Q: What are the benefits of this approach?

A: This highly consultative approach gives parishioners the ability to provide input and take an active role in building and renewing their local Church. The process allows communities time to truly journey together and accompany one another in a synodal manner, while forming one new vibrant parish community. It is intended to give priests more time for pastoral care - while also ensuring no parish community is left out.

The new parish family will benefit from the shared gifts, talents, finances, resources and more from each of the joining parishes. This consolidation means

that the new parish family may have more resources to carry out the mission, which could include benefits like a larger active youth group and fuller Masses in one location – and a larger outreach ministry at another location.

It really comes down to the creativity and engagement of the parishioners and parish leaders to determine how the family will collaborate to carry out the mission. Please know that the Archdiocese is committing significant resources to support parishes throughout this journey.

Q: Does this mean churches/parishes are closing?

A: Yes and no. First, it is important to note the parish is not the church building. The parish is the community of the faithful and all that comes with it.

- The parish – community of faithful – will not be closing, but instead will join together to form one new community of faith.
- It is likely that some Church buildings will close or be repurposed as part of this process.

Further explanation:

A parish family is comprised of different parish communities that will eventually become one canonical parish. Decisions will be made at the local level to reflect the needs of each parish community. The parish leadership, with input from parishioners and guidance from the Holy Spirit through a synodal process, will make decisions about how to best carry out the mission locally.

This means that the new parish will determine many things, such as what ministries to provide, what outreach to the community is possible, what Mass times to offer and what and how properties and buildings will be used.

Q: Is this simply expanded clustering?

A: No. This is not expanded clustering.

Further explanation:

To enable and support parishes in this renewal effort, Partners in the Gospel uses a fundamentally different approach to the historical clustering model.

The *parish family* is a temporary step on the way to becoming one *parish*. A comprehensive parish support plan is in development as part of this process. This support plan will include a newly formed group of liaison staff, employed and funded by the Chancery, who will accompany the pastor in guiding the parish family through the process of becoming one parish. In addition, many tools and resources are in development that will help support parishes every step of the way, including detailed handbooks for navigating prayer and worship, community, discipleship, mission and evangelization, governance and leadership, and administration, infrastructure and finance.

QUESTIONS ABOUT THE PROCESS

Q: What is the process?

A: This is a multiyear, consultative synodal process and everyone is invited to participate.

In the first phase, the archdiocese will share and request input on a draft of the parish families with priests and parish leaders, school principals and leadership, archdiocesan employees and all Catholics across the archdiocese in the Fall 2023.

Once all the input has been collected, the Oversight Committee and the Presbyteral Council will finalize a recommendation. Archbishop Etienne will discern the recommendation and then officially promulgate the new parish family structure in early 2024.

In the next phase, parish families will work together over three years or so to determine how they will best become one parish (by summer 2027). Each parish family will have a liaison assigned to them to help throughout the process.

Q: How long does it last?

A: There is no finite time limit for Partners in the Gospel.

The consultative phase will take place throughout 2023. Once new parish families are officially formed in July 2024, they will have three years to become one parish. While this is the target date, we do recognize that each parish family is unique: Some parish families may wish to become one canonical parish sooner, while others may need a bit more time.

Q: When will this happen?

A: Here is a timeline of the key milestones for Partners in the Gospel:

- January 2023: Public launch
- Feb.- July 2023: Leadership consultation
- Aug/Sept 2023: Parish and school staff provide input on parish families
- Fall 2023: Parishioners provide input on parish families
- Early 2024: Final parish family structures announced
- July 2024: Parish families go into effect with one pastor
- 2024–2027: Parish families journey together
- 2027: Parish families become one canonical parish

Q: What does consultation involve?

A: Consultation and a synodal approach to this effort gives everyone a chance to review the potential family structure, pray to the Holy Spirit about it and provide

their input.

