

MINISTRY SERIES

Let Light
YOUR Shine!



METROPOLIS OF
SAN FRANCISCO

Parish Ministry Effectiveness

The Power of "One"



For Tonight

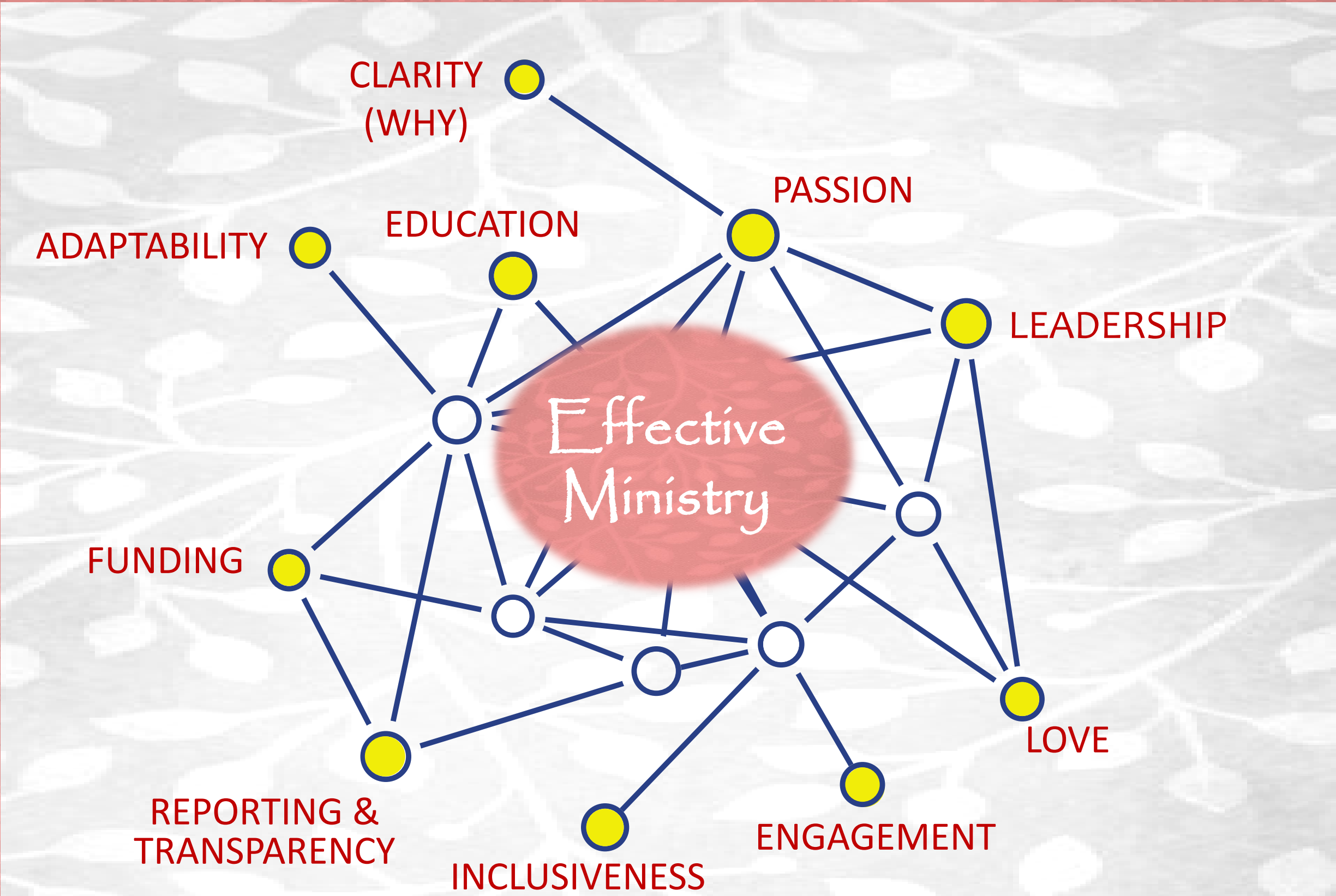
5 P's of Ministry Effectiveness

Purpose & People

George Ekizian - Launching the Ministry

Plan, Presence & Performance

Peter Panagis - Lessons & Advice



CLARITY
(WHY)

PASSION

LEADERSHIP

LOVE

ENGAGEMENT

INCLUSIVENESS

REPORTING &
TRANSPARENCY

FUNDING






ADAPTABILITY


EDUCATION


Effective
Ministry


MINISTRY NAME

“5 P” Ministry Effectiveness Guide 2024

Purpose (Why)	People (Team & Parish Alignment)	Plan (Long-Range and Annual Goals)	Presence (Awareness of Ministry)	Performance (Impact & Value)
				
