BISHOP’S LETTER OF PROMULGATION

My Dear People of God,

On the Feast of the Presentation of Our Lord, February 2, 2007, I promulgated the Diocesan Pastoral Plan, Come to the Light, as crafted by the Diocesan Pastoral Council and recommended by the Presbyteral Council and College of Consultants of the Diocese of Helena.

That plan called for a Diocese-wide study to provide a practical look at our reality. It mandated widespread collaboration, among the various regions of the Diocese, and would propose creative and practical models for serving the needs for priestly ministry in our geographically diverse Diocese.

Paragraph 46: The Pastoral Planning Services, in collaboration with the Bishop, Presbyteral Council and College of Consultants, should initiate a process that will bring together the resources of each area to formulate a realistic plan that will address the equitable distribution of priest resources within the Diocese. This plan will project the use of priest personnel, with wide regional collaboration, using models that are appropriate and practical for the parishes and areas involved. Great sensitivity is to be given to the rural parishes in the priest personnel redistribution process. The goal of providing sacramental ministry to all regions of the Diocese and of maintaining a priestly presence without compromising the health and well-being or safety of our priests will be among the guiding principles of this effort.

The implementation of this initiative from the Pastoral Plan, Come to the Light, was launched in the fall of 2009 and called Living Stones—planning for tomorrow. Each parish participated in a variety of ways with parish meetings, demographic data gathering, preparation of in-depth answers to questions about the life and ministry of the parish as well as the stability and sustainability of the parish. That information was studied by Deanery Planning Groups that were composed of pastors, pastoral administrators and lay members from each parish and mission.

The work of the Deanery Planning Groups yielded plans, for their areas, that were taken back to the parishes for input and comment. Those draft plans were available also on the Diocesan website. With the recommendations and suggestions from the parish communities, the Deanery Planning Groups met, making appropriate adaptations and modifications to their plans, and the final plan was crafted and sent to the Presbyteral Council and College of Consultants.

The Presbyteral Council and College of Consultants recommended the Living Stones—planning for tomorrow plan to me, on March 28, 2012.

I would like to express my profound thanks for all the time and care made available by our priests, pastoral administrators, parish and diocesan staffs and the lay faithful during this important process. The meetings, study, conversations processes and involvement of our parish communities were key in bringing many voices around the table of planning.

With all this in mind, I hereby promulgate this pastoral plan for priestly presence and ministry to our parishes, Living Stones—planning for tomorrow. This plan will guide me and the Personnel Board as we assess parish assignments. Aspects of the Living Stones plan become effective only with the specific permission of the Bishop, and after following appropriate canonical and diocesan procedures.

Given at Helena, Montana, on the Feast of Our Lady of Guadalupe, the twelfth day of December in the year of Our Lord two thousand twelve.

Most Reverend George Leo Thomas,
Bishop of Helena

Reverend John W. Robertson, Chancellor

HISTORY and PROCESS

Living Stones originated with the diocesan pastoral plan, Come to the Light, which Bishop George Leo Thomas promulgated in February 2007. In the plan, creating a proposal for future distribution of priest personnel while maintaining quality pastoral care was identified as an important priority, which then became central in Living Stones.

Parishes and missions completed a 228-question inventory in 2009. The responses, combined with demographic and financial information about the parishes in each deanery, provided the Deanery Planning Groups with a detailed picture of their respective deanery.

In 2009 and 2010, parishes held meetings to receive parishioners’ input through a series of questions about changes they might experience in their parish and deanery if there were fewer priests in the deanery.

Pastors and parish administrators were asked to invite a parishioner to represent each parish and mission in the newly forming Deanery Planning Groups. Each of the six Deanery Planning Groups consists of the pastors, parish administrators and parishioner representatives from the parishes and missions in that particular deanery.

Throughout 2011, the groups met to develop their plans.

In January 2012, more parish input sessions gave parishioners an opportunity to discuss the proposed plan and their reactions to it. Those unable to attend the sessions were invited to use an input form to provide feedback. Parish pastoral councils provided parish reports, based on the input sessions and individual input forms, with the councils offering areas of affirmation, concern and suggestion, as well as the prevalence of comments in each area. The Deanery Planning Groups reviewed the pastoral councils’ reports to determine whether plans required modification.