The process was built intentionally to ensure everyone has the opportunity to offer input. Specifically, there will be several stages of consultation and before a new draft is created, the changes are approved by the Oversight Committee and Presbyteral Council:

- Draft 1-2: Input from Oversight Committee and Presbyteral Council.
- Draft 3-4: Changes incorporated and then shared with all priests. Priests reviewed parish family configurations on May 3, 2023 in Tukwila and again in early June 2023 at Priest Days.
- Draft 5: Changes from Priests Days incorporated and then shared with all priests, parish and school staff for their input. This same draft to be shared a few weeks later with the public for their input in Fall 2023.
- Final input will be incorporated by the Oversight Committee and Presbyteral Council, who will then make a final recommendation to Archbishop Etienne at the end of 2023.
- In early 2024, the final parish family configurations will be announced.

Q: What will change at parishes when this is implemented?

A: Several things will change immediately, and many more will evolve over time with input from the community. Immediate changes include:

- One pastor and one or more parochial vicars will be assigned – many or all of whom will be “new” to that parish community (but not “new” to ministry)
- Mass times will change at some locations
- Parish leadership meetings – it will be impossible for the pastor to attend numerous finance council meetings or school commission meetings that are on the same night so schedules will likely need to be adjusted

Further explanation:

The new parish family will have more collective resources (people and finances) to carry out the mission of the Church. What this looks like for each parish family will be determined by the creativity of the particular parish community. While each parish family will be assigned a pastor and one or more parochial vicars, all the other decisions are intended to be made by the local community to ensure what emerges reflects the gifts and needs of their specific communities.

Working with their liaison, each parish family will have resources and tools to help them implement changes along this three-year process. Keep in mind that these changes are taking place to help achieve the larger goal of renewing parish life so that we can help others encounter Jesus.

Q: How will parishes integrate different nationalities or charisms?

A: We will continue to pray to the Holy Spirit for guidance. We are one universal Catholic Church and we honor the rich diversity which brings fullness and joy to our faith communities.

All parishes have their differences - whether it is nationality, ecclesiology, outreach ministries and more. Partners in the Gospel requires all of us to become welcoming. It requires all of us to take time to learn about each other and about the larger community we serve. The Archdiocese will provide more tangible guidance on how to bring people and leadership teams together - but at its heart, we must all work together to build a faith community that reflects the love of Jesus so that we can effectively be his living body.

Q: How will priests be selected for the new parish family?

A: As with all priest placements, the Priest Personnel Board (PPB), made up of priests and Chancery leaders, makes recommendations to the archbishop. Priests will have individual conversations about their desires and how they would like to serve in the future — either as a pastor, a parochial vicar or in a different supportive role.

Q: How will naming work?

A: A parish family will have a temporary name based on their geographical deanery location with an assigned number. For example, “Northern Deanery 1” and “Northern Deanery 2,” but will retain its parish name until the family becomes one canonical parish. It is also important to note that the name of a parish is different than the name of a church building.

As the parish family works together it will develop a “One Parish Plan” which is a plan about how it will become one canonical parish. As part of phase 3 of the planning process, the parish will begin discerning its name based on a list of approved names.

The list will contain more recent saint names along with more traditional (mostly saint) names. The parish family will submit their top five choices, which should not be the same name as existing church names in their deanery or adjacent deaneries. Ultimately, the archbishop will select the name based on the top five names submitted by the parish family from the approved list.

QUESTIONS ABOUT SCHOOLS

Q: What does this mean for schools?

A: Schools are a vital ministry of a parish, and they will benefit from stronger parish families through Partners in the Gospel. As parishes join their parish families, so too will the schools associated with each parish. Some parish families will inevitably have more than one school.

Further explanation:

The new parish family will have three years to determine how to join together as one canonical parish, which includes discernment around all ministries, including Catholic schools.

Catholic schools are key to our formation and evangelization efforts in the Archdiocese of Seattle and there is a strong desire to bolster our Catholic School ministry.

