COMMITTEE ON
CONGREGATIONAL DISCERNMENT

CONGREGATIONAL CONSULTANT HANDBOOK

PRESBYTERY OF FLORIDA

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CONGREGATIONAL CONSULTANT HANDBOOK
TABLE OF CONTENTS

Information for the Congregational Consultant

Local Arrangements Team

Local Discernment Team

Revitalization Grant Process

COMMITTEE ON
CONGREGATIONAL DISCERNMENT

CONGREGATIONAL CONSULTANTS

The Committee on Congregational Discernment (CCD) in conjunction with the Committee on Ministry, and with the approval of the Presbytery of Florida has engaged with Holy Cow! Consulting and MissionInsite for its major resources in the Congregational Discernment process. These two resources necessitate the use of trained persons to interpret gathered information from the tools utilized in an assessment process.

To interpret the results of these resources the Committee on Congregational Discernment trains capable persons within the Presbytery to provide a clear explanation of the data given. Congregational Consultants play a vital role in helping congregations understand the health, wellbeing, desires, and possible future direction of the congregation, therefore are carefully chosen and trained.

Once a Consultant has been appropriately trained the person will be able to visit and work with a congregation. Once engaged, the initial process will take several months.

The work of the local Congregational Consultant is essential to helping congregations understand their current setting in life and move forward in healthy directions. Once the chair of CCD has been contacted by a Pastor or Session, a Congregational Consultant will be contacted to work with that congregation. The Consultant is responsible for the following tasks.

- The Consultant meets with the Session to explain the revitalization process utilizing the Holy Cow! Congregational Assessment Tool, MissionInsite, and other resources.

- The Session agrees with the process and cost.

- The Session appoints a 3–5 person Local Arrangement Team within 7 days of the initial agreement to move forward.

- The Consultant trains the Local Arrangements Team and provides supervision.

- As the surveys are being completed, the Consultant requests that CCD run MissionInsite statistics and prepares the presentation of information.

- Once the surveys are complete, the Consultant receives from Holy Cow! the data gleaned, and ensure the cost for the Holy Cow! Assessment has been remitted to the Presbytery.

- The Holy Cow! Vital Statistics Report is shared with CCD prior to reporting to the Session.

- Data is read, reports are prepared, dates are set for presentations to the Session and congregation.

- Vital Signs Report and MissionInsite data are provided to the whole Session. This gives a full, detailed report on the information provided by the congregation.

- The Executive Summary Report and MissionInsite data are presented to the congregation. Congregational input and responses are sought.

- The Consultant works with the Session to establish a Local Revitalization Team of 5–7 charged with pulling together all received information and beginning to discern God's future direction for ministry.

- Establish a graduated strategic plan with a timeline of expectations and measurable steps.

- A final report is turned in to CCD

Presbytery of Florida

Committee on Congregational Discernment

INFORMATION FOR SESSIONS DISCERNING ENGAGEMENT IN
THE REVITALIZATION PROCESS

Entering the revitalization process is a very easy, short–term process. Within 3 months of a presentation made to the Session of your congregation and accepting the willingness to participate, you will have a very thorough knowledge of your congregation's satisfaction with its ministry, its energy level, the overall priorities for the future ministry of the congregation, and much more.

You will also have a very good handle on what the mission field is like around your church. You will know if the population will increase, remain the same, or decrease. You will know the anticipated future trends regarding age changes, employment opportunities, children, schools, religious and spiritual needs, and much more.

All this within 3 months! Then the fun begins. And it is a mission that will take approximately 3 years to bring to fruition. Along the way there will be great victories. There will be opportunities to learn what does not work. There will be great lessons about learning to listen to the voice of God and following where God leads.

New life will be infused into your congregation as they come to realize the great potential for sharing the good news of Jesus Christ with neighbors near and distant to the church.

The Committee for Congregational Discernment is ready and willing to walk alongside you the whole way!

A trained consultant from one of the member congregations within the life of the Presbytery of Florida will be assigned to your congregation. The consultant will work with a small handful of your members on how to administer the Holy Cow! Congregational Assessment Tool.

Your assigned consultant will acquire demographic information from MissionInsite with a very detailed report on population trends.

Once the information and data have been received by the consultant from both Holy Cow! and MissionInsite, an in-depth report will be presented to the Session. Once this information is shared with you, the congregation will hear a condensed version at a gathering of church members.

The Revitalization Process is now underway!

The Session will appoint a 5–7 member Local Revitalization Team, with whom the consultant will work, to determine the best way to discern how God intends to use the information from Holy Cow!, MissionInsite, and the congregation to facilitate future ministry.

As is always the case, the Session has final authority on what get set into place. But rest assured, the recommendations coming from the Local Revitalization Team will be definitely worth taking to heart.

Here is a listing of some of the information gleaned from Holy Cow! and MissionInsite.

HOLY COW!

Congregational Vital Signs from the Holy Cow! survey:
- Overall satisfaction with church life
- Overall level of energy
- Attendance trends
- Value of activity beyond worship

Categories that are rated:
- Overall Priorities
- Overall Priorities by age group
- Readiness for Ministry
- Spiritual Vitality
- Governance (How decisions are made)
- Conflict Management
- Morale
- Hospitality
- Theological perspective
- Flexible style
- Educational engagement
- Worship and Music
- Financial Information
- Congregational Demographic Data
- Activity and Demographic Data

MISSIONINSITE

Overall, MissionInsite provides:
- Demographic information for the area surrounding church for the area you designate.
- A better understanding of life circumstances of people in the area.
- An understanding of population trends before they happen.
- Help in identifying the best ministry opportunities.

11 "Insites" from the MissionInsite Executive Report
- Population, Household trends
- Racial/Ethnic trends
- Age trends
- School–aged children trends
- Household income trends
- Households and children trends
- Marital status trends
- Adult educational attainment
- Mosaic household trends
- Generations
- Religious Program preferences

Why Use MissionInsite?
- Holy Cow! is an internal look… MissionInsite is an outward look
- Need to know the community and its needs in order to minister to them
- Goes hand–in–hand with Holy Cow! information.

HOLY COW! AND MISSIONINSITE TOGETHER

- The congregation looks at its current health, wellbeing, strengths, passion, and desired areas for ministry.

- The congregation becomes aware of the general population around the church, and the types of need the community faces.
- Helps the Local Revitalization Team discern how the congregation might interact with the community to be for them the Body of Christ.
- Guides the congregation into a future that God has in store.

HOW TO ENGAGE THE REVITALIZATION PROCESS

- The Session commits to engaging the process, including the financial obligation with Holy Cow! Consultants at its current rate, and covering mileage expenses at the current IRS rate for the Consultant.
- Session establishes a Local Arrangements Team (LAT) of 3–5 persons within 7 days.
- The Local Arrangements Team will be trained by the CCD Consultant
- The Consultant will order the Congregational Assessment Tool (CAT). (This is paid for up front by the Presbytery. The congregation reimburses the Presbytery.)
- The LAT fills in the CAT to be able to explain to the congregation the ease of doing it.
- Publicity begins.
- Deadline for the Holy Cow! assessment is set and the congregation begins filling them in.
- The Committee for Congregational Discernment will gather MissionInsite data.
- Holy Cow! information will be sent to your CCD Consultant once deadline is reached.
- Holy Cow! and MissionInsite information is shared with the Session, then the congregation.
- The Session selects and appoints a Local Revitalization Team of 5–7 persons.
- The Local Revitalization Team identifies trends in the surrounding community and ministry that may be needed.
- The Consultant will assist the Team as it identifies potential short–term and long–term strategic plans. Plans will be presented to the Session with timelines, benchmarks, and potential persons responsible for each portion.
- Initial steps are put into place and evaluated at appropriate times
- Steps are then continued, revised, or dropped as needed.