The Deanery Planning Groups then recommended their plans to the bishop’s consultative body, the Presbyteral Council/College of Consultants. The consultative group studied each plan and ultimately recommended the final versions to Bishop George Leo Thomas. In March 2012 Bishop Thomas reviewed the plan. He promulgated it on December 12, 2012, the Feast of Our Lady of Guadalupe.

COMMONALITIES

The Deanery Planning Groups recommended the diocese formulate a program for the training and formation of pastoral administrators. The groups indicated urgency in implementing such a program, to meet the need for pastoral administrators in the absence of a resident pastor.

The overarching need to provide quality pastoral care for the people of the diocese, in light of the reality of a priest shortage, was expressed in each plan. The deanery plans will be put into action on an “as needed” basis, with priest personnel changes in either the originating or another deanery necessitating action via one or more deanery plans.

FUTURE ASSESSMENTS

All sites throughout the Diocese will be part of a yearly, ongoing process to study their sustainability. Some of the aspects of this study will include a yearly look at Parish Mass attendance, annual offertory income, debt retirement (if any), parish plant maintenance, and parish and diocesan financial obligations met. It will also consider parish vitality and engagement. This study will be completed each year and any adjustments needed to the plan will follow.

Living Stones, the diocese-wide process to plan for assignment of priests, is complete after over three years of information gathering, assessment and input from parishioners, lay staff and priests. 1,587 parishioners were part of the final review of the plan and submitted recommendations and input to the Deanery Planning Groups as the final plan was formulated. This special section includes background information on the process, as well as each deanery plan, as approved by Bishop George Leo Thomas on December 12, 2012.
KALISPELL DEANERY

The Kalispell Deanery Planning Group makes the following recommendations and notes its hope that any changes be made with sensitivity and compassion to those parishes experiencing change, and that changes are implemented on an "as needed" basis.

St. Matthew Parish, Kalispell remains as it is currently, with one priest. The pastor at St. Matthew currently has responsibility for a large parish and a parish school. If possible in the future, this would be a good parish assignment for a Parochial Vicar. Even if, in time, the grade school would become a regional school, the pastor at St. Matthew still would have responsibilities for pastoral presence at the school.

Blessed John Paul II in Bigfork would continue with the service of one priest.

St. Richard Parish in Columbia Falls with summer service in Glacier National Park would remain with the services of one priest. There also are two newly ordained deacons who are sponsored by St. Richard.

When there is no longer a priest to serve St. Charles, Whitefish, the first option would be to cluster St. Charles with St. Richard in Columbia Falls, the two parishes sharing one pastor and a pastoral administrator appointed for the parish with no resident priest. A second, more long-term option, as priestly resources are no longer available, is to merge the two parishes (St. Charles and St. Richard) using the larger parish facility for both congregations and, finally, in time, when and if it is economically feasible, to look for land in an appropriate place between the two sites to form one amalgamated parish.

Risen Christ Parish, Kalispell, would, in time, and if there is not a priest available to serve there, look to one of two options – either to cluster or merge with the St. Charles/St. Richard in Kalispell. If clustered, it is recommended that a pastoral administrator be appointed for Risen Christ.

As long as possible, Our Lady of Mercy in Eureka would remain with the service of one priest. In the event that there is not a priest to serve Eureka, all options will be explored, such as service by a retired priest or service from Whitefish (if there were still a priest in Whitefish), or perhaps other options that we can’t foresee at this time.

St. Joseph Parish in Libby and Immaculate Conception Mission in Troy would remain with the services of one priest.

Immaculate Conception in Polson would retain one priest who also serves Sacred Heart Parish in Ronan. A pastoral administrator would be maintained at Sacred Heart. The Mission church of Charlo becomes a "Church of Occasional Worship" with Mass celebrated there at least once a year or, if that is not financially feasible, service there would be discontinued. Service to Charlo would be discontinued only after specific permission is obtained from the Bishop.

St. George Parish in Deer Lodge would remain with the services of one priest.

St. Lawrence Parish in Broadwater and Sacred Heart Mission in Hot Springs all are served by one priest from Thompson Falls. The missions at Norex, St. Augustine Mission, becomes a "Church of Occasional Worship" with Mass being provided recommended by the pastor of St. William and St. James and approved by the Bishop.

All sites in this Deanery and throughout the Diocese will be part of a yearly, ongoing process to study their sustainability. Some of the aspects of this study will include a yearly look at Parish Mass attendance, annual offertory income, debt retirement (if any), parish plant maintenance, and parish and diocesan financial obligations met. It will also consider parish vitality and engagement. This study will be completed each year and any adjustments needed to the plan will follow.