Parish families - with the support of the Office for Catholic Schools - will discern together how to foster strong Catholic education. This may mean no changes to the school ministries in one parish family while changes to schools in another parish family may be discerned.

For example, in some cases, a parish family may wish to make one campus an elementary school and another campus a middle school - or turn one campus into an early learning center. There is also a possibility that a parish family may choose to merge schools over time or add another school based on community need. Any changes to schools would be a result of a discernment process by the parish family leadership and in partnership with the Office for Catholic Schools.

Q: Will there be consolidation for schools?

A: While there are no predetermined outcomes from this work, the goal is to strengthen parish communities and Catholic schools. Parish families, including school leaders, parents and parishioners, will discern the best approach for their particular school and parish community.

If a parish family comes together with more than one school, the new parish family leadership will evaluate the needs and opportunities this may present. Parish families have the opportunity to be creative and flexible in how they form one parish over time. If they decide to explore changes to the school structure within their parish family, they will work in close consultation with the Office for Catholic Schools.

Q: How does this impact school commissions?

A: Each school will still have a school commission and the principal and pastor will be members of it. School commissions work as advisors to these leaders and the focus of their work will reflect the needs of the schools in the family as well as

long-term planning. There will be specific guidance around this for schools in the handbook that is currently under construction.

QUESTIONS ABOUT PEOPLE

Q: Who is leading this effort?

A: There are many different groups involved in the research, planning and execution of this strategic pastoral planning effort:

- **Partners in the Gospel Core Team** is comprised of co-leads Father Gary Lazzeroni, Vicar General and Caitlin Moulding, Chief Operations Officer, and 10 other lay leaders.
- **Oversight Committee** is a diverse group of priests, lay leaders, a religious sister, a deacon, and superintendent of Catholic Schools.
- **Presbyteral Council** is made up of priests, including those elected by each of the 10 deaneries, who advise and consult with Archbishop Etienne.
- **Parish family liaisons**, who will be hired and trained by the Archdiocese of Seattle, will support parish families in the process of becoming one parish.
- **PartnersEdge** is a research consulting firm that has helped other dioceses work through similar planning efforts.
- **You** — we are asking for feedback and input from all Catholics in the Archdiocese of Seattle in Fall 2023. We are also asking for everyone's prayers for this effort.

Q: What does this mean for priests?

A: Today, priests across the archdiocese are spread thin and spend significant time on administrative activities instead of pastoral care. With the implementation of Partners in the Gospel, over time, priests will be able to focus more of their efforts on the pastoral care and relationships with members of their parish community.

Partners in the Gospel will also require the support, the expertise and the gifts of our extern priests from other dioceses who will be assigned to support parish families and our retired priests who often fill in for priests who are sick or traveling.

Here are a few other changes:

- With the new family structure, some priests will become pastors, while others will become parochial vicars to ensure the best possible pastoral care for the community.
- Canon Law assumes a priest will celebrate no more than one regularly scheduled Mass per day. The law allows a priest, with permission from the

bishop, to celebrate up to three Masses on a Sunday. We know that many priests are celebrating more than that today, and as part of our planning for the future, we need to look at the strain this puts on priests.

- Priests will need more lay leadership support than ever before, which presents a great opportunity for Catholics to bring their professional experiences to parish life.

Q: Will my priest change?

A: Quite possibly – many parishioners will have a new pastor as part of the priest placement process for Partners in the Gospel.

Q: What does this mean for parishioners?

A: Overall, parishioners should experience a more vibrant and engaged Catholic community. They will have more opportunities for personal faith growth and the opportunity for a closer relationship with their parish leaders.

Practically, it also means that parishioners will experience administrative changes. This will differ by parish family, but some changes might include a new pastor and parochial vicar, changes to Mass times and locations, changes to parish leadership teams and new outreach ministry opportunities.

Q: What does this mean for deacons?