This is an exciting process. Yes, it will take much prayer and much work. However, being part of a connectional system, we are bound together in sharing the gospel, building strong relationship, and working together to the glory of God.

COMMITTEE ON CONGREGATIONAL DISCERNMENT

THE CONSULTANT WORKING WITH HOLY COW!

HOW TO ACCESS THE HOLY COW! INFORMATION WEBSITE

- Access the Holy Cow! website: HolyCowConsulting.com
- Hover your mouse over the To Order tab
- Click on Order Congregational Assessment Tool (CAT)
- Fill in the requested information.
    - ➢ You, the Consultant, are the contact person.
    - ➢ Your role is Consultant
    - ➢ You learned of Holy Cow! through the Presbytery of Florida
    - ➢ The reason for using the CAT is Strategic Planning (Or if you are with COM it is Clergy Search)
    - ➢ DO NOT order any extra modules unless the congregation is willing to pay for them.
    - ➢ Enter the date the congregation will start the assessment
    - ➢ Click "We have our own trained interpreter"
    - ➢ Enter your name and email address as the consultant to receive information.
    - ➢ Click that you understand the terms
    - ➢ Payment: Click "A Third Party (such as a regional association or consultant) will pay for this service."
    - ➢ Enter: The Presbytery of Florida, office@presbyteryofflorida.com
    - ➢ Click "Submit"

AFTER YOU SUBMIT YOUR REQUEST

- You will receive a confirmation e–mail for the order.
- Please contact the Presbytery Office to let them know to expect a bill for this expenditure. (It should be charged to the Committee for Congregational Discernment or the Committee on Ministry depending on for whom the survey is being conducted.)
- An e–mail will be sent to you containing a Survey Monkey link that members of the congregation will use for filling out the online survey. This link should be sent to the chair of the Local Arrangements Team (LAT) for distribution at the start of the survey period.
- A PDF version of the survey will be sent which you forward to the chair of the LAT for them to copy for those without computer access or knowledge.
- Holy Cow! will send a reminder to submit the Church Statistical Data which will be used in tabulating results by Holy Cow!

RECEIVING RESULTS

- At the close of the survey window you will receive the Vital Statistics Report, Executive Summary, and other helpful documents within several days.

- Let your Local Arrangements Team and moderator of the Session know the results have arrived, about when you will be ready to make the full presentation to the Session.
- For your first couple of interpretations be sure to contact Holy Cow! for them to help you put together the interpretation. This will help tremendously!
- When all is prepared, let the moderator of the Session you would like a meeting with the current members of Session to present the information gleaned from the CAT Survey. This presentation will take approximately 2.5 hours.
- After the presentation, ask when you will be able to present the Executive Summary to the congregation. That presentation will take approximately 1 hour depending on questions asked by the congregation.

NOTE
- It is not advisable to present at this presentation the MissionInsite data that you have collected, except in a cursory way. The Holy Cow! information will be enough for them to absorb for the one meeting.

COMMITTEE ON CONGREGATIONAL DISCERNMENT

THE CONSULTANT WORKING WITH MISSIONINSITE

When you are ready for receiving demographic material for the area surrounding the congregation you are serving, contact the chair of the Committee on Congregational Discernment for the User Name and Password for the Presbytery's account.

Once you enter the website you will be able to extrapolate a great deal of information – actually, too much information. Be sure to know how large and area/ZIP Code the congregation wishes to know about. Discern if there are particular ages, income levels, needs, etc. on which they would like to focus. This information can be extrapolated.

Here's how you do it…

The MissionInsite User Assistant displays essential mapping and community discovery building tools. To display the assistant at any time, in the Control Center, click the "magic wand". Briefly, this will enable you to create:

- **People Plot** – Plot congregant data on the map or upload people data into MissionInsite. This lets you see where congregants are to make effective ministry decisions.

- **Generate Demographics Repor**t – Generate a custom or predefined report. Start by selecting or drawing geographic boundaries, then choose a predefined report or create a custom report.

- **Create Thematic Map** – Display mission realities and opportunities on a map down to the neighborhood level. You can choose from more than 76 demographic variables and customize the map's geography, size and color palette.

- **Create Opportunity Scan** – View potential ministry opportunities based on current population estimates and projections based upon census data. Opportunity scans let you target specific demographic variables, analyze and identify regional, community, and neighborhood ministry potential, and determine top ministry target areas. Start by selecting or drawing geographic boundaries, then choose variables and customize your map.

- **Create/Export a Map** – export a map of a selected geographic area. You can choose map overlays and plot data.

- **Neighbor Center** – Enter an address to find and plot neighbors based on attributes such as gender, marital status, age, children in household, and more.

- **Purchase Address List** – If you want to create a mailing campaign to reach local and surrounding communities based on data points, purchase an address list. Addresses are updated regularly, and you can view pricing. You will receive a .csv file from MissionInsite. We do not create mailers, and you are responsible for sending the mailing and all postage costs.

PEOPLE PLOT

Before you explore the community around your congregation, it is important to see the reach of your church and where your ministry areas are.

People Plot displays the congregants, small group participants, youth group, or visitors by the distance they travel to church. Understanding the distance people travel to church is a powerful tool for mission focus and small group ministry development.

People Plot is located in the MissionInsite User Assistant. Here, you can plot congregant data on the map or upload people data into MissionInsite. This lets you see where members are located, understand sub-regional ministry areas for activities like small groups, and make effective ministry decisions based on geography.

After uploading people, you can plot them on a map. Plotting people helps you define ministry areas and see the depth and reach of your ministry.

You can display all or some congregants in your plot, and you can color code your plots legend by member status, church, or distance from the church. You can also create a custom plot to display congregants according to their first attendance date, membership date, birthday, or baptism date.

It is recommended to plot active people, such as contributors, as this shows the current state of your congregation more than membership lists.

1. If your organization has multiple studies, under **Which Study Would You Like to Work With?,** select your study's name.
2. In the User Assistant, under **What Would You Like to Do?** click **People Plot**
3. Click **Plot People** then **Next.**
4. Select the type of people you want to plot, then click **Next**.
5. To plot all congregants, select **All.** To plot congregants based on filters within MissionInsite, select **Some.** Then, select the operators, values, and member statuses to plot.
6. Click **Next.**
7. In the **Legend By...** drop-down list, select the field to color-code plots. To display this field in the legend, select **Show Labels**.
8. Click **Next .**
9. To display your plot, click **Finish**.

GENERATE PREDEFINED REPORTS BASED ON GEOGRAPHIC BOUNDARIES

You can generate predefined demographics reports based on geographic boundaries like cities, counties, or ZIP codes.

Both your user rights and your agency's rights determine which geographic boundaries you can access.

If you want to customize your report for multiple geographic areas or a more rural area, you may want to generate your report based on a polygon or radius.

1. In the User Assistant, under **What Would** You Like to Do? click **Generate Demographics Reports.**
2. Under **Demographics Geographic Area Setup,** select **Predefined Boundaries.**
3. Select the **Agency Boundaries. Standard Layers.** or **Landmarks** to use for your report. As you select geographic boundaries, layers, and landmarks, you can define them. You can also select multiple boundaries and layers.
4. Click **Next**.
5. Select **Predefined,** then select the report to run. You can generate multiple predefined reports at once.
6. Click **Next**.
7. Under **Review and Summary**, review your **Study, Report Selection,** and **Geography Options**. To make changes, click **Previous**. Otherwise, click **Finish.**

By default, MissionInsite saves your report in your Downloads folder. If you selected multiple reports, this may take several minutes.