Other recommendations: The Kalispell Planning Group also recommends the Diocese formulate a program for the training and formation of pastoral administrators and that this program be developed soon to accommodate the need.

BUTTE DEANERY

All changes would be made on an "as needed" basis. If there are fewer priests to serve the Butte Deanery, the following changes may be made:

If there are fewer priests available to serve, the proposed plan would maintain two priests or, if possible, one priest of Butte. There would be at least one for the North Unit and one for the South Unit. The North Unit would continue to be responsible for the schools at both the Catholic high school and at Montana Tech. St. Joseph Church would be carefully evaluated annually following a sustainability study to determine if it remains a viable parish. St. John and Holy Spirit would be clustered with St. Ann. Where financially feasible, there would continue to be pastoral administrators serving in parishes if there is no resident priest.

One priest would serve the Dillon area churches. It would be helpful to have a priest who had some Spanish language skills or perhaps a deacon with some Spanish language skills. There is a growing Hispanic population in this area and they could benefit from services in Spanish. The plan calls for discontinuing the Mass in Wisdom and continuing to evaluate providing a Mass in Lima. Service to Wisdom would be discontinued only after specific permission is obtained from the Bishop. Dillon and MalRose would be served by one priest.

In the Laurel, Ennis, Whitehall and Twin Bridges area, the recommendation is for one priest in Sheridan with a pastoral administrator in Whitehall and a deacon to help. Currently there is no Mass at Sheridan but there is a residence available priests to serve, which is centrally located to Twin Bridges, Ennis and Laurel. It is understood that Mass would not be available at every site each weekend; Sunday Celebration in the absence of a priest provided by someone trained to provide it could be available in those areas where there is no Sunday Mass scheduled on a weekend. Good catechesis will be necessary prior to initiating this. It is recommended that there is no confusion regarding Sunday Celebrations in the absence of a priest. This model would be phased in depending on the availability of priests.

One priest would serve Deer Lodge with outreach to the prison. There was also conversation about one priest with a deacon or two priests and a supportive staff serving the Anaconda and Deer Lodge area with outreach to the prison in Deer Lodge.

There would be one priest and, if possible, also one deacon in Anaconda.

Other ideas important to the Planning Group:

• This planning group advocated for finding practical and affordable ways to better use technology in reaching our educational goals.
• There is need to have professional training provided for those who will conduct the Sunday Celebration in the absence of a priest.
• There is a growing Hispanic population in the Dillon area and it would be helpful to begin to identify someone who could provide pastoral ministry to this group in Spanish.
• The Deanery feels it could function with a minimum of six - seven priests.

All sites in this Deanery and throughout the Diocese will be part of a yearly, ongoing process to study their sustainability. Some of the aspects of this study will include a yearly look at Parish Mass attendance, annual offertory income, debt retirement (if any), parish plant maintenance, and parish and diocesan financial obligations met. It will also consider parish vitality and engagement. This study will be completed each year and any adjustments needed to the plan will follow.
Areas where no change is recommended at this time:
- Hamilton, St. Francis of Assisi with a mission in Darby:
Mainlain a priest presence in Hamilton serving the south end of the Bitterroot Valley.
- St. Michael in Drummond and St. Philip in Philipsburg continue as they are currently, served with a retired priest for weekend Masses and a pastoral administrator to coordinate services. This parish has the services of a newly ordained deacon.
- Gold Creek would be officially designated a “Church of Occasional Worship”.
- St. Ignatius Parish in St. Ignatius; Sacred Heart Mission in Arlee; and St. John Berchmans Mission in Jocko are currently staffed by a Jesuit priest for as long as the Jesuit Community can provide priestly ministry in those sites. There are also two Dominican Sisters who serve these communities. The plan does not envision any change in this configuration unless there is no longer a Jesuit available to serve this area and then a diocesan priest will need to assume this ministry.

Note: The connection to the Missoula Deanery for St. Ignatius, Arlee and Jocko is primarily because of St. Francis Xavier Parish in Missoula, which is a Jesuit parish and keeps the Jesuit staffed parishes in the same deanery. If it is no longer possible for the Jesuits to provide a priest for St. Ignatius, Arlee and Jocko, then the reservation parishes would request to be part of the Kalispell Deanery to keep the Native American parishes together in the Flathead Valley. While there is a Jesuit presence in St. Ignatius and Missoula, the configuration works and should stay as it is.