A: Deacons play a vital role in the life of the Church. They are gifted at accompaniment and bringing Jesus to the margins. This work must continue and will hopefully grow exponentially through Partners in the Gospel. Potential roles include supporting people as they process grief associated with the potential changes or leading the synodal discernment process at their parish for the parish family input.

Q: What does this mean for lay leaders?

A: As the Church lives out Partners in the Gospel, the work of Lay Ecclesial Ministers will become even more important. Lay leaders are needed at all levels of parish life from leading ministries and liturgy planning to accounting and marketing expertise.

Partners in the Gospel provides a great opportunity for lay people to become even more involved in parish life.

To help train lay leaders, the Archdiocese of Seattle relaunched the Lay Ecclesial Ministry formation program to strengthen and support our existing Lay Ecclesial Ministers while we train new ones. Read more about it [here](#).

Q: What does this mean for staff?

A: As parishes form into families and then eventually one canonical parish, there will inevitably be staff changes. How Partners in the Gospel will impact a specific staff role will certainly depend on the makeup and needs of the new parish family. Parish leaders are urged to move slowly and take their time in determining the needs of a parish family – especially as it relates to staffing.

The reality is that some positions may consolidate. It is important to remember that the goal of this effort is to renew parish life and doing so *will require many people*. There are many open positions across the archdiocese and many new positions will be created through the Partners in the Gospel process that will provide opportunities for staff to bring their gifts and talents to a new community. A team in Human Resources is exploring ways to help support people who may be displaced through this process by matching them to other open positions in the archdiocese.

Q: What is the role of the parish family liaison?

A: The liaison is a professional hired and trained by the Archdiocese of Seattle to support parishes as they journey in their new family to become one parish. They will use the tools, resources and other guidance, currently under development, to help the parish family navigate how to approach prayer and worship, evangelization, administration, governance and other issues in their new configuration – accounting for the gifts and needs of its community. They will also support the parish in the creation of the One Parish Plan, which will be presented to the archbishop before becoming one canonical parish.

Q: What is the role of PartnersEdge in this work?

A: PartnersEdge, a research consulting firm, is supporting Partners in the Gospel in two main areas. First, PartnersEdge collected Archdiocese of Seattle data and combined it with census information and their own experience working with other dioceses to create the “Current Reality Report” for our region. The Current Reality Report ([English](#), [Spanish](#), and [Vietnamese](#)) captures the present condition of the archdiocese using demographic, sacramental and financial data.

PartnersEdge, in conjunction with priests and lay leaders, developed a draft of potential parish families for modification through significant consultation with priests, deacons and lay leaders throughout 2023. In Fall 2023, the consultation will be opened to all Catholics throughout the archdiocese.

QUESTIONS ABOUT OTHER TOPICS

Q: Are other dioceses doing this?

A: Yes. Dioceses across the United States have implemented similar initiatives. The Partners in the Gospel Core Team has connected with many of them to hear their stories and learn from their experience. Using these insights, our archdiocesan team developed a planning and consultation model that reflects the uniqueness of the Archdiocese of Seattle. Our model is consultative, embraces our cultural diversity and history, and reflects our large geography that includes concentrated city centers as well as suburban and rural communities.

While we appreciate the guidance and insights from other dioceses, success in the Archdiocese of Seattle will come from the creativity and collaboration of each parish family, led by the Holy Spirit.

Q: What can we do now?

A: We ask everyone to pray for this renewal effort. Each parish received prayer cards to give people to pray during Mass or on their own.

Additionally, we ask people to review the [Partners in the Gospel](#) materials online to become more familiar with the overall mission of the Church, the goals of this effort and the process we are undertaking. People may also wish to read through the Current Reality report or watch the presentation to understand why there is an urgent need to make changes now.

Parish leaders should look for ways to foster community while grounding people in the mission of the Church. The Tilling the Soil guide ([English](#) | [Spanish](#)) was created to give parish leaders way to do this. Suggestions include activities like:

- Praying the Partners of the Gospel prayer at Masses
- Small faith-sharing groups
- Discussions about the Current Reality Report