GENERATE PREDEFINED REPORTS BASED ON A RADIUS OR POLYGON

You can generate predefined demographics reports based on a geographic radius or a polygon you draw with your cursor.

Generating reports based on a shape is helpful for large geographic areas that contain several cities and small towns. You can define the report's boundaries to include smaller towns that may not display in the list of cities.

If you want to generate a report based on a specific city, county, or ZIP code, you may want generate your report based on predefined geographic boundaries.

1. In the User Assistant, under **What Would You Like to Do?** click **Generate Demographics Reports.**
2. Under **Demographics Geographic Area Setup**, select **Radius** or **Polygon I Draw,**
3. Enter an address close to the general area where you want to draw, then click **Next** .
4. Under **Report Area Drawing,** select to create a **Radius** or **Polygon.**
5. Enter your radius information or draw your polygon boundaries. When they are correct, click **Next**.
6. Select **Predefined**, then select the report you want to run. You can generate multiple predefined reports at once.
7. Click **Next**.
8. Under **Review and Summary**, review your **Study, Report Selection,** and **Geography Options**. To make changes, click **Previous**. Otherwise, click **Finish.**

By default, MissionInsite saves your report in your Downloads folder. If you selected multiple reports, this may take several minutes.

GENERATE CUSTOM REPORTS BASED ON
GEOGRAPHIC BOUNDARIES

You can generate custom reports based on geographic boundaries like cities, counties, or ZIP codes. Custom report options include both demographic trends and quadrennium (religious, social, media, and life concern) trends.

Both your user rights and your agency's rights determine which geographic boundaries you can access.

If you want to customize your report for multiple geographic areas or a more rural area, you may want to generate your custom report based on a radius or polygon.

1. In the User Assistant, under **What Would You Like to Do?,** click **Generate Demographics Reports.**
2. Under **Demographics Geographic Area Setup,** select **Predefined Boundaries.**
3. Select the **Agency Boundaries, Standard Layers,** or **Landmarks** to use for your report. As you select geographic boundaries, layers, and landmarks, you can define them. You can also select multiple boundaries and layers.
4. Click **Next.**
5. Select your **Demographics** or **Quadrennium** report options, then click **Next.**
6. Under **Review and Summary,** review your **Study, Report Selection,** and **Geography Options.** To make changes, click **Previous.** Otherwise, click **Finish.**

When your custom report displays. you can download it to Excel, generate a chart, or open your report in a new window.

GENERATE CUSTOM REPORTS BASED ON A
RADIUS OR POLYGON

You can generate custom demographics reports based on a geographic radius or a polygon you draw with your cursor. Custom report options include both demographic trends and quadrennium (religious, social, media, and life concern) trends.

Generating reports based on a radius or polygon is helpful for large geographic areas that contain several cities and small towns. You can define the report's boundaries to include smaller towns that may not display in the list of cities.

If you want to generate a report based on a specific city, county, or ZIP code, you may want to use predefined boundaries instead.

1. In the User Assistant, under **What Would You Like to Do?**, click **Generate Demographics Reports.**
2. Under **Demographics Geographic Area Setup,** select **Radius** or **Polygon I Draw,**
3. Enter an address close to the general area where you want to draw, then click **Next.**
4. Under **Report Area Drawing,** select to create a **Radius** or **Polygon.**

5. Enter your radius information or draw your polygon boundaries. When they are correct, click **Next.**
6. Select **Demographics** or **Quadrennium.** then select any report options.
7. Click **Next.**
8. Under **Review and Summary,** review your **Study. Report Selection,** and **Geography Options.** To make changes, click **Previous.** Otherwise. click **Finish.**

When your custom report displays, you can download it to Excel, generate a chart, or open your report in a new window.

CREATE A THEMATIC MAP

A thematic map helps you visualize an area's projected growth, racial and ethnic groups, employment demographics, or Mosaic household types. You can see demographic trends where your congregants live.

1. Under **What Would You Like to Do?,** click **Create Thematic Map.**
2. Select the variable you want to map, then click **Next.**
3. Make any changes to how the thematic map displays. For example, you can choose the data's time period, geography size, or a color palette. When you finish, click **Next.**
4. Review your thematic map's attributes and options. To make any changes, click **Previous.**
5. To display your map, click **Finish.**

When your thematic map displays, you can use the Navigation Bar to search, display layers, draw shapes, plot congregants or neighbors, or generate custom or predefined reports.

OPPORTUNITY SCANS

Opportunity scans help you target mission opportunities. For example, you can use opportunity scans to determine which areas within a ZIP code have the highest number of residents in poverty, which helps you find the most effective locations for your church's pop-up food giveaways. Or, if you want to start a Spanish language ministry, you can identify geographic areas with a high Hispanic population.

You can create an opportunity scan based on predefined boundaries such as zip codes, cities, or counties, or based on a radius or polygon you draw. Many different demographic variables are available, and you can scan by percentages. indexes, or raw numbers.

Once you select your boundaries and variables, a map displays and the Opportunity Scan Report opens in a new window. The table and map are interactive. You can place markers on the map. or click in the selected geography to zoom in. You can also view data and trends based on blockgroups, and you can sort the report by any of the table fields.

SCAN FOR OPPORTUNITIES BASED ON A LARGE GEOGRAPHIC AREA

Scanning for opportunities in a large geographic area, such as your denominational agency boundary, multiple counties, or a state, helps you understand where ministry needs are present.

For example, suppose you want to start a Spanish language ministry and plant several churches in South Carolina. You can select Hispanic/Latino as your target people group and use the state of South Carolina as your mission area.

You could also run an opportunity scan to target household incomes, age groups, or a Mosaic household type. Your imagination is your only limit.

1. In the User Assistant, under **What Would You Like to Do?,** click **Create Opportunity Scan.**
2. Select **Radius** or **Polygon I Draw**. Typically, this is a radius around your building. You can also scan based on **Predefined Boundaries** (e.g. Zip Codes, Cities, Counties, etc.).
3. Enter an address close to the general area where you want to draw, then click **Next.**
4. Under **Report Area Drawing,** select to create a **Radius** or draw a **Polygon**
5. Enter your radius information or draw your polygon boundaries. When they are correct, click **Next.**
6. Select the variables you want to scan for. For example, you could select **Overview, Racial/Ethnic Trends, and Hispanic or Latino.**
7. Click **Next.**
8. In the **Scan By** drop-down list, select to scan by **Census Blockgroups, Census Tracts, Zip Codes, Counties, States, Elementary School SABS, Middle School SABS,** or **High School SABS.**
9. Select the **Year** to view, then click **Next.**
10. Under **Review and Summary,** review your **Study** and **Geography Options.** To make changes, click **Previous.** Otherwise, click **Finish.**

By default, MissionInsite generates and saves an Opportunity Scan Report in your **Downloads** folder, After scanning for opportunities in a large area, you can analyze smaller areas with a neighborhood level scan.

REVIEW THE OPPORTUNITY SCAN REPORT

After scanning for opportunities in a geographic area, your results open in a new window. A table displays your scan results, ranked by the variables you selected.

If your agency has churches within the scan area, these display as well.

SCAN RESULTS TABLE WITH CHURCH PRESENCE ANALYSIS

Number of Churches
This column displays the number of your agency's churches found in each geographical region.

Pop Per Church

This column displays the number of people per church. This is calculated by dividing the total current year estimated population by the number of churches in that geography.

Pop Per Church Index

This column compares the actual population per church for each geography to the average population per church for all geographies in the report.