- St. Mary in Stevensville would remain as it is, with one priest serving Stevensville and Florence.
- The Diocese has a commitment to the University community and so maintains a parish that has a special relationship to this community. Because of this there is one priest who would serve Christ the King with a special ministry to the University community. This model may need to be revisited as models of ministry in the area change.

Areas where some change is envisioned if it becomes necessary:

- There are currently two Jesuit priests assigned to serve St. Francis Xavier Parish in Missoula. If the Jesuits are no longer able to staff St. Francis, the Diocese would need to identify persons with the skills necessary to assume leadership in areas of parish leadership.

Some considerations:
- Pastors in the Missoula area will need to study the current Mass schedule to see if the current schedule could be coordinated. The Missoula area pastors will need to meet with an eye to creating space for the future needs of some of the parishes/missions to be served from Missoula.
- Flexibility and adaptability are key in looking to the future.

Long range:
- Vision: There is a desire to provide ministry in areas of growth in Missoula where there is currently no parish to serve.
- Aclue: Study the location of Blessed Trinity Parish in relationship to the population growth in Missoula to determine the best placement for this parish. As need dictates and it is financially feasible, begin the process of locating and procuring land and relocating the parish community in the area where the Missoula population is growing and there is no Catholic Church currently to serve. The Diocese would need to redraw Missoula parish boundaries to reflect the potential “new” site. Spirit of Christ in Lolo continues as a mission of Blessed Trinity Parish.

Some next steps:
- Formal land study of the southwest corridor in Missoula
- Boundary review of current parish boundaries
- Consider and develop “Mission Ministry Team” opportunities
- Formation of Diocese-wide lay leadership

Mission Ministry Team:
- There was a proposal sent to the Parish Input Sessions regarding the formation of a Mission Ministry Team. In the Diocese of Missoula, there was support for further development of the concept presented as the Mission Ministry Team.

It is recommended that the Missoula Deanery be tasked with developing the concept of the Mission Ministry Team further and exploring the practicalities, working with an ad hoc group within the deanery, especially including some from the areas that would be potentially impacted by the proposed approach. Those practicalities included:
  - Developing the model for this mission-based ministry
  - Recommend training/competency for Mission Ministry Team members
  - Funding for this team
  - Developing leadership on the local level — with local communities and pastoral administrator.

- Some of the aspects of the work of the Mission Ministry Team already proposed to the parishes in the Parish Input Session were the following:
  - To ensure the ongoing growth of ministry and vision for each of the mission parishes and to insure “quality pastoral care”
  - To maintain parish identity
  - To develop all areas of parish life — liturgy, social concerns, faith formation, pastoral council, stewardship, administration, etc.
  - To develop parish lay ministry, and to surface and train parish leadership
  - To work as a team and to enable the resources of the Missoula Parishes to be of service to the mission parishes
  - To organize and secure Sacramental Ministry and to develop and maintain a common approach to Sunday Eucharist and the celebration of the Sacraments
  - To prepare the parish for Sunday Celebration in the absence of a priest and to train and form presiders for that Rite on an ongoing basis.

All sites in this Deanery and throughout the Diocese will be part of a yearly, ongoing process to study their sustainability. Some of the aspects of this study will include an annual look at Parish Mass attendance, annual offertory income, debt retirement (if any), parish plant maintenance, and parish and diocesan financial obligations met. It will also consider parish vitality and engagement. This study will be completed each year and any adjustments needed to the plan will follow.

Some considerations:
- Pastors in the Missoula area will need to study the current Mass schedule to see if the current schedule could be coordinated. The Missoula area pastors will need to meet with an eye to creating space for the future needs of some of the parishes/missions to be served from Missoula.
- Flexibility and adaptability are key in looking to the future.

