# **Initial Building Process**

# What was the experience for your parish as you began to build a new parish?

## Fr. Andrew Barakos

- Began worshipping in a converted house, which allowed the community to grow while they planned for a permanent building.
- Faced challenges with contractor management and stressed the importance of careful oversight, especially when choosing the lowest bid.
- Emphasized the value of educating parishioners on Byzantine architecture to build appreciation for Orthodox tradition.
- Key Quote: "Going with the lowest bid, you better have a very good committee that's
  working with the contractor... they built the church three times over due to mistakes
  along the way."

## Fr. Evan Armatas

- Experienced rapid growth, underestimating the capacity needed for their initial building.
- Quickly expanded sanctuary and other facilities to accommodate increasing attendance, highlighting the need for strategic, flexible planning.
- Demonstrated the importance of adaptability to respond to unexpected community growth.
- **Key Quote:** "When we moved into the building, we were like 150... We thought that building for 300 would be fine, but growth was exponential."

#### Fr. Samer Youssef

- Parish faced the hardship of rebuilding after their church was destroyed by arson, leading them to worship in a tent for three years.
- This experience underscored the resilience and vision of the community.
- Focused on creating a beautiful and centrally located church as part of their evangelistic mission during the rebuilding process.
- Key Quote: "We worshipped in a tent for three years until the new building was completed."

## Fr. Barnabas Powell

- Initially planned an ambitious, large building but scaled back after a feasibility study to align with financial resources.
- Cautioned against overly ambitious projects without adequate planning, advocating for a strong, realistic community-driven approach.
- Found that adjusting to a manageable building size allowed for a more sustainable project that met the parish's growth needs.
- Key Quote: "They scaled back their plan... after doing a serious feasibility study."

## Fr. Raymond Browne

- Encountered zoning and architectural challenges, adapting plans to fulfill Orthodox worship needs.
- Limited the building size to accommodate around 150 people, emphasizing community closeness over growth into a large congregation.
- Planned to start a new mission if the parish grew beyond this limit, reinforcing a
  preference for smaller, intimate parish sizes.
- **Key Quote:** "We want a building that can hold about 150 people, no more. We're aiming for a sustainable size, not a mega church."

## **Key Takeaways for Our Parish**

- **Start with a Flexible Space:** A temporary space can support growth while planning a permanent building.
- Plan for Strategic Growth: Consider future expansion needs to prevent outgrowing facilities too quickly.
- **Prioritize Community Resilience:** Building a strong community foundation is essential, especially during challenging circumstances.
- **Focus on Feasibility:** Right-size building plans to match financial resources and avoid overly ambitious projects.
- **Maintain an Intimate Parish Size:** Limit growth within a sustainable range, planning for new missions if necessary to preserve community closeness.

# What size were you when you started to build a new church? What size were you when the church was actually built?

## Fr. Andrew Barakos

- Started building efforts while operating out of a converted house that held about 150 people, making room by removing the kitchen.
- By the time the new church was completed, Sunday attendance averaged 400-450 people, with up to 800 attending on major feast days.
- Key Quote: "We took out the kitchen to make room for 150 people in metal folding chairs."

## Fr. Evan Armatas

- Began building with around 150 regular attendees and constructed a sanctuary for 300 people.
- Rapid growth soon required an expansion to accommodate over 400 people, underscoring the need for flexibility in planning.
- **Key Quote:** "When we moved into the building, we were like 150... We thought that building for 300 would be fine, but growth was exponential."

## Fr. Samer Youssef

- Parish was relatively small when they started rebuilding after their church was destroyed by arson, worshipping in a tent for three years.
- Designed the new building to hold 300 people, serving approximately 150 families today, with gradual community growth.
- Key Quote: "We worshipped in a tent for three years until the new building was completed."

## Fr. Barnabas Powell

- Initially smaller, the parish began with an ambitious plan for a 23,000-square-foot space, but scaled back to 8,500 square feet after a feasibility study.
- Aimed to grow the community to 300-400 members to fully utilize the new space.
- **Key Quote:** "We knew that we needed to grow to double our size (to between 300 and 400 adherents) to support the church going forward."

## Fr. Raymond Browne

- Began building as the parish outgrew its space, with a goal of a 150-person capacity for the new church.
- Planned to maintain a smaller, intimate community size and to start a mission if the parish grew beyond this limit.
- **Key Quote:** "We're building for 150 people, and if we grow, we'll look into starting a new mission."

- Plan for Growth Beyond Initial Size: Consider future expansion needs to avoid quickly outgrowing facilities.
- **Right-Size Building for Community:** Choose a building size that supports current and anticipated needs.
- **Maintain Community Intimacy:** Design with a sustainable, intimate size in mind, with the flexibility to start new missions if growth exceeds capacity.
- Adapt to Unexpected Growth: Be prepared to expand as needed, ensuring the church can accommodate rapid community growth.

# Planning, Design, and Financial Considerations

# How did you go about deciding what type of building to build? Architectural structure?

#### Fr. Andrew Barakos

- Prioritized Byzantine architecture to reflect Orthodox spirituality and serve as a "window into heaven."
- Viewed the building's design as an expression of Orthodox tradition, adapting some elements to the local environment, like earth-toned colors for a desert setting.
- Committed to creating a sacred space that honors tradition while considering the parish's geographic context.
- **Key Quote:** "A Byzantine church is as much a window into heaven as our iconography... everything in our tradition is an expression of the spiritual life of the people."

## Fr. Samer Youssef

- Emphasized the importance of beauty in church design as a means to attract people and honor God.
- Preferred Orthodox stylistic elements and viewed a beautiful, centrally located church as enhancing the parish's evangelistic reach.
- Encouraged parishioners to contribute to funding iconography, allowing them to personally invest in the church's beauty.
- **Key Quote:** "It's important to make the church beautiful to attract people and to please God."

#### Fr. Barnabas Powell

- Initially planned a large, multi-functional church but scaled back to an 8,500-square-foot building to match financial capacity.
- Stressed the importance of a feasibility study to ensure realistic and financially sustainable planning.
- Emphasized balancing community needs with available resources, adapting plans to avoid overextending the parish.
- Key Quote: "They scaled back their plan to 8500 sq.ft. after doing a serious feasibility study."

# Fr. Theodore Dorrance

- Prioritized financial prudence and mission-focused growth over architectural style, aiming for a design aligned with the parish's financial and mission goals.
- Emphasized that building decisions should be financially sustainable and avoid overextension, ensuring alignment with long-term parish needs.
- Advocated for flexible, needs-based design rather than grandeur, with a focus on the parish's future stability.
- **Key Quote:** "The decisions you make today regarding debt will determine your future."

## Fr. Raymond Browne

- Faced challenges finding architects familiar with Orthodox liturgical requirements; partnered with Speedwell Construction, who sourced Orthodox architects to fulfill these needs.
- Focused on creating a sustainable building for 150 people that adhered to Orthodox traditions.
- Ensured that the architectural design met both the practical and liturgical needs of the community, prioritizing sustainability and traditional values.
- **Key Quote:** "They [Speedwell] went out and found Orthodox architects from around the country to make sure they could get it right."

## **Key Takeaways for Our Parish**

- **Prioritize Tradition and Context:** Choose a design that reflects Orthodox tradition but also considers the local environment and community needs.
- **Emphasize Beauty:** Beautiful, Orthodox-inspired design attracts people and honors God, enhancing the church's evangelistic reach.
- **Conduct Feasibility Studies:** Ensure that building plans align with the parish's financial resources and realistic capacity.
- Focus on Financial Prudence: Make decisions that align with long-term financial stability and mission goals.
- Work with Experienced Architects: Partner with architects who understand Orthodox liturgical needs to ensure the building supports worship and community needs effectively.

# Did you have to make any changes in your building in the church? In regards to your program? Did you have to scale back?

#### Fr. Andrew Barakos

- Did not scale back but emphasized the importance of oversight when choosing a low-bid contractor, which led to construction challenges.
- Adapted Byzantine design elements to fit the desert setting, using earth tones instead of traditional colors.
- Highlighted the value of flexible spaces, such as removable walls, to allow for future growth.
- Key Quote: "Going with the lowest bid, you better have a very good committee that's
  working with the contractor... they built the church three times over due to mistakes
  along the way."

#### Fr. Evan Armatas

- Expanded the sanctuary soon after moving in, initially building for 300 people but quickly adding 70 more seats due to rapid growth.
- Demonstrated a need for scaling up rather than scaling back, adjusting the space repeatedly to accommodate increased attendance.
- Emphasized the importance of flexible planning to handle unexpected growth effectively.
- **Key Quote:** "When we moved into the building, we were like 150... We thought that building for 300 would be fine, but growth was exponential over the last three years."

#### Fr. Barnabas Powell

- Originally planned a 23,000-square-foot building but scaled back to 8,500 square feet after conducting a feasibility study.
- This adjustment aligned the project with the parish's budget and resources, avoiding challenges associated with an overly ambitious plan.
- Highlighted the importance of realistic planning and financial sustainability.
- **Key Quote:** "They scaled back their plan to 8500 sq.ft. after doing a serious feasibility study."

## Fr. Raymond Browne

- Encountered initial challenges with architects who did not understand Orthodox liturgical needs.
- Partnered with a firm that engaged Orthodox architects, ensuring the design met both practical and traditional requirements.
- Did not scale back but adapted the project to maintain alignment with Orthodox architectural and liturgical standards.
- **Key Quote:** "They [Speedwell] went out and found Orthodox architects from around the country to make sure they could get it right."

# **Key Takeaways for Our Parish**

- **Ensure Strong Oversight:** Select contractors carefully and maintain a dedicated oversight committee, especially with low-bid options.
- **Plan for Flexibility:** Consider adaptable elements, like removable walls, to accommodate future growth needs.
- **Conduct Feasibility Studies:** Align building plans with realistic financial resources to avoid unnecessary scaling back.
- Partner with Knowledgeable Architects: Choose architects familiar with Orthodox traditions to ensure the building meets liturgical requirements.

# How did your parish approach funding and sustaining growth?

#### Fr. Andrew Barakos

- Adopted a community-centered approach to fund his parish, focusing on internal support rather than external aid.
- Funding was primarily raised through a three-year capital campaign managed by RSI, a consulting firm, along with proceeds from annual parish festivals.
- Emphasized that responsibility for building the church should rest with parishioners to ensure autonomy and avoid reliance on external, potentially unstable sources.
- This approach reinforced a sense of ownership within the community, aligning financial responsibility with parish independence.
- **Key Quote:** "Put the onus on the people to build the church... it's their responsibility to make the church a reality."

#### Fr. Samer Youssef

- Emphasized inclusive giving by encouraging donations from both wealthy and less affluent members to foster a sense of unity.
- Secured a \$1 million matching grant, which catalyzed additional giving within the parish.
- Found that small, personal meetings with families helped build trust and increase support.
- **Key Quote:** "Even if it's pennies for some, everyone needs to contribute towards the new church, alongside the big-dollar donors."

#### Fr. Barnabas Powell

- Focused on community-driven fundraising and face-to-face communication to convey the church's vision.
- Adjusted initial building plans to better align with parishioners' capacity after conducting a feasibility study.
- Emphasized education on tithing and sacrificial giving to secure ongoing financial support.
- Stressed that funding should come solely from within the parish, with no reliance on external sources.
- **Key Quote:** "There is no magic money coming from outside sources. Your people have to raise the funds and build a church."

#### Fr. Theodore Dorrance

- Advised caution with debt and emphasized conservative financial planning to avoid burdens that could impact staffing and mission work.
- His parish currently pays a substantial annual amount to service debt, a decision he advises others to avoid if possible.
- Key Quote: "The decisions you make today regarding debt will determine your future."

## Fr. Raymond Browne

• Established a Parish Development Fund and collaborated with a consultant to lead their capital campaign.

- Encouraged creative donation options such as stock donations and minimum distributions from IRAs to maximize support.
- Focused on transparency with parishioners to build trust and secure sustained support.
- **Key Quote:** "Transparency is key with the parish. People need to understand where the money is coming from and where it's going."

## **Key Takeaways for Our Parish**

- Inclusive Giving: Engage all members, regardless of capacity, to build unity.
- Educate on Tithing: Emphasize tithing and sacrificial giving for sustained support.
- Matching Grants: Leverage matching grants to inspire additional giving.
- Personal Engagement: Meet with families to build trust and ownership.
- Internal Funding: Rely on parishioner support to maintain autonomy.
- Financial Transparency: Communicate fund use regularly to build trust.

# Is there anything you would not do again or do differently?

## Fr. Andrew Barakos

- Would have pre-secured financing before signing a contract, as signing with the contractor before obtaining a loan added risk to the project.
- Regretted not designing the building with more adaptability, such as including removable walls, to allow for future growth.
- **Key Quote:** "We signed the contract without a loan, and thankfully, it worked out. But I'd recommend having financing set in place ahead of time."

#### Fr. Barnabas Powell

- Would have started with a more realistic building plan from the outset, as the initial ambitious plan exceeded their financial capacity.
- Noted that the overly ambitious plan led to delays and caused some donors to withdraw support.
- Found that adjusting to a feasible plan improved project flow and garnered community backing.
- **Key Quote:** "We shifted course, admitted that we had dreamt beyond our means, and came up with a realistic plan that was actionable."

- **Secure Financing Early:** Ensure that all financing is in place before committing to contracts to avoid unnecessary risk.
- **Plan Realistically:** Begin with a feasible building plan that aligns with the parish's financial means to prevent delays and maintain donor confidence.

•	Design for Adaptability: Incorporate flexible design features, such as removable walls,
	to allow for future expansion needs.

# Impact on Clergy and Congregation

# How did the larger church size affect your priest? His health? His effectiveness?

#### Fr. Andrew Barakos

- Emphasized the strain on physical and spiritual well-being when managing a large parish as the sole priest.
- Stressed the need for a strong personal prayer life to manage the workload effectively and avoid burnout.
- Recognized that increasing pastoral responsibilities underscored the importance of additional support to meet parishioners' needs.
- **Key Quote:** "If your spiritual life isn't intact, you're in trouble... my prayer life was everything. That's what kept me going."

#### Fr. Evan Armatas

- Initially handled the parish alone, leading to a high-stress environment and difficulty in managing duties effectively.
- Realized that delegating tasks to additional staff was essential for his health and the parish's growth.
- Found that a strong support staff allowed him to focus on sacramental duties, improving his effectiveness and overall well-being.
- Key Quote: "I'm a Parish priest now. I wasn't a Parish priest two and a half years ago. I
  was running around with my head cut off."

# Fr. Barnabas Powell

- Highlighted the importance of expanding support ministries and roles as the parish grows to prevent overwhelming the priest.
- Emphasized small groups as a crucial structure for managing pastoral needs, helping reduce the priest's workload as the community size increases.
- Suggested that healthy small group systems are essential for parishes to thrive as they expand.

• **Key Quote:** "Small groups are paramount as the church grows. The parish needs to be healthy to go through this process."

#### Fr. Adam Roberts

- Noted that larger parishes often strain a single priest, leading to a less personal environment and reduced pastoral effectiveness.
- Warned against the "Sacrament Factory" dynamic, where a priest's role becomes focused mainly on sacramental duties, leaving little time for deep engagement with parishioners.
- Pointed out that as parish size increases, regular attendance and adherence often decline, which can impact community vitality.
- **Key Quote:** "As the size of the membership goes up, the percentage of attendance and regular adherence goes down. So, we are creating churches where people don't go to church."

#### Fr. Theodore Dorrance

- Stated that a single priest managing a large parish (e.g., over 200 households) is unsustainable for maintaining effective pastoral care.
- Advocated for adequate staffing as parishes grow, recommending two priests for every 200 families to ensure quality care and prevent burnout.
- Emphasized that without proper clergy support, essential duties like house blessings and confessions become nearly impossible to manage.
- Key Quote: "A single priest trying to manage over 200 households is simply not sustainable—house blessings, confessions, and regular pastoral care become nearly impossible."

- **Support Clergy Well-Being:** A strong prayer life and manageable workload are essential for clergy health and effectiveness.
- **Delegate Responsibilities:** Additional staff or ministry roles can relieve the priest's burden, allowing focus on sacramental duties.
- **Establish Small Groups:** Small groups can address pastoral needs and help prevent the priest from becoming overwhelmed.
- Avoid the "Sacrament Factory": Ensure clergy have time for deep engagement, not just sacramental duties, to maintain a vibrant community.
- Scale Staffing with Growth: For every 200 families, consider adding clergy to sustain quality pastoral care and prevent burnout.

# How did the larger church size affect your congregation? Are they able to receive the same level of community and service?

#### Fr. Andrew Barakos

- Observed that personal connections with parishioners became challenging as the parish grew.
- Prioritized regular meetings with catechumens and new members to foster belonging and spiritual growth.
- Emphasized the role of lay ministries in meeting community needs, allowing continued care for parishioners despite growth.
- **Key Quote:** "After the pandemic, I made it a priority to really know my people... I sit down with every catechumen regularly to witness their transformation."

#### Fr. Evan Armatas

- Faced challenges with rapid growth, requiring adjustments to maintain community and service quality.
- Expanded staff and developed structured programs to provide consistent care and engagement.
- Focused on building a "transcendent culture" to sustain community bonds regardless of priest turnover or parish size.
- **Key Quote:** "Our goal is to build a transcendent culture and staff so it doesn't matter who the priest is."

# Fr. Samer Youssef

- Emphasized a shared vision and the beauty of the church building to keep parishioners engaged.
- Encouraged contributions from all parishioners, fostering a sense of connection to the church mission.
- Highlighted the importance of small groups and personal meetings to maintain engagement amidst growth.
- **Key Quote:** "Meet one-on-one or at least in small groups with families to answer their questions. People don't talk in big meetings."

## Fr. Barnabas Powell

- Pointed out that larger churches often struggle with active engagement from members.
- Advocated for small groups within the parish, like choirs and stewardship groups, to build community and offer mutual support.
- Stressed that discipleship and stewardship education help retain engagement as the church grows.
- **Key Quote:** "Small groups are paramount as the church grows... every ministry group needs to focus on fellowship and mutual support amongst its members."

#### Fr. Adam Roberts

- Observed that as parish size increases, participation and community intimacy tend to decline.
- Noted that smaller parishes generally maintain stronger community bonds and personal responsibility among members.
- Highlighted that smaller church sizes often see higher rates of attendance and engagement.
- **Key Quote:** "The smaller the church is, the higher percentage of attendance from membership."

#### Fr. Theodore Dorrance

- Suggested that larger parishes risk a sense of disconnection among members.
- Recommended keeping parish sizes around 200 households to maintain personal attention and engagement.
- Proposed planting new parishes once this size is reached to prevent parishioners from feeling disconnected.
- **Key Quote:** "The ideal parish size is around 200 households... Any larger, and you face the risk of people drifting to the periphery and getting lost."

- **Prioritize Personal Connections:** Regular one-on-one or small group meetings with parishioners, especially new members, foster belonging and engagement.
- **Develop Lay Ministries:** Lay ministries can help meet community needs as the parish grows, allowing clergy to maintain quality care.
- **Build a Strong Parish Culture:** A "transcendent culture" that reflects shared values sustains engagement regardless of parish size or clergy changes.
- **Encourage Small Groups:** Small groups (like choir and stewardship groups) are vital for fostering fellowship and maintaining community bonds.
- **Keep Parish Size Manageable:** Smaller parishes or capped sizes (around 200 households) help preserve intimacy and personal responsibility among members.
- **Consider Mission Planting:** Planting new parishes as growth reaches certain thresholds can prevent disconnection and keep community relationships strong.

## **Mission and Future Planning**

## Did you consider forming a second parish?

#### Fr. Andrew Barakos

- Supported church planting as part of his parish's mission, viewing his parish as a "mother church" for establishing new Orthodox communities in areas like Prescott, Flagstaff, and Havasu.
- Saw expansion into new communities as a natural extension of the parish's growth and spiritual mission.
- Believed that nurturing new communities was integral to Orthodox outreach and parish development.
- **Key Quote:** "Our culture is one of planting... we helped in Prescott, Flagstaff, and Havasu. It's part of our mission to nurture new communities."

#### Fr. Barnabas Powell

- Believed that a parish reaching around 400 members would benefit from planting a mission rather than expanding further.
- Emphasized maintaining an intimate parish size, preferring mission planting over transforming into a larger "mega-church."
- Saw 400 members as a natural limit to maintain close community ties and advocated for mission planting to preserve parish intimacy.
- **Key Quote:** "Once one passes the 400 adherent mark... I wouldn't want to grow past that. I would want to plant a mission rather than become a mega-church."

#### Fr. Adam Roberts

- Advocated for starting new parishes once a congregation reaches about 250 people to preserve community intimacy.
- Supported the "daisy chain" model, where missions are planted within 20-30 minutes of the main parish, strengthening connections among nearby Orthodox communities.
- Emphasized that this approach fosters intimacy and is essential for sustainable Orthodox growth.
- **Key Quote:** "The ideal church size is a seating capacity for 250 people... The only way to grow Orthodoxy is to plant new parishes."

## Fr. Theodore Dorrance

- Recommended mission planting once a parish reaches around 200 households to sustain community bonds and strong pastoral care.
- Viewed manageable parish sizes as crucial for effective pastoral engagement, making mission planting a priority as growth approaches this limit.
- Stressed that responsible Orthodox growth requires new parish formations to maintain community quality.

• **Key Quote:** "The ideal parish size is around 200 households... The only way to grow Orthodoxy is to plant new parishes."

# Fr. Raymond Browne

- Limited parish size to around 150 people to preserve a close-knit, intimate community.
- Planned to start a mission if the parish grew beyond this capacity, reinforcing the value of smaller community-centered parishes.
- Saw mission planting as a solution to growth beyond the planned size, keeping the focus on strong member connections.
- **Key Quote:** "We're building for 150 people, and if we grow, we'll look into starting a new mission."

# **Key Takeaways for Our Parish**

- **Prioritize Mission Planting:** Consider new missions as the parish reaches 200-250 members to maintain intimacy and pastoral care.
- Limit Parish Size for Connection: Smaller, capped parish sizes support closer community bonds.
- **Use a "Mother Church" Model:** View larger parishes as "mother churches" that can support and nurture nearby missions.
- **Strengthen Local Connections:** Place new missions within close proximity to build interconnected Orthodox communities.

# Are you continuing to grow and do you have plans for the future?

#### Fr. Andrew Barakos

- Continues to see growth in attendance, especially on major feast days.
- Envisions fostering new Orthodox communities, showing a commitment to mission work in nearby areas.
- Advocates for designing church buildings with flexibility for future expansion, such as using removable walls.
- **Key Quote:** "Who would have predicted the incredible interest in Orthodoxy in 2024?"

#### Fr. Evan Armatas

- Experienced rapid growth that has led to several expansions.
- Future plans include developing a sustainable church culture and staffing model to ensure stability and vibrancy, regardless of leadership changes.
- Aims to build a resilient community framework to support continued growth.
- **Key Quote:** "Our goal is to build a transcendent culture and staff so it doesn't matter who the priest is."

## Fr. Samer Youssef

- Continues to grow, with a current focus on expanding facilities, including a new hall and Sunday school rooms.
- Emphasizes community engagement and development as the parish grows.
- Key Quote: "We are still growing and working on constructing a hall and Sunday school rooms."

#### Fr. Barnabas Powell

- Plans to double parish size to about 300-400 members to support future projects and financial stability.
- Focuses on structured discipleship and community-building, aiming to prepare the parish for growth while preserving an intimate environment.
- **Key Quote:** "We knew that we needed to grow to double our size... in order to have the resources, not only to fundraise, but to support the church going forward."

#### Fr. Theodore Dorrance

- Promotes growth through mission planting, advocating for starting new parishes once a community reaches 200 households.
- Emphasizes mission-oriented growth, focusing on outreach rather than simply expanding the size of a single parish.
- **Key Quote:** "The only way to grow Orthodoxy is to plant new parishes."

## Fr. Raymond Browne

- Plans to maintain a small, sustainable parish size, building a new church for 150 people.
- Supports growth through mission planting if attendance exceeds capacity, aiming to preserve community intimacy.
- **Key Quote:** "If we grow, we'll look into starting a new mission."

- **Design for Flexibility:** Plan buildings with adaptable spaces to accommodate future growth.
- Focus on Sustainable Growth: Prioritize manageable community sizes, with mission planting as needed to maintain intimacy.
- **Develop a Resilient Community Culture:** Build a sustainable church culture and structure to support growth, regardless of leadership changes.
- **Promote Mission-Oriented Expansion:** Consider starting new parishes as an approach to growth that emphasizes outreach and community-building.

# Does Dunbar's Number play a role in church growth?

#### Fr. Barnabas Powell

- Observed that as parish size reaches certain thresholds (100, 250, and 400 members), leadership and organizational adjustments are needed to maintain community intimacy.
- Suggested that at around 400 members, it's best to plant a new mission to prevent the church from becoming too large and impersonal.
- Believes these growth plateaus provide a guide to fostering community bonds and keeping the parish engaged.
- **Key Quote:** "The first is 100 regular adherents. The second is about 250. The third is 400. Each of the plateaus requires a lot of changes and adaptation in leadership."

## Fr. Adam Roberts

- Advocates for parishes to remain between 150 and 250 members to preserve community intimacy.
- Notes that as parishes grow larger, attendance and engagement often decline, leading to a less connected community.
- Recommends capping parish size within this range to foster meaningful connections and maintain strong engagement.
- **Key Quote:** "The ideal church size is a seating capacity for 250 people... intimacy is lost among the parishioners."

#### Fr. Theodore Dorrance

- Recommends capping parish sizes at around 200 households to sustain strong connections and effective pastoral care.
- Believes that growth beyond 200 households makes it challenging to maintain community health and engagement.
- Suggests mission planting once the parish reaches this threshold to prevent members from feeling disconnected.
- **Key Quote:** "The ideal parish size is around 200 households... Any larger, and you face the risk of people drifting to the periphery."

#### Fr. Raymond Browne

- Limits his parish to around 150 people to ensure a close-knit, engaged community.
- Plans to start a new mission if the parish grows beyond this size, supporting the idea that smaller, community-centered parishes foster stronger connections.
- Prioritizes a manageable parish size to keep members feeling connected and involved.
- **Key Quote:** "We're building for 150 people, and if we grow, we'll look into starting a new mission."

- Plan for Growth Plateaus: Recognize and adapt to growth plateaus at 100, 250, and 400 members, making leadership adjustments as needed.
- **Limit Parish Size for Intimacy:** Aim to maintain parish sizes within 150-250 members to preserve community bonds and active participation.
- **Prioritize Mission Planting:** Begin planning new missions as parish size approaches 150-200 households to sustain connection and pastoral care.
- **Support Meaningful Connections:** Smaller, community-focused parishes help parishioners feel engaged and connected.

## What needs to be considered in regards to a second priest?

#### Fr. Andrew Barakos

- Added a pastoral assistant in 2016 to help address the growing pastoral and sacramental needs of the community; this assistant was later ordained as a priest in 2018.
- Highlighted the importance of adding staff as the parish grows, particularly to serve younger parishioners and expand outreach.
- Emphasized that expanding clergy helps maintain the quality of care and community engagement in larger parishes but suggested that without clearly defined roles, adding clergy could create coordination challenges.
- **Key Quote:** "As the church grew, so did staff... brought on another priest in 2016 to minister to young parishioners."

#### Fr. Evan Armatas

- Had a second priest for a period, which he found beneficial for managing the workload and providing more focused pastoral and sacramental support.
- Experienced challenges with diocesan reassignments; his second priest was reassigned after only a year and a half, impacting continuity and stability.
- Noted that the required training period for a second priest can be time-intensive, making reassignments especially disruptive when clergy are needed to build long-term relationships with parishioners.
- **Key Quote:** "I had a second priest for a year and a half, and then he got moved... It takes a year to train them before they're really useful, and then two years of ministry, and they leave."

#### Fr. Samer Youssef

- Did not discuss having a second priest directly but emphasized the need for small groups and personal connections to meet pastoral needs effectively.
- His approach implies that a second priest might be useful as the parish size grows, allowing for more one-on-one pastoral relationships.

Values consistent pastoral care that can be scaled through small groups, suggesting that
he may see small groups as a substitute or complement to additional clergy in larger
parishes.

#### Fr. Barnabas Powell

- Believes that once a parish reaches around 300-400 members, a second priest becomes necessary to manage the spiritual and pastoral demands.
- Supports the idea of shared ministry responsibilities, with clergy focused on discipleship
  and personal engagement, but cautions that multiple clergy require clear coordination to
  avoid complexity.
- Emphasized the need for additional clergy at this growth stage to ensure pastoral care remains personal and effective.
- **Key Quote:** "In a parish of 3 or 4 hundred that a second priest would be absolutely necessary."

## Fr. Adam Roberts

- Prefers smaller parishes where pastoral needs are manageable with a single priest, minimizing the need for additional clergy.
- His approach favors mission planting over expanding one large parish, as he believes smaller parishes allow for stronger connections between clergy and parishioners.
- Implies that additional clergy might dilute personal connections in large parishes, whereas multiple smaller parishes provide each community with direct pastoral care.

## Fr. Theodore Dorrance

- Recommends having two full-time priests for every 200 families in a parish to ensure adequate sacramental and pastoral support, which he believes prevents burnout for the primary priest.
- Emphasizes that relying solely on one priest for a large congregation risks compromising the quality of pastoral and sacramental care.
- Suggests that a balance of clergy to parishioners is essential to maintain high standards of care, especially as parishes grow.
- Key Quote: "For every 200 families, you should have two full-time priests."

## Fr. Raymond Browne

- Focuses on maintaining a smaller, intimate parish size of around 150 people, which reduces the need for multiple clergy.
- Prefers starting new missions if growth exceeds this number, ensuring that each parish remains community-centered and adequately staffed with a single priest.
- His approach emphasizes that a smaller parish model allows one priest to meet pastoral needs effectively without requiring additional clergy.
- **Key Quote:** "We want a building that can hold about 150 people, no more."

- Add Clergy When Needed: As the parish approaches 300-400 members, consider a second priest to support pastoral care.
- Manage Stability and Reassignments: Diocesan reassignments can disrupt continuity; aim for stability in clergy roles.
- Use Small Groups: Small groups can foster connections and ease the clergy's workload.
- **Consider Parish Size:** Smaller parishes allow intimate care, while larger ones may need additional clergy or mission planting.
- **Define Roles Clearly:** Clear roles help avoid coordination challenges with multiple clergy.