- An index of 100 means the population per church for the geography is the same as the average.

- An index above 100 means the population per church is less than the average, and therefore the church's presence is above average.

- An index below 100 means the population per church is greater than the average, so the church's presence relative to the average is lower.

Church Presence

This column interprets the **Pop Per Church Index**.

Column Label	Index	Interpretation
No Church	0	Your agency does not have a church within this geographical region.
Low	Less than 80	Church presence is low in this geography.
Average	81-105	Church presence is close to the average population per church in this geography.
High	106-120	Church presence is high in this geography.
Very High	Greater than 120	Church presence is very high in this geography.

DOWNLOAD THE SCAN RESULTS

To download your scan results as an Excel file, click the download icon. By default, MissionInsite saves your report in your Downloads folder.

SCAN FOR OPPORTUNITIES BASED ON A
NEIGHBORHOOD MISSION AREA

After scanning for opportunities in a large geographic area, such as a city or state, you can analyze smaller areas with a neighborhood level scan.

Neighborhood scans target blockgroups. and you can see each area's relationships to your existing ministries there. This helps you decide to make a commitment to furthering an existing ministry or starting a new one.

When selecting blockgroups, we recommend selecting the top 5-10 scan results areas from the table. If markers are clustered together, this suggests a potentially stronger target area.

For example, you scanned for opportunities using the state of South Carolina as your mission area and Hispanic/Latino as your target people group. Your opportunity scan results display the Hispanic/Latino population of each blockgroup, as well as any churches you have in that area. You can filter those scan results to find where a Spanish language ministry will be most effective.

1. On the Opportunity Scan Report table, under **Scan Results,** click on a variable to sort the table.
2. When the top scan results display, select the ID # beside them. As you select blockgroups, markers display on the map. To clear a target from the map, clear the ID # beside the blockgroup. To clear all targets, on the toolbar, click the null symbol then the "no idea" (lightbulb) symbol.
3. Draw a shape around markers that are clustered together. On the Toolbar⁻, click the pen icon. You can also draw a shape by clicking **Shapes** on the Navigation Bar.
4. Clear any additional shapes, including the one from your original opportunity scan, from your map.
5. On the Navigation Bar, click **Demographics**.
6. On the Control Panel, expand **Opportunity Scan**
7. In the **Scan By** drop-down list, select **Census Blockgroups** the **Year** you want to generate results for, and a color palette.
8. Click **Scan**.

A new opportunity scan report displays the target area scan results based on your selected blockgroups. You can review these results and run predefined or custom reports on individual or clusters of blockgroups.

GENERATE CUSTOM NEIGHBORHOOD BLOCKGROUP REPORTS

After scanning for opportunities based on a neighborhood mission area, you can focus on one or more blockgroups. You can generate a demographics report or a quadrennium report based on the shape or polygon you drew.

1. Under **Selection Information,** expand **Selections and Drawings**.
2. Locate the larger active shape boundary, then click on the icon with a red circle and white rectangle in its center. Do not remove the polygon you drew when scanning for opportunities based on a neighborhood.
3. On the Navigation Bar, click **Layers**.
4. In the Control Panel, expand **Standard Layers,** then select **Census Blockgroups**. The blockgroup shapes display on the map.

5. To select one blockgroup, on the Toolbar, click the pointer icon. Then click on each blockgroup you want to display. To select multiple blockgroups, hold the Shift key, then select each blockgroup. The selected census blockgroups display under **Selections and Drawings.**
6. Or the Navigation Bar, click **Demographics.**
7. Under **Custom Reports:** click Build Demographics Report or **Build Quadrennium** Report.
8. Select the options you want to display, then click **Generate Report**.

Your report displays in the Report Output window. You can then download the report, generate a chart, open the report in a new window, or change the font.

REVIEW THE TARGET AREA SCAN RESULTS

After scanning for opportunities based on a neighborhood mission area, a new opportunity scan report displays. These results include a smaller geographic area and display higher neighborhood level detail.

For example, if you scanned for opportunities using Hispanic/Latino as your target people group, you may find 4-5 population areas clustered together to represent a significant Hispanic/Latino population. You can run custom or predefined reports for each blockgroup or a report for the cluster.

Before generating any reports. clear the larger active shape boundary you drew or set when creating your large-scale opportunity scan. To clear the larger active shape, under **Selection Information.** expand **Selections and Drawings,** then click on the icon with a red circle and white rectangle in its center

CREATE OR EXPORT A MAP

When you export or create a map, you can choose map overlays, plot data, and include a legend.

1. In the User Assistant, under **What Would You Like to Do?,** click **Create/Export Map.**
2. Under **Basic Map Setup.** select the **Agency Boundaries** or **Agency Locations** to focus on. then click **Next.**
3. Under **Select Overlays,** select the **Agency Locations, Standard Layers** and **Landmarks** to display on your map, then click **Next.**
4. To add plots to your map, select **Yes, Add Plots.** You can plot some or all congregants. If you don't want to add plots, select **No Thanks.**
5. Click **Next.**
6. In the drop-down lists, select your map's size, orientation, image type, and resolution. You can also include a legend. Click **Next.**
7. Under **Review and Summary,** review your map's focused boundary, any additional boundaries, plotting options, and export details. To make any changes. click **Previous.**
8. To download your map, click **Finish.** By default, MissionInsite saves your export in your Downloads folder.

NEIGHBOR CENTER

You must have access to Neighbor Center. You can request it from your regional agency administrator.

Neighbor Center and People Plot can help you understand the unique characteristics of your existing ministry households as well as all households within a community or area.

With Neighbor Center, you can plot your neighbors by household and at the street level. Combining People Plot and Neighbor Center helps you engage your community, build relationships with households based on their unique characteristics, and find new mission opportunities. For example. you use the neighbor center to identify neighborhoods with large populations of seniors to start a senior ministry.

Neighbor Center plots all neighbors in a study area. The number of neighbors that display changes as you zoom in and out of the map. If you draw a shape after plotting neighbors, the neighbor count updates to reflect the number of neighbors inside the shape.

ABOUT NEIGHBOR CENTER DATA

Neighbor Center Household Demographic Data is public domain consumer information. By default. a licensed ministry partner or agency administrator must grant access to Neighbor Center,

Since this data, especially estimated household income, can be seen as sensitive, churches and agencies should exercise caution as they grant access to that data.

In addition, no names or genders of children in a household are provided, and children's ages are provided by age range.

FILTER AND VIEW NEIGHBORS

1. In the User Assistant, under **What Would You Like to Do?,** click **Neighbor Center.**
2. Enter the **Address** for your neighbor search, then click **Next.**
3. Select the attributes for your search, then click **Next.** To view more attributes, click **Show All**
4. To color code your legend by attribute, select the attribute in the **Legend By** drop-down list. then click **Next.**
5. Your study, geography options, and neighbor attribute selections display. To view your map with neighbors, click **Finish.**

When your map displays, you can zoom in and out or click on a household to view more details.

PLOT NEIGHBORS

You must have access to Neighbor Center. You can request it from the chair of CCD. In Neighbor Center you can plot neighbors or those without ties to your organization, on a map.

Plotting neighbors is about building relationships with people and discovering new ministry opportunities with households who aren't currently involved. For example, you may have a senior ministry, and plotting congregants and neighbors lets you see seniors who live next door to current members. With Neighbor Center, you can connect people with similar mission interests together.