Other observations made by the Planning Group:
- There is a need for ongoing, planned, accessible training for parishioners in various areas of parish leadership.
- There is a need to identify persons with the skills necessary to assume leadership in parishes as pastoral/administrators and to provide the appropriate training and support for them so that the parishes where a pastor is shared may have good leadership and remain vital and viable. Explore the economic possibility of a pastoral/administrator in areas where there is no longer a resident pastor.
- Continue to explore and develop the Mission Ministry Team concept as a way to provide leadership and pastoral care in a parish without a resident pastor and provide a conduit to assure sacramental care.
- Whatever plan is finally adopted, it is understood that it will be implemented on an “as needed” basis.
- One of the drivers of this process is the reality of the priest shortage and the anticipated retirement of some of our senior priests from active ministry. Another is to provide quality pastoral care for our people — the aim of the Mission Ministry Team.
HELENA DEANERY

The Planning Group for the Helena Deanery made every effort to ensure that parish communities maintained their identity with sacramental ministry provided at each site. This Deanery Planning Group recognized the need to be flexible to be able to adapt to the reality that would be present when parts of the plan needed to be implemented. There are options provided in this plan that will be implemented. It is also envisioned that changes will occur on an “as needed” basis.

The planning envisions two priests at the Cathedral (with a mission in Avon) and foresees the possibility that Helena and Lincoln may be added to the Cathedral cluster as that becomes necessary. It would also be possible that, if Avon, Helvelyn and Lincoln were part of an available priest-sacramental minister’s assignment, and clustering with the Cathedral was no longer necessary, that the Cathedral could be clustered (one priest serving two communities) with either Boulder or Townsend parishes as that becomes necessary.

If the diocese can no longer provide a resident priest for the Boulder parishes (St. Catherine and St. John), it is envisioned that it will be clustered with a parish in Helena or East Helena. The clustering parish would be decided when that becomes necessary. If it is economically feasible, there will be a pastoral administrator (either full- or part-time) appointed to serve the Boulder parish.

If the diocese can no longer provide a resident priest for the parish in Townsend, it is envisioned that it will be clustered with the parish in Helena or East Helena. The clustering parish would be decided when that becomes necessary. If it is economically feasible, there will be a pastoral administrator (either full- or part-time) appointed to serve the Townsend parish.

St. Mary in Helena maintains a priest and, as necessary, will cluster with either Boulder or Townsend.

Our Lady of the Valley in Helena will be assigned one priest with responsibility for Wolf Creek and Marysville.

As there is a need to form clusters, decisions will be made sensitively within the cluster regarding issues that will impact all the communities, such as celebrations of Christmas, Holy Week, Easter, etc., and any modifications of Mass schedules. Care will be taken to have all communities considered in these decisions.

All sites in this Deanery and throughout the Diocese will be part of a yearly, ongoing process to study their sustainability. Some of the aspects of this study will include a yearly look at parish Mass attendance, annual offertory income, debt retirement (if any), parish plant maintenance, and parish and diocesan financial obligations met. It is also envisioned that parishes will be clustered with one priest. As financially feasible, there will be a pastoral administrator (either full- or part-time) appointed to serve the Boulder parish.

As there is a need to form clusters, decisions will be made sensitively within the cluster regarding issues that will impact all the communities, such as celebrations of Christmas, Holy Week, Easter, etc., and any modifications of Mass schedules. Care will be taken to have all communities considered in these decisions.

The current projection is that the diocese continue to plan for a priestly presence in the White Sulphur Springs/Harlowton area. There was some conversation that these areas may need to be served from the Townsend parish if financial support for a resident priest at Harlowton is insufficient.

CONRAD DEANERY

Currently one priest is assigned to administer and provide sacramental ministry for five sites, in Cut Bank, Shelby, Sunburst and Valier with a “Church of Occasional Worship” in Duperoy. This area was recently served by two priests, and if, in the future, it is not feasible to assign an additional priest to serve in this area, the Planning Group wanted to ease the responsibility by moving one of the clustered churches to a different configuration. The new configuration would divide the area into three tiers with the Blackfoot Reservation as its own configuration.

The North tier would include Cut Bank, Shelby and Sunburst and these sites would be clustered with one priest. As financially feasible, there will be assistance from non-ordained to provide pastoral support for this area.

Prison ministry: It was noted that currently the ministry to the prison in Shelby is shared between the pastor in Shelby and the pastor in Conrad. It is envisioned that sharing the ministry between the two parishes would continue into the future.

The South tier would include Choteau, Augusta and Fairfield, with one priest serving the area.

The Middle tier would include Conrad, Valier and Power/Dutton, exploring the possibility of scheduling weekend Mass on alternating weekends between Power and Dutton in an agreed upon pattern. The plan envisions maintaining the pastoral administrator in Dutton/Power as long as that is economically feasible. The prison ministry in Shelby is shared between the pastor in Shelby and the pastor in Conrad. Duperoy would remain as it is, with the designation of a “Church of Occasional Worship” and with Mass celebrated in the Church at least once per year. Duperoy would be included in the Conrad parish grouping.