<p>Our “Why” is:</p> <ul style="list-style-type: none">• Written• Clear• Simple• Shared frequently• Understood by the parish	<ul style="list-style-type: none">• Identified Ministry Lead• Good Leadership• Demonstrated Clergy & Parish Council support• Easy for volunteers to join• Enough members to deliver on the “Why”	<ul style="list-style-type: none">• Annual plan• 3 year plan• Funding Plan - will parish provide financial support? Self-funded?	<ul style="list-style-type: none">• Loving, Inclusive, & Engaged Behavior• Good presence on website & parish newsletters• Well defined “marketing” plan and delivery• Parish is aware of ministry• Ministry materials are readily available	<ul style="list-style-type: none">• Deliver Quality• Humbly - & regularly - share “ministry impact examples & stories”• Annually recap ministry effectiveness transparently showing how parish funding was utilized

 Doing well in this area

 OK, but could do better

 Needs improvement

And the most Important “6th P”

PRAY

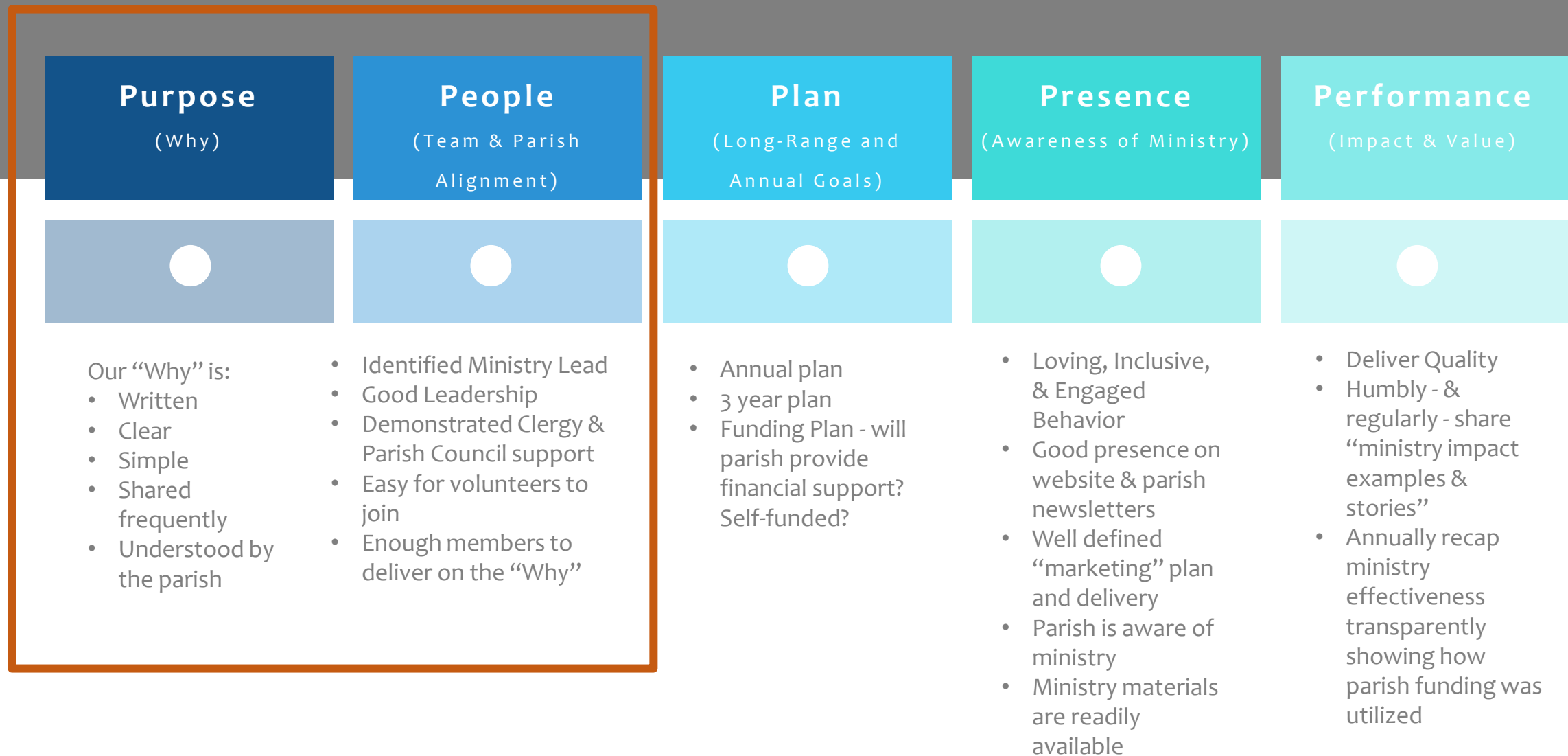



“For I know the plans I have for you, declares the LORD, plans for welfare and not for evil, to give you a future and a hope.”


Jeremiah 29:11


MINISTRY NAME

“5 P” Ministry Effectiveness Guide 2024

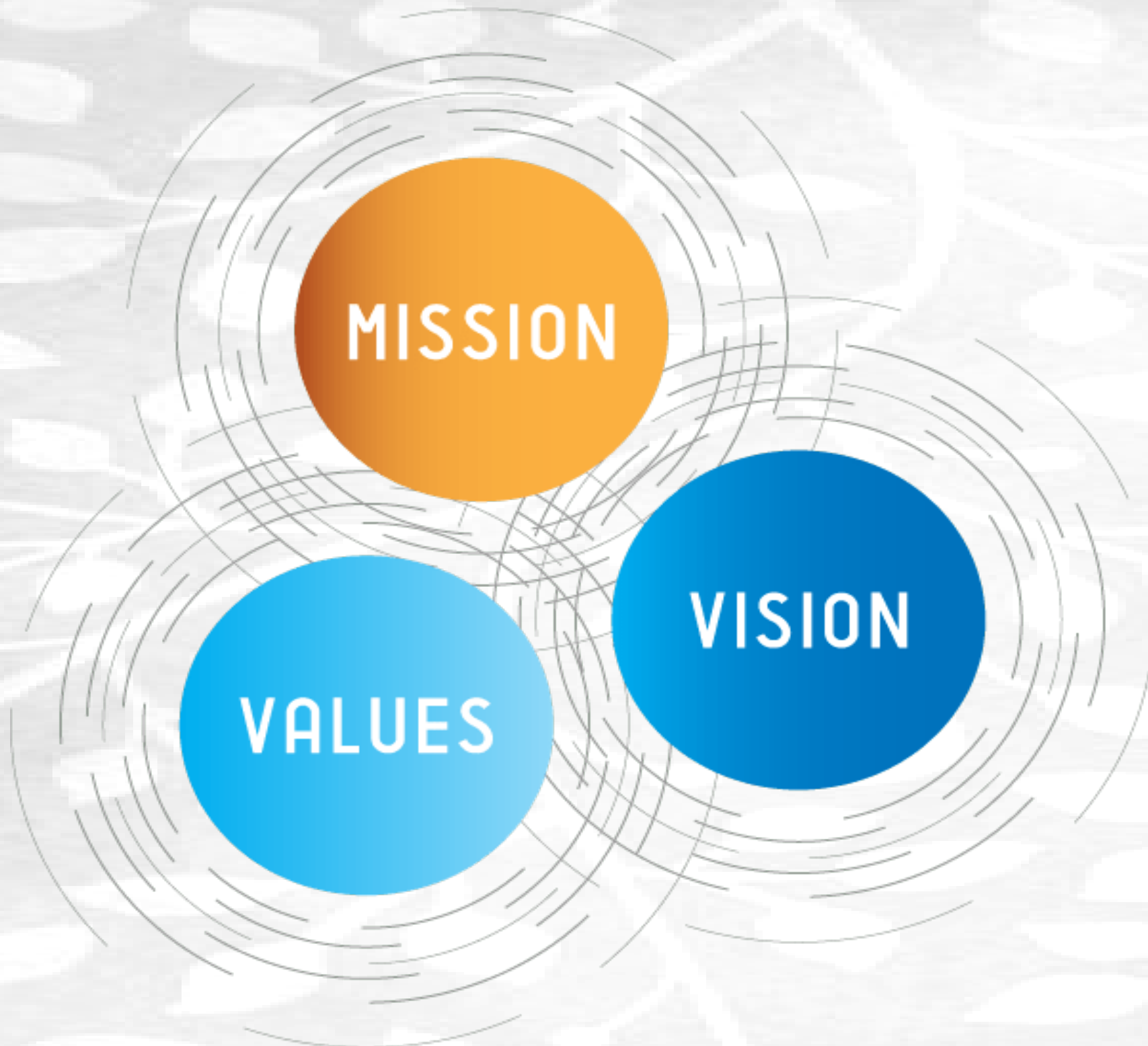


 Doing well in this area

 OK, but could do better

 Needs improvement

1. Purpose (Why)



- Clear
- Written
- Simple
- Shared
- Understandable

“Bring People Closer to Christ and His Church”

“Develop Leaders, Loving Christ”

“Foster an environment of love and engagement with our Youth”

Not merely an action item:
“Grow attendance by 5%”

2. PEOPLE

- Identified Ministry Leader (s)
- Good Leadership
- Demonstrated Clergy & Parish Council support
- Easy for volunteers to join
- Education

“The Power of One”



“The Power of One”

Inclusivity

Transformation

Discipleship and Development

Sharing the Good News



Welcome Team Ministry

“Welcome one another, therefore, just as God has welcomed you, for the Glory of God” Romans 15: 7

❖ Overview

❖ Our Why

❖ Linking to Parish Mission & Vision

St. Paul's Irvine: “Make Love Your Aim” 1 Corinthians 14:1

❖ Our Team

❖ What We Do



“Leading with our hearts
and making love our aim”



Aligning the “WHY”

PARISH

*St. Paul's Irvine:
“Bring People to Christ”
“Make Love Your Aim”
1 Corinthians 14:1*

MINISTRY

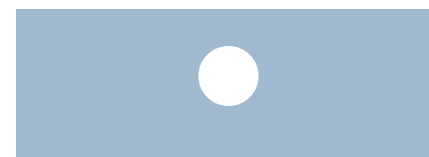
*Greet everyone with love,
making our guests feel
welcome and comfortable to
return and explore Orthodoxy
“Leading with our hearts
and making love our aim”*



MINISTRY NAME

“5 P” Ministry Effectiveness Guide 2024

Purpose (Why)



Our “Why” is:

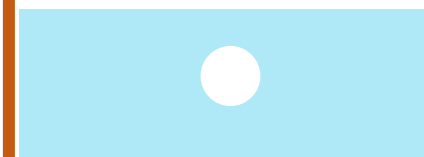
- Written
- Clear
- Simple
- Shared frequently
- Understood by the parish

People (Team & Parish Alignment)



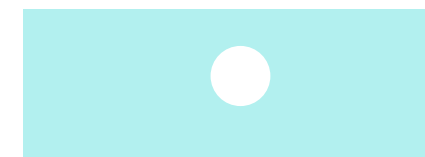
- Identified Ministry Lead
- Good Leadership
- Demonstrated Clergy & Parish Council support
- Easy for volunteers to join
- Enough members to deliver on the “Why”

Plan (Long-Range and Annual Goals)



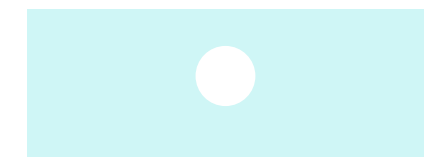
- Annual plan
- 3 year plan
- Funding Plan - will parish provide financial support? Self-funded?

Presence (Awareness of Ministry)



- Loving, Inclusive, & Engaged Behavior
- Good presence on website & parish newsletters
- Well defined “marketing” plan and delivery
- Parish is aware of ministry
- Ministry materials are readily available

Performance (Impact & Value)

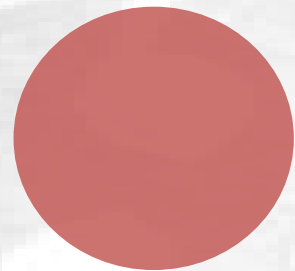


- Deliver Quality
- Humbly - & regularly - share “ministry impact examples & stories”
- Annually recap ministry effectiveness transparently showing how parish funding was utilized

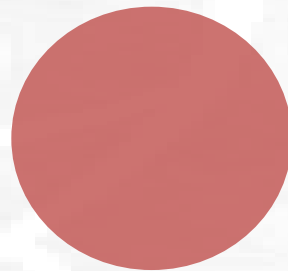
Doing well in this area
 OK, but could do better
 Needs improvement

3. PLAN

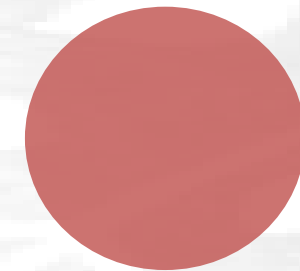
Today



Year 1



Year 3



Where Do You Want To Be? How Will You Get There?

“Commit to the Lord whatever you do, and he will establish your plans.” Proverbs 16:3

PLAN

Plans Can Range



From...
Simple Action List



To...
Comprehensive Plan

For 2024 we will:

- Form ministry team
- Hold initial planning meeting
- Present plan to Parish Council
- Launch first program

START UP PLAN

Parish Wellness Ministry



Prepared by: Dorothea Pappas, Ministry Lead
Presented to Parish Council June, 2021

Key Steps	Resp.	Due Date
Present idea to Father for input and blessing to proceed	D. Pappas	7.1.21
Form small planning team to help build the program	D. Pappas	7.10.21
Create Intent and Purpose Statements (what, why, benefit)	D. Pappas & Team	8.15.21
Identify local agencies, resources and professionals who may be able to support the needs of program participants	B. Lyons	8.1.21
Review opportunity to build synergies with other Parish ministries (Youth, Church School, Men/Women's groups)	D. Pappas R. Johns	8.30.21
Establish 12 month "Family Wellness Calendar of Events" (programs, dates, leader, costs, etc.)	D. Pappas & Team	9.6.21
Garner support of PC (parish "fit," '22 budget inclusion, PC member personal sponsorship)	D. Pappas D. Fouts	9.13.21
Inform Parish of new Ministry (repeatedly through Communications Plan)	Father & D. Pappas	11.1.21
Announce and Deliver first program	D. Pappas	1.15.22
Provide update on Program to Parish	D. Pappas R. Johns	2.11.22

EXPANDED PLAN

Leadership

"If any of you lacks wisdom, you should ask God, who gives generously to all without finding fault, and it will be given to you." James 1:5

STRATEGIC OBJECTIVE

Equip leaders to be effective in their ministries, identify areas of support and develop future Ministry Leaders.

GOALS

1. Identify attributes of an effective Orthodox Ministry Leader.
2. Provide on-going development for existing Parish Council and Ministry Leaders.
3. Develop a mentoring program for emerging leaders.

STRATEGIC QUESTIONS ADDRESSED

- + What are the attributes of an effective parish leader?
- + What are the communications skills needed?
- + What are prospective leaders' understanding (knowledge base) regarding the ministries of Holy Trinity?
- + What should a leader's participation be in the liturgical life of the parish?
- + How can we better support existing and prospective leaders?
- + How do we determine the need for a new leadership position to meet the current needs of the parish?
- + What should the relationship be between Clergy and lay leadership?

VISION TEAM

Annie McGowan & Christina Marneris (Co-Leads), Fr. Christos Kalaitzis, Sophia Fraser, Georgia Liapes, and Joan Liapes

Leadership

Goal 1 Identify attributes of an effective Orthodox Ministry Leader. Annie McGowan

	Key Actions	Measures	Timing	Resp.
1	Create a Leadership Development Team.	Leadership Vision Team will offer recommendations and Clergy will approve final team.	December 2021	Annie McGowan
2	Conduct external review of definitions and material.	Review of external literature and materials from within the Orthodox Church.	January 2022	Annie McGowan
3	Develop and finalize "Holy Trinity Leadership Profile."	Leadership Vision Team will present definition and competencies for review and approval by Clergy and parish council.	February 2022	Christina Marneris

Goal 2 Provide on-going development for existing Parish Council and Ministry Leaders. Christina Marneris

	Key Actions	Measures	Timing	Resp.
1	Define program scope, budget and development audience.	Program profile created.	March 2021	Christina Marneris
2	Develop program materials - review external approaches and resources.	Program content developed.	April 2021	Christina Marneris
3	Provide Parish Council leadership skill development.	Conduct "Parish Council Training and Development" workshops.	May & June 2021	Sophia Fraser
4	Provide Ministry Leaders leadership skill development.	Conduct "Ministry Leader Training and Development" workshops.	Aug. & Sept 2021	Christina Marneris
5	Provide leadership materials and resources for the leadership library and website.	Populate with workshop materials.	September 2021	Sophia Fraser
6	Create annual development calendar.	Create as part of annual parish budgeting process.	September 2021	Sophia Fraser

Goal 3 Develop a mentoring program for emerging leaders. Joan Liapes

	Key Actions	Measures	Timing	Resp.
1	Identify program lead.	Lead selected; Parish Council supportive.	January 2021	Joan Liapes
2	Work with Clergy and parish ministries to identify emerging leaders within the parish.	Candidate list developed.	February 2022	Annie McGowan
3	Develop program framework.	Framework designed.	April 2022	Annie McGowan
4	Confirm candidate participation.	Candidates confirmed and participating.	May 2022	Annie McGowan
5	Identify mentors for each candidate.	Mentors confirmed.	May 2022	Joan Liapes
6	Conduct orientation.	Conduct kick-off orientation with mentors.	June 2022	Joan Liapes
7	Conduct year 1 program.	Program delivered.	May 2023	Annie McGowan

PLAN

S

M

A

R

T



Specific



Measurable



Attainable



Relevant



Time Based

4. PRESENCE

Reputation - What do you project and represent? Is your ministry representing the Great Commission or the Great Omission?

Weekly Bulletin Announcements

Calendar Recognition

Monthly Newsletter

Parish Council Presentations

Parish Council Liaison

General Assembly Mentions or Presentations

Inclusion in Parish Budget Line Items

Ministry Weekends

Council of Ministries

Ministry materials (pamphlets, banners, etc)



5. PERFORMANCE



“Better real darkness than false light, say the saints; better real confusion than false clarity.”

Fr. Thomas Hopko, Dean+
St. Vladimir's Orthodox Theological Seminary

5. PERFORMANCE

- Deliver Quality
- Humbly - & regularly - share “ministry impact examples & stories”
- Annually recap ministry effectiveness transparently showing how parish funding was utilized

PERFORMANCE

BEFORE YOU START ASK 3 QUESTIONS

1. What do you **WANT** to measure?
2. How will you **COLLECT** it?
3. What will you **DO** with it?

1. What do you want to **MEASURE** ?

WHAT DO YOU WANT TO MEASURE?



INTENTIONALITY



SUCCESS



VALUE



INTENTIONALITY

1. *What Gets Measured Gets Done.*
2. *Not everything that matters can be measured.**
3. *Not everything that we can measure matters.*



*V. F. Ridgway 1956. "Dysfunctional Consequences of Performance Measurements"



SUCCESS

Typically a Transactional Event



Does not measure Transformational Change (Effectiveness)

- Behavioral, Cultural, or Spiritual
- Much Harder to Measure
- Ask a simple question: "Is your spiritual health successful?"



SUCCESS

Transactional (Program Based)

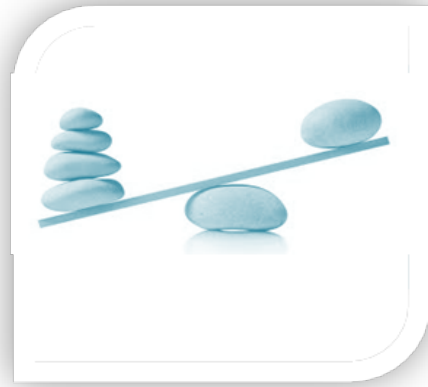
- Attendance on Sunday
- # Stewards
- # Children in Sunday School
- YOY Growth (or decline)
- Festival Income

Quantitative
Numbers

Transformational (“Why” & Culture)

- Transparent and Trusting
- Loving and Kind
- Welcoming and Friendly
- Evangelism

Qualitative
Subjective



VALUE

- ❖ **Does it support and advance the WHY of the parish?**



2. How will you **COLLECT** it?

HOW WILL YOU COLLECT IT?



Statistics



Observe



Measure



Ask

“Desire without knowledge is not good, and whoever makes haste with his feet misses his way.” Proverbs 19:2

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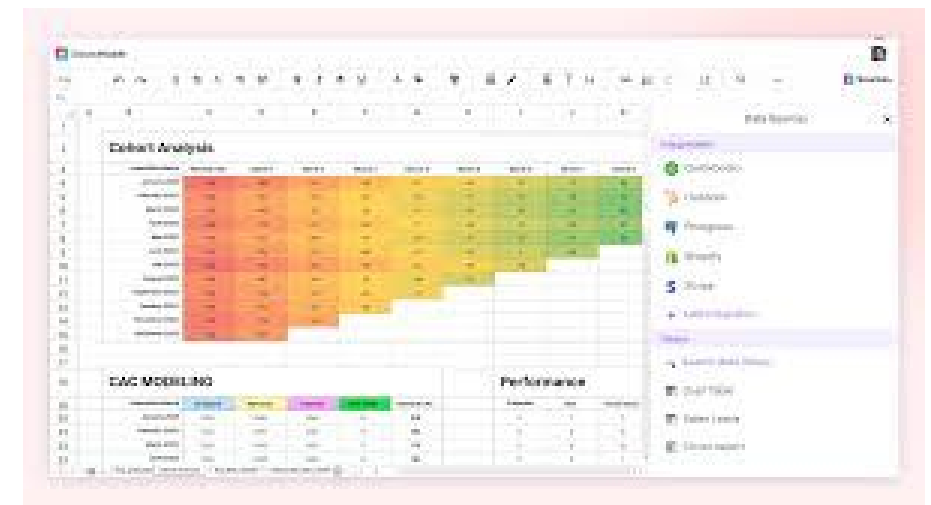
BY THE NUMBERS

Church Management Systems



"Clicker Management"

Spreadsheets



OBSERVE

O

“Every Sunday I see my parish dying in front of my eyes and I don’t know what to do.”

“We need more chairs!”

“We don’t seem to have as many youth attending our activities as we did previously”

“Communion Lines are getting really long...”



Trends Models Research

Caution: Comparisons Can Help & Hurt

Goal: “Measure to Learn, Not Compete”

Breeds Dissatisfaction

Supports “Green Grass” Syndrome

Develops Unhealthy Expectations

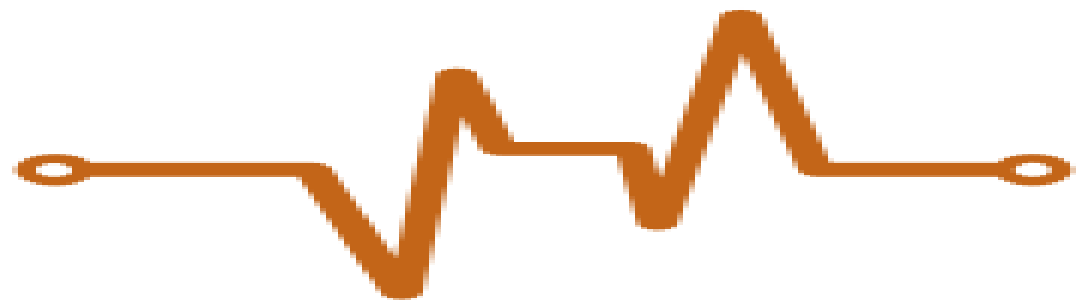
Fosters Culture of Pessimism

Encourages Short-Term Thinking

Seeking Input



“The way of a fool is right in his own eyes, but a wise man listens to advice.” Proverbs 12:15



Health Assessments

Surveys



Discussion Groups

Relatively easy way to promote agreement and to establish a forum for expanded ideas.

1. Topical (Focus Groups)

- Building Design
- Parents Groups
- Youth Engagement
- Outreach Ideas

2. General Planning / Analysis (Large Audience)

- Parish Vision
- SWOT (Strengths, Weaknesses, Opportunities & Threats)
- Overall Parish Assessment

3. Success Tips for the Meeting

- Good Facilitator
- Manage “the 10%”

3. What will you **DO** with it?

Review & Do

1. Ignore
2. Toss
3. Adjust
4. Revamp
5. Share

“WE SAID – WE DID”

Progress Report

General Assembly Update November 2022

- ✓ Install Church Iconography **YES**
- ✓ Effectively Manage Budget - Utilize re-designed Financial Reporting **Yes**
- ✓ Utilize “Breeze” CRM system **YES**
- ✓ Deliver Youth and Young Adult Programs **YES**
 - VBS; Fireside Chat; Young Adult meetings; Outings; Combined inter-Orthodox Programs; Hunger Strike; Kids Club
- ✓ Continue Parish Fundraisers **YES**
 - Gala; “Reduced Scale” Greek Festival ; Golf Tournament
- ✓ Hold Parish Celebrations **YES**
 - Proistamenos’ 20th year at Parish
 - Parish Feast Day and 40 year Celebration
- ✓ Offer Outreach Programs **YES**
 - Mission IS Possible; Local Support Programs
- ✓ Increase Staffing Levels
 - Volunteer to assume Communications Coordinator role **NO**
 - Hire Operations Manager **YES**
- ✓ Support Archdiocese & Metropolis Initiatives
 - National Clergy Laity Congress **YES**
 - Archdiocese Allocation Program **YES**
 - Metropolis Clergy Laity **YES**
- ✓ Continue Music Ministry **YES+++**
 - Congregational singing; Chanter Training; Youth Choir
- ✓ Enhance and Expand Parish Security
 - Cameras **YES**
 - Emergency Response Team Formation **BEGAN**
 - Communications **YES**
 - Classroom Locking System **NO**
 - Expanded First Aid Supplies and Training **YES**

“5P” AS THE PARISH MINISTRY “REPORT CARD”

PARISH NAME

Sample Report Only

Parish “5 P” Ministry Effectiveness 2024

Ministries	Purpose (Why)	People (Team & Parish Alignment)	Plan (Long-Range and Annual Goals)	Presence (Awareness of Ministry)	Performance (Impact & Value)
Christian Education	●	●	●	●	●
Family & Parenting	●	●	●	●	●
Festival	●	●	●	●	●
Meals with Love	●	●	●	●	●
Outreach	●	●	●	●	●
Stewardship	●	●	●	●	●
Welcome Team	●	●	●	●	●
Young Adults	●	●	●	●	●
Youth Programs	●	●	●	●	●

● Doing well in this area
 ● OK, but could do better
 ● Needs improvement

St. George Orthodox Church

Prescott, AZ

Implementing the 5P Process

(Ministry Effectiveness)

January 22, 2024

Contact: Peter Panagis at PJPanagis59@gmail.com

About Us

History

- Mission church founded in Prescott, AZ in 1997
- Parish incorporated and officially received under the Greek Orthodox Diocese of San Francisco in 2003
- Our first full-time priest, Father Gabriel (memory eternal) joined the parish in 2006
- We came under the protection of St. George the Great Martyr in 2009
- Father Jeffrey Frate, initially on loan from OCA, became our full-time priest in 2014



Today

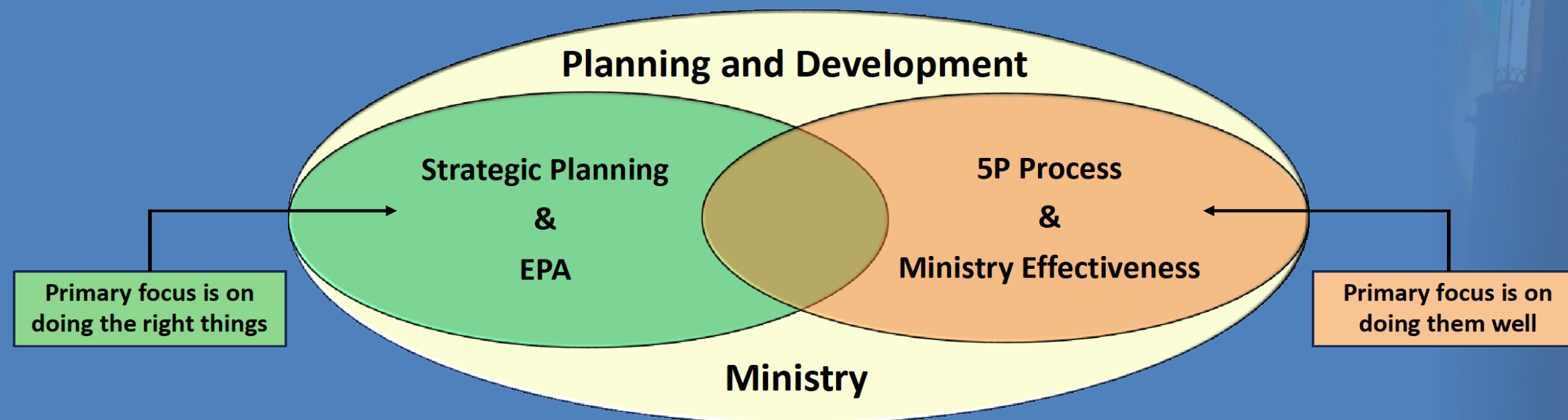
- We have a vibrant and growing parish with:
 - 60+ active stewards
 - Weekly Divine Liturgy attendance of 125
 - Typically, 20+ catechumens at any one time
- The average age of our parishioners continues to fall as younger people discover the wonders of the Orthodox faith
- There are 34 ministries and committees within our parish
- We're bursting at the seams and will soon be launching a study regarding the building of a new church



Planning & Development Ministry

“Doing the Right Things” - Provide services and support to identify high-priority initiatives which align with our Mission and drive us toward our Vision; while addressing the needs of our parishioners

“Doing Them Well” - Facilitate processes and provide support to enable high-priority initiatives to be properly planned, adequately resourced and effectively completed



Ministry Effectiveness and 5P at St. George's

Why Did We Focus on Ministry Effectiveness?

- Our ministries serve as the most valuable connection point between the church and our parish. They enable parishioner engagement and drive a strong sense of inclusion
- The vast majority of the good work done by our church is completed through our ministries
- Utilizing the Effective Parish Assessment process, we found that our parishioners did not know:
 - The full scope of available volunteer opportunities within our ministries
 - Who to contact or how to engage with our ministries
 - What the process is for starting a new ministry

Why Did We Adopt a 5P Process?

- The Parish Council (PC) had no objective way to evaluate a request for a new ministry, nor could they objectively assess the effectiveness of existing ministries
- PC members were confused as to how best to fulfill their role as PC Liaisons to individual ministries
- When parishioners connect with a ministry, that experience should be as painless and rewarding as possible
- We are preparing to complete our first Strategic Planning exercise in 2024 and we know we'll need effective ministries to drive and deliver our future strategic goals and objectives



Early Returns and Lessons Learned

We launched 5P in July 2023, here's a summary of our experiences over the first 6 months:

Launch

- This is an assessment process and people can feel judged; a spirit of loving support is critical
- All ministries were asked to complete a 5P Information Sheet, but “one size does not fit all”
- We assumed the process would be “self-service”, but ministries needed considerable help with the following:
 - Truly understanding the purpose of the 5P Process; many thought this was “one and done”
 - Capturing their “Why?”
 - Creating goals in “SMART Goal” format and laying out simple tasks / plans to achieve those goals
- Those ministries which were “early adopters” quickly became an important resource to the other ministries

Early Outcomes

- Working through the 5P with ministry co-leaders and their PC Liaisons, together, has started to help define and strengthen that relationship
- The level of clarity in “why” the individual ministries exist is improving; identifying overlaps and gaps between ministries will be a natural outcome
- The budgeting process for 2024 ministerial funding was somewhat more targeted, we expect significant improvements in next year's fiscal planning
- The Parish Council now has all the information they need when there are requests for new ministries; in the past, most ministries were simply approved. 5P also provides the ability to assess the ongoing need for existing ministries
- Verbal status reporting at our Council of Ministries meetings will drive deeper accountability for delivering results and will strengthen the spirit of comradery and loving support
- We published a much more descriptive Ministry Handbook this year, and will improve it again in the coming year

Questions?