1. On the Navigation Bar, click **Plotting.**
2. In the Control Center, expand **Neighbor Center,** then click **Start Neighbor Center.**
3. In the drop-down list, select the options for the neighbors you want to plot.
4. In the **Legend By** drop-down list, select an attribute to use for your legend. Some options include Head of Household Age, Children in Household, and Income.
5. When finished, click **Plot.**

The neighbors display on your map. To clear your map, click **Stop Neighbor Center**

PURCHASE AN ADDRESS LIST

If you want to create a mailing campaign to reach local and surrounding communities based on data points, purchase an address list. Addresses are updated regularly and you can view pricing. You are responsible for sending the mailing and all postage costs.

To purchase an address list:

1. In the **User Assistant**, under **What Would You Like to Do?**, click **Purchase Address List**.
2. Review the terms of service, then select **I have read, understand and accept the information, terms and deliverables described above**. Click **Next**.
3. To choose the type of geography for your list, select **Predefined Boundaries (e.g. Zip Codes, Cities, Counties, etc.)** or **Radius** or **Polygon I Draw**. Zip codes and shapes are commonly selected.
4. Select your address list's geographic areas, such as **Agency Boundaries, Standard Layers**, and **Landmarks**. As you choose, these areas display under **Areas to Report On**. When you finish, click **Next**
5. If applicable, select the **Primary Gender, Marital Status, Head of HH Age**, and **Children in Household** for the households your mailing targets. Click **Next**.
6. Under **Estimate and Record Requirements**, the number of available records displays. Enter the number of **Desired Records** you want for your list, then click **Next.**
7. Review your address list's **Cart, Geography Options, Filter Selections,** then click **Next.**

When **Checkout Order Complete** displays, your order is complete.

LOCAL ARRANGEMENTS TEAM (LAT)

PRESBYTERY OF FLORIDA

COMMITTEE ON
CONGREGATIONAL DISCERNMENT

RESPONSIBILITIES
LOCAL ARRANGEMENTS TEAM

The importance of this team cannot be overstated. The energy and effort this group puts into the congregational engagement of the Holy Cow! assessment tool is critical to its use in helping a congregation move forward in mission and ministry.

Those who serve on this team should include members of the congregation who are passionate about their church and its future, have organizational and communication skills, and can engender excitement among other members for connecting with this discernment process. Depending on the size of the congregation, 3 to 5 people are needed to serve.

After appointment by the Session, the Team will do the following:

- Commit to approximately 2-3 months of service on the Local Arrangements Team.

- Be trained by the Consultant in the Holy Cow! process and follow all guidelines.

- Clarify who can/should participate in the assessment.

- Take the assessment yourself to promote how easy it is.

- Develop presentations to inform and excite the congregation.

- Enthusiastically and continuously promote participation.

- Set a start date and a deadline for completing the assessment process.

- Work out ways for helping those without computer access or knowledge.

PRESBYTERY OF FLORIDA

COMMITTEE ON CONGREGATIONAL DISCERNMENT
LOCAL ARRANGEMENTS TEAM

PROCESS FOR HOLY COW! ASSESSMENT

Consultant Name	Consultant Contact Information	Congregation Assigned	Start Date	Completion Date

LOCAL ARRANGEMENTS TEAM MEMBERS

Name	Phone	Email
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

PROCESS

Anticipated Date	Completed Date	Item
_____	_____	Session Introduction
_____	_____	Session Agreement to Engage the Holy Cow! process
_____	_____	Session approves Local Arrangements Team (See below)
_____	_____	Local Arrangements Team Trained
_____	_____	Holy Cow! assessment ordered
_____	_____	Clarify who can/should participate in the Holy Cow! Assessment
_____	_____	Set start date and deadline for ending responses for Holy Cow! assessment
		Start _____ End _____
_____	_____	Establish method(s) for helping those without computer access/ knowledge

_____ _____ Promotional Ideas Brain–Stormed

_____ _____ Promotion begins

　　　　　　　_____ First Bulletin/Newsletter/Email/Letter Announcements

　　　　　　　_____ Second Bulletin/Newsletter/Email/Letter Announcements

　　　　　　　_____ Third Bulletin/Newsletter/Email/Letter Announcements

_____ _____ Survey Begins

_____ _____ Follow–up Email/Letter Reminders

　　　　　　　_____ First

　　　　　　　_____ Second

　　　　　　　_____ Third

_____ _____ Request MissionInsite demographic study

_____ _____ End date for questionnaire completion reached

_____ _____ Received results from Holy Cow! Consultants

_____ _____ Receive results from MissionInsite

_____ _____ Completed Interpretation of Results

_____ _____ Consultant presents interpretation of Holy Cow! and MissionInsite data to Session

_____ _____ Consultant presents Executive Summary and MissionInsite data to the Congregation

SPECIFICS

Notes: _____

_____

_____

_____

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_____

_____

_____

CONGREGATIONAL DISCERNMENT COMMITTEE

LOCAL ARRANGEMENTS TEAM

PREPARING FOR THE HOLY COW! ASSESSMENT

IDENTIFY WHO is going to take the assessment.

The list of participants is called the Assessment Roll.

The words to keep in mind when developing this list are *"invested and able."*

A person demonstrates their investment in the future of the church through some combination of worship attendance, participation/leadership in ministry/education, and/or financial support.

An able person is someone with the maturity and experience in the church to understand the importance of the assessment and who can accurately interpret the questions. They must also possess the ability to complete the assessment in one sitting.

The Assessment Roll is typically a list of adult members and active non-members with the following categories removed:
- Those who live permanently out of town
- Those who have neither contributed nor attended in the last 12 months
- Those who are physically or emotionally unable to cope with the assessment
- Those under 16 years of age

IDENTIFY WHEN you will run the assessment, typically a 3-4 week window.

IDENTIFY HOW you are going to deliver the assessment. You will likely be using a combination of a unique web link distributed by email and paper copies.

Compile a list of members on the Assessment Roll that have current email addresses (it is unlikely that you will have one for everyone). Develop an email blast template with these addresses.

For those without email:
- You will need to make paper copies from the pdf provided for the few who cannot take the assessment on-line.
- Decide how you are going to distribute these assessments.
- Consider making them available only in the church office.
- In addition, it will increase your return rate if you provide a self-addressed stamped envelope with the church's address also in the return section.
- We strongly recommend that you DO NOT provide for general distribution of the paper copies. It is important that folks do not discuss questions before taking the assessment.

- You may want to make arrangements for computers to be available at the church for those who do not have access to computers at home or are not technically savvy. If your church has wireless internet capabilities, some folks will be willing to share their laptops to set up "computer labs" at designated times.

CONGREGATIONAL DISCERNMENT COMMITTEE

LOCAL ARRANGEMENTS TEAM

SAMPLE PROMOTIONAL ITEMS

It is important to prepare your congregation to take the CAT. To this end, you will want to announce the Session's decision to administer the CAT to the congregation and when it will be available.

Research shows that folks are more likely to comply with a request if they understand *why* they are being asked to do so. To this end, we strongly recommend that you introduce the CAT by sending an initial letter by snail mail to everyone on your Assessment Roll. The letter should reach each person by name, whether living in the same household or not. If your church regularly communicates with your congregation via email, this will work well, too. Please make sure that your non-computer users get a snail-mail letter.

The introduction should:
- Tell them that they have been selected to participate in the assessment
- Explain the specific purpose(s) of the assessment
- Emphasize the importance of their individual participation
- Detail the process of delivery (that an email link or web-page access will be provided and the availability of paper assessments).

Preparation Letter

This letter should be sent approximately 1 week prior to launching the assessment.

At the same time, start verbally publicizing the upcoming assessment in worship, committee meetings, education classes, choir rehearsal, church bulletins, and any other time and place you can think of. These announcements should include the same information as above.

Sample Letter

WE WANT TO KNOW YOUR STORY!

As you know, we recently agreed to move forward with Holy Cow! Consulting to help us plan our future. You have been selected to participate in the first step which is to conduct a congregational assessment. This assessment will provide a clear picture of who we are as a church and what directions are most important for our future. The tool we'll use is the Congregation Assessment Tool (CAT), which will provide key indicators of our congregational health along with areas of challenge and potential growth. It will help us to collect and understand the range of views that exist at insert your church name and the possibilities, willingness, capacity and energy for moving our ministry into the future.

If you have provided us with a current email address, within the next few days, you will receive a unique web link to complete the assessment online. If you would prefer to take the assessment using a paper copy, please stop by the office, and we will provide one for you along with a self-addressed stamped envelope.

NOTE: If there is only one email address for all members of your household, it may be tempting to have one person take the assessment on behalf of the family. However, *please be sure your spouse and all young adults living in your home have an opportunity to complete the assessment.*

INDIVIDUAL INPUT is key to our gaining insight into overall perceptions and experiences.

Please set aside enough time to answer all the questions. This will take about _____ minutes. All assessment responses are strictly anonymous.

Thank you for your willingness to be a part of this congregational assessment and for helping to build your church name future.

If you have questions, please contact insert name(s) at insert email and phone contact information

Sample Bulletin Article

PLANNING OUR FUTURE TOGETHER!

We are inviting you to complete the Church Assessment Tool (CAT), an on-line instrument that will help leaders gauge the strength, vitality, and trends in our church. The information gained from this assessment will be valuable in helping the leaders of insert name of church as they make decisions about the future of insert name of church.

In a few days, you will receive an email with a unique link to the CAT. Beginning insert date, we are asking you to go online by clicking on the link provided and tell us about your experiences in and priorities for our church. Please do not discuss the assessment or your answers with others as this may influence their answers.

If you need a paper copy, please come to the office, and we will provide one for you along with a self-addressed stamped return envelope.

All answers are strictly anonymous. We have no way of matching any assessment to a particular person, so please feel free to candidly share your perceptions, opinions and experiences. Our future together is dependent on your participation and honest answers.

If you have questions, please contact insert name and contact information of team member who is available to answer questions

Many thanks,

Enter names of leadership team charged with the administration of the CAT.

Launching your CAT is easy, and it is exciting to finally get it "out there."

Email Launch:

The Local Arrangements Team will receive a unique web link that has been created using a service called Survey Monkey. When you click on this link, it takes you directly to your assessment. This link can be copied from your account and pasted directly into your email notification.

On the day you have designated to start, send an email blast to everyone on your Assessment Roll with the Survey Monkey link in the body of the email.

Sample for First Email Announcement with the Link

PLANNING OUR FUTURE TOGETHER!

Our church has entered into a time of discernment during which we are gathering information to guide our decisions for our future. Recently, you have heard and read about one aspect of this process: *The Church Assessment Tool* (CAT). This tool will provide a clearer picture of who we are as a church and what directions might be important for our future. **Your response is very important to us.**

This email indicates that you have been selected to participate in the CAT. It is not transferable; please do not forward it. We ask that you take the on-line assessment as soon as possible, but before <u>enter date</u>.

All answers are strictly anonymous. We have no way of matching any assessment to a particular person, so please feel free to candidly share your perceptions, opinions and experiences. The assessment will take approximately <u>enter #</u> minutes to complete. Please set aside enough time to complete the assessment all at one time. Our future together is dependent on your participation and honest answers.

When you are ready, click on this link and begin. <u>Copy and paste the Survey Monkey link here.</u>

If you have questions, please contact <u>insert name and contact information of team member who is available to answer questions</u>

Many thanks,
<u>Enter names of leadership team charged with the administration of the CAT</u>.

PRESBYTERY OF FLORIDA
CONGREGATIONAL DISCERNMENT COMMITTEE

LOCAL ARRANGEMENTS TEAM

MAXIMIZE THE RETURN RATE

Maximizing participation in the assessment requires continuous reminders. Some guidelines and templates are provided below.

EMAIL BLASTS

After the initial launch, follow up with a reminder email blast every 3-4 days.

Sample First Email Reminder
DO WE KNOW YOUR STORY YET?

A few days ago, you should have received the link to your CAT. If you haven't already, please set aside (fill in estimate of time) to complete the assessment. Your *personal story* is critical to your leaders as they plan for our future. ***Please make this a priority this week*** if you haven't already shared your experiences and perspectives by participating in this important process. For your convenience, the link to your CAT is provided again below.

[Insert CAT link]

Please remember - this link is not transferable. Please do not forward it.

If you have questions, please contact [insert name and contact information of team member] who is available to answer questions.

Many thanks,
[Enter names of leadership team charged with the administration of the CAT.]

Sample Second Email Reminder

IT IS SAID THAT CATS CAN SEE IN THE DARK, BUT THIS CAT CAN'T

To be honest, we don't know if you have completed the CAT or not because each person's answers are anonymous. BUT, if you haven't already, please shed some light on your experiences at insert name of church. It will only take fill in estimate of time. For your convenience, the link to your CAT is provided again below. *Please Don't Keep Us In The Dark!*

[Insert CAT link]

Please remember - this link is not transferable. Please do not forward it.

If you have questions, please contact [insert name and contact information of team member] who is available to answer questions

With our sincere gratitude,

[Enter names of leadership team charged with the administration of the CAT.]

Sample Third Email Reminder

ARE WE STILL IN THE DARK?

Please do not underestimate the importance of your individual input into this process. If you have already shared your story – we know these reminders are getting tiresome – please know your contribution is greatly appreciated. BUT, we are still waiting to hear from some of you. Sharing your story will only take [fill in estimate of time], and no one can do it for you. Please shine the light on your experiences and opinions at fill in name of your church. Your input is absolutely anonymous. No light will shine on *you*, just your experiences as *only you* can tell them.

For your convenience, the link to your CAT is provided again below.

[Insert CAT link]

Remember - this link is not transferable so please do not forward it.

If you have questions, please contact [insert name and contact information of team member] who is available to answer questions

With our sincere gratitude,

[Enter names of leadership team charged with the administration of the CAT.]

Sample Last Email Reminder

WE CAN'T WAIT MUCH LONGER

If you haven't taken the CAT yet, you may be thinking that, by now, other people have said the same things you would say in one way or another. Friends and family may share your thoughts in some areas and some folks may share your thoughts in yet other areas. But, the truth is that there is *only one you*, and your unique combination of experiences and perceptions are what we need. Even if your answers are very similar to someone else's, that is still important information for the church to have. The results from this assessment need to shed light on *what* our members are feeling, and *how many* share those feelings. This is critical to guiding us on our journey together. *Please don't make the mistake of letting others speak for you*. Sharing your story will only take [fill in estimate of time], and this is your last chance. The window on this opportunity closes at [fill in time] on [fill in date]!

For your convenience, the link to your CAT is provided again below.

[Insert CAT link]

Remember – this link is not transferable so please do not forward it.

If you have questions, please contact [insert name and contact information of team member] who is available to answer questions

With our sincere gratitude,
[Enter names of leadership team charged with the administration of the CAT.]

SAMPLE BULLETIN ANNOUNCEMENTS

These are just samples. Please feel free to customize the style and theme, however, we strongly suggest that the basic content stays intact. These are follow-up articles, which is to say, they are used after the CAT is launched.

Bulletin Follow-up #1

THE TRAIN HAS LEFT THE STATION!

You have been hearing and reading about the Church Assessment Tool, and by now you should have received the link to the CAT. If you haven't already, please set aside [fill in estimate of time] to complete the assessment. The information gained from this tool will be critical to your leaders as they plan for our future. ***Please make this a priority this week*** if you haven't already shared your experiences and perspectives by participating in this important process.

If you need a paper copy, please stop by the office, and we will provide one for you along with a self-addressed stamped return envelope.

If you have questions, please contact [insert name and contact information of team member] who is available to answer questions

Many thanks,
[Enter names of leadership team charged with the administration of the CAT.]

Bulletin Follow-up #2

HAVE YOU TAKEN YOUR SEAT YET?

Now is the time to share your story. We need to know how you think and feel about your experiences at [insert name of church]. We are asking for [fill in # minutes] of your time to help shape the future of our church. ***How about making it a priority today*** if you haven't already shared your perspectives by participating in this important process.

If you need a paper copy, please stop by the office, and we will provide one for you along with a self-addressed stamped return envelope.

If you have questions, please contact [insert name and contact information of team member] who is available to answer questions

Our sincere thanks,
[Enter names of leadership team charged with the administration of the CAT.]

Bulletin Follow-up #3

OUR DESTINATION IS IN SIGHT

So many of you have shared your thoughts and feelings by completing the Church Assessment Tool. You have our gratitude. Rest assured that your responses are 100% confidential. If by chance you have not completed the assessment yet, you have just one more week to make your voice heard. ***How about today!***

If you need a paper copy, please stop by the office, and we will provide one for you along with a self-addressed stamped return envelope.

If you have questions, please contact [insert name and contact information of team member who is available to answer questions]

Many thanks,
[Enter names of leadership team charged with the administration of the CAT.]

Final Bulletin Follow-up

LAST STOP! HEAR THE WHISTLE BLOWING?

We are coming to the end of the first step in shaping our future together. On [insert date] at [insert time], the window of opportunity to join us on this journey will close. You are probably one of many who have already shared their experiences and perspectives. If you have not, this is your last chance. Although our response rate has been great, if we don't have your input, we are still missing an important piece of the puzzle. PLEASE - share your opinions with us using this highly confidential assessment instrument.

If you need a paper copy, please stop by the office, and we will provide one for you along with a self-addressed stamped return envelope.

If you have questions, please contact [insert name and contact information of team member] who is available to answer questions

A very special thanks to everyone who has participated in this process,
[Enter names of leadership team charged with the administration of the CAT.]

OTHER IDEAS

- Appoint someone whenever people gather to make a short appeal. This includes worship, coffee hour, choir practice, committee meetings, education classes, pot luck dinners, and any other place and time you can think of.

- Try something fun and unique to encourage participation. Some churches have handed out small kit-kat bars, others cat or cow buttons/stickers. Some have built a CAT goal meter and placed in a prominent location displaying the number of folks who have participated. One church even had a member who collected CAT sweaters and wore a different one each Sunday when she made the appeal in worship.

- Have fun with it but be persistent!

PRESBYTERY OF FLORIDA
CONGREGATIONAL DISCERNMENT COMMITTEE

LOCAL ARRANGEMENTS TEAM

GUIDELINES AND INSTRUCTIONS FOR USING PAPER SURVEYS

You will have already decided how to distribute the paper copies of the assessment and the return envelopes. At first, make only a few copies (unless you know you will have a need for many).

Once again, we encourage you to make it as easy as possible for people to take the assessment on-line. It is our experience that paper copies frequently contain skipped questions or entire pages. In addition, without the requirements that are enforced in the on-line version, many folks will misinterpret or not read instructions which often results in answers that cannot be used.

Paper assessments are frequently returned incomplete and/or filled out incorrectly. When this happens, the data that can be used from that assessment is limited. Therefore, we suggest the following guidelines:

1. Before distributing a paper assessment, it is helpful to make sure that all on-line options for taking the assessment have been exhausted. For example: have you made use of "computer stations" at the church? This can be done by borrowing laptops from willing members and inviting folks to take the assessment at an allotted time. Many folks who are mildly computer phobic can easily manage the assessment with a little help.

2. When a paper assessment must be used, a little coaching goes a long way. There are several ways to go about this.
   - Encourage folks to read the instructions!
   - Emphasize that incomplete assessments result in data that cannot be used.
   - Set up a coffee and cookies before/after worship and invite those that want to take the assessment this way to take it together. A person from the leadership team should be available to answer questions, guide respondents through questions with more complex formatting such as ranking questions, and, with the respondent's permission, look over the assessment to make sure it is complete.
   - Train the office staff in coaching those that come to pick up the assessment. For example, show that only one answer can be filled in per question and that ranking questions must be filled out so that each ranking option is used only once.
   - If you anticipate that many folks will need to use this format, it may be helpful to utilize a simple PowerPoint presentation at an appropriate time during regularly scheduled services to demonstrate the correct and incorrect way to fill out the assessment.

3. Data from paper assessments should be entered by a trusted person using the Survey Monkey link. The first set of consecutive questions from incomplete assessments can be entered, but data from the first skipped question and beyond cannot be used, as the system will not allow you to proceed without answering each question, as is the case on the on-line version.

HOLY COW! CHURCH ASSESSMENT TOOL
CHURCH DATA FORM

This information is to be provided by the Local Arrangements Team.
The Consultant is responsible for entering the data on the Holy Cow! website.

1. What would you estimate has been the population trend during the past 3 years with in one mile of you church?

    _____ Rapid Decline
    _____ Slow Decline
    _____ Static
    _____ Slow Growth
    _____ Rapid Growth
    _____ Commercial Area

2. What would you estimate has been the trend in income level during the past 3 years within one mile of your church?

    _____ Increased more rapidly than our larger community
    _____ Increased the same as our larger community
    _____ Increased but somewhat less than our larger community
    _____ Some increase, but considerable less than our larger community
    _____ Has remained about the same
    _____ Has decreased
    _____ Commercial area

3. Please enter the numerical size of your church based on the most recent time to count membership.

4. Please enter the numerical size of your church 1 year earlier (using the same criteria above).

5. Please enter the numerical size of your church 2 years earlier (using the same criteria in Q3).

6. Please enter the numerical size of your church 3 years earlier (using the same criteria in Q3).

7. Please enter the number of new members received by your church in the past 12 months.

8. Please enter the number of new members received by your church 1 year earlier.

9. Please enter the number of new members received by your church 2 years earlier.

10. Please enter the number of new members received by your church 3 years earlier.

11. Please enter the number of your average weekly worship attendance over the past 12 months.

12. Please enter the number of your average weekly worship attendance 1 year earlier.

13. Please enter the number of your average weekly worship attendance 2 years earlier.

14. Please enter the number of your average weekly worship attendance 3 years earlier.

15. How many persons were on the Church Assessment Roll you created before launching the assessment (the number of persons asked to take the assessment)?

16. How many different households were represented by the person on the Church Assessment Roll? For example, a husband and wife would be 2 people on the church Assessment Roll, but count as only 1 household.

17. How many different households contributed financially to the church in the most recent year (those for whom you have a record of their contribution)?

18. Please enter the dollar amount of your total receipts in the past 12 months. Please INCLUDE income for capital campaigns, debt–reduction campaigns, and special mission offerings. (Please DO NOT INCLUDE income from endowments, income from facility rentals, preschool tuition, etc.)

19. Please enter the dollar amount of your total receipts 1 year earlier (same inclusions/exclusions apply).

20. Please enter the dollar amount of your total receipts 2 years earlier (same inclusions/exclusions apply).

LOCAL REVITALIZATION TEAM (LRT)

COMMITTEE ON
CONGREGATIONAL DISCERNMENT

LOCAL REVITALIZATION TEAM
RESPONSIBILITIES

Quite often, we Presbyterians are good at gathering information, but can be very slow to implement specific plans or goals gleaned from that information. In order for revitalization to take place, a plan of action must be developed and implemented in stages. A good portion of the implementation and future planning needs to remain flexible.

Not all ideas will work. Occasional failures must be considered an option. At the same time, failure must not be construed to be that the whole plan is to be abandoned. One step, or one phase may have looked good on paper, but in practicality, fell short. That's okay. That makes it not a failure, but a learning of something that did not work.

The Local Revitalization Team becomes the backbone of the revitalization process. Great care, consideration, and prayer need to go into the selection of 5 to 7 persons to serve on this. A minimum of three years needs to be committed to this ministry.

Those who serve on this team are to be members of the congregation who are passionate about their church and its future, have organizational and communication skills, and can generate excitement among other members for connecting with this revitalization process. A mix of "detail oriented" persons and "broad picture" persons is needed. An open mind is essential.

Once the Session has formed and approved the Local Revitalization Team members, the Consultant will help the team pull together all input and information received from Holy Cow! and MissionInsite to determine the congregation's direction for future ministry. Each step of the process must be surrounded with prayer – not simply telling God what is wanted, but also (and more importantly) listening for God's guidance and direction.

- Pray. Pray some more.

- Discuss what the congregation has said about itself through the Holy Cow! assessment tool.

- Discuss the congregation's health and energy level.

- Discuss what the congregation seem to be saying about its future direction.

- Consult MissionInsite data to determine trends in the area surrounding the church.

- How do the congregation members' information and neighborhood trends mesh?

- What does the congregation hear God saying about what is unfolding?

- Establish strategic plans with timelines, benchmarks, and persons responsible for various steps. Share with the Session for discussion, guidance, and approval.

- Implement short–term steps.

- Revisit long–term plans in light of success or failure of short–term plans.

- Constantly keep ears to the ground, listening for congregational responses and address issues that may arise.

PRESBYTERY OF FLORIDA

COMMITTEE ON CONGREGATIONAL DISCERNMENT
LOCAL REVITALIZATION TEAM

Consultant Name	Consultant Contact Information	Congregation Assigned	Start Date	Completion Date

LOCAL REVITALIZATION TEAM MEMBERS

Name	Phone	Email

MATTERS TO PONDER

Be deeply in prayer as you seek God's guidance for the ministry to which God is leading. This is first and foremost for remaining faithful to what and where God is leading you.

Reflect deeply over the information gleaned from the Holy Cow! analysis and what the congregation has said about itself. Discern strengths, weaknesses, and passions expressed.

Reflect deeply over information presented by the demographic study from MissionInsite. What is being said about the make–up of the surrounding community, its perceived needs, its future life.

How do the congregation's gifts and the needs and make–up of the community match? How may the congregation be of service in the community, reflecting the love and presence of Jesus Christ?

PRESBYTERY OF FLORIDA

COMMITTEE ON CONGREGATIONAL DISCERNMENT
LOCAL REVITALIZATION TEAM

REVIEWING THE DATA

Start Date	Completed Date	Item
		Discuss the following from Holy Cow! Analysis: the congregation's health and energy level; what the congregation seems to be saying about its future direction.

Notes:

_____

_____

_____

_____

Start Date	Completed Date	Item
		Discuss MissionInsite information to determine trends in the area surrounding the church.

Notes:

_____

_____

_____

_____

Start Date	Completed Date	Item
		Discuss how the congregation's analysis and demographic data may or may not be compatible.

Notes:

_____

_____

_____

_____

PRESBYTERY OF FLORIDA

COMMITTEE ON CONGREGATIONAL DISCERNMENT
LOCAL REVITALIZATION TEAM
PLAN OF ACTION

On any journey, it is very helpful to know in what direction you are heading. You are now embarking upon a new journey of life and ministry. Where are you ultimately being led by God's Holy Spirit? How will you know you are on the correct path? Sometimes it is by trial and error, trial and success. As you continue to be in prayer over the Holy Cow! and MissionInsite materials, discern where God is leading your congregation. What steps need to be explored and put into place? Be sure to start small. Change can be challenging for many folks.

Put together some long–term goals, and with each one, discern short–term steps to put into place that will lead toward your ultimate goal. Establish a plan of action with timelines, benchmarks, and persons responsible for various steps.

In addition to expected successes, you may also expect some failures. This is normal, so don't be surprised. And instead of seeing failures as failures, look at them as lessons learned as simply something that doesn't work, and move on to the next challenge.

STRATEGIC PLAN ONE

What is your first Strategic Plan? _____

_____

_____

First Step to Attain this Plan

What: _____

Whom to Lead: _____

How: _____

_____

When to Start: _____

Benchmark(s) (to know if step is effective): _____

_____

Date of Benchmark(s) check: _____   _____

Success? Yes ___   No ___ Reason: _____

_____

Continue? Yes ___   No ___

Second Step to Attain this Plan

What: _____

Whom to Lead: _____

How: _____

_____

When to Start: _____

Benchmark(s) (to know if step is effective): _____

_____

Date of Benchmark(s) check: _____   _____

Success? Yes ___   No ___   Reason: _____

_____

Continue? Yes ___   No ___

Third Step to Attain this Plan

What: _____

Whom to Lead: _____

How: _____

_____

When to Start: _____

Benchmark(s) (to know if step is effective): _____

_____

Date of Benchmark(s) check: _____   _____

Success? Yes ___   No ___   Reason: _____

_____

Continue? Yes ___   No ___

Notes: _____

_____

_____

_____

_____

_____

_____

STRATEGIC PLAN TWO

What is your second Strategic Plan? _____

_____

_____

First Step to Attain this Plan

What: _____

Whom to Lead: _____

How:_____

_____

When to Start: _____

Benchmark(s) (to know if step is effective):_____

_____

Date of Benchmark(s) check: _____   _____

Success? Yes ___   No ___ Reason: _____

_____

Continue? Yes ___   No ___

Second Step to Attain this Plan

What: _____

Whom to Lead: _____

How:_____

_____

When to Start: _____

Benchmark(s) (to know if step is effective):_____

_____

Date of Benchmark(s) check: _____   _____

Success? Yes ___   No ___ Reason: _____

_____

Continue? Yes ___   No ___

Third Step to Attain this Plan

What: _____

Whom to Lead: _____

How: _____

_____

When to Start: _____

Benchmark(s) (to know if step is effective): _____

_____

Date of Benchmark(s) check: _____   _____

Success? Yes ____   No ____   Reason: _____

_____

Continue? Yes ____   No ____

Notes: _____

_____

_____

_____

_____

_____

_____

STRATEGIC PLAN THREE

What is your second long–term goal? _____

_____

_____

First Step to Attain this Plan

What: _____

Whom to Lead: _____

How: _____

_____

When to Start: _____

Benchmark(s) (to know if step is effective): _____

_____

Date of Benchmark(s) check: _____   _____

Success? Yes ___   No ___   Reason: _____

_____

Continue? Yes ___   No ___

Second Step to Attain this Plan

What: _____

Whom to Lead: _____

How: _____

_____

When to Start: _____

Benchmark(s) (to know if step is effective): _____

_____

Date of Benchmark(s) check: _____   _____

Success? Yes ___   No ___   Reason: _____

_____

Continue? Yes ___   No ___

Third Step to Attain this Plan

What: _____

Whom to Lead: _____

How: _____

_____

When to Start: _____

Benchmark(s) (to know if step is effective): _____

_____

Date of Benchmark(s) check: _____   _____

Success? Yes