Heart Butte and Browning currently are assigned two priests, a religious order Jesuit priest in the Heart Butte area and one diocesan priest in Browning. There are also three deacons in the Browning parish. This plan envision no change in this configuration. While it is hoped that a Jesuit may be available to serve in Heart Butte when the current pastor is no longer available, if a Jesuit priest is no longer possible to serve in Heart Butte, the Browning parish will assume Heart Butte.

All sites in this Deanery and throughout the Diocese will be part of a yearly, ongoing process to study their sustainability. Some of the aspects of this study will include a yearly look at Parish Mass attendance, annual offertory income, debt retirement (if any), parish plant maintenance, and parish and diocesan financial obligations met. It is envisioned that one priest will be assigned to serve in the parishes.

BOZEMAN DEANERY

There are four priests and one retired priest currently serving the Bozeman Deanery. The shape of the Deanery and the distance it covers create some challenges around placement of our priests. After studying the areas of anticipated population growth, the current placement of our priests, and the projections for the near future, the Bozeman Deanery Planning Group recommends the following:

That the Bozeman Deanery be served by no fewer than four priests in the future. The Gallatin Valley is projected to be an area of growth and there is a possibility that four priests may not be sufficient to serve this population as the growth in the area translates to growth in parish populations. The yearly parish census and sustainability study will track the growth in the parish communities especially in this area.

There is concern for the future in the West Yellowstone and Big Sky areas. These parishes are currently served by a retired priest. In the future a plan is needed to provide sacramental ministry in these areas. There is interest from the Deanery Planning Group to explore ways to make the Bozeman area a more attractive area for priests at or close to retirement age who might want to continue their service as sacramental ministers for parish communities. Currently there is no housing provided for a retired priest in the area and that is a way to make this area more attractive to a retiring priest. The Deanery understands that it would need to commit to this project and craft a plan to provide housing for a priest at or close to retirement age.

In the future, if the diocese feels that it will be clustered with a parish in Helena or East Helena.

It is recommended that Bozeman maintain two priests to serve the two sites in that city, Holy Rosary Parish is the largest parish in the Deanery and is at the conclusion of a major building project. Resurrection Parish is likewise planning for a major building project and provides a unique ministry to the university population in Bozeman.

Also, part of the Bozeman plan would change the designation of Valley of Flowers Mission in Belgrade from mission to parish status and requests that the pastor and parish initiate a process for a new parish name, recommending three possibilities to the Bishop for his final selection and approval in accord with Canon Law. The rationale for this change is that the population growth is projected to be much accelerated in the Belgrade area, which is confirmed by the parish demographics. It is not anticipated at this time that the parish status of Holy Family in Three Forks be changed. The Belgrade and Three Forks parishes would maintain a priest to serve both areas.

The current projection is that the diocese continue to plan for a priestly presence in the White Sulphur Springs/Harlowton area. There was some conversation that these areas may need to be served from the Townsend parish if financial support for a resident priest at Harlowton is insufficient.

All sites in this Deanery and throughout the Diocese will be part of a yearly, ongoing process to study their sustainability. Some of the aspects of this study will include a yearly look at Parish Mass attendance, annual offertory income, debt retirement (if any), parish plant maintenance, and parish and diocesan financial obligations met. It will also consider parish vitality and engagement. This study will be completed each year and any adjustments needed to the plan will follow.

Other ideas important to this Planning Group:

Pastoral administrators: There is great concern that the Diocese have a systematic way to form and train pastoral administrators for service in parishes without a resident pastor. Areas for planning would include:

• Training, formation and the funding of this preparation need to be consistent throughout the diocese and comprehensive. The need is now.
• A job description for this position (either full- or part-time as needed) needs to be developed.
• Funding for the position in the parishes needs to be explored with any options for help for parishes less able to fully fund the position.
• Expectations and preparation for the parish of such a position need to be done prior to appointing a pastoral administrator.
• Core needs to be exercised around the relationship with the respected minister and the congregation for this person.
• Compatibility with the parish needs to be considered.
• Oversight from the Diocese for the functioning of pastoral administrators (evaluation) needs to be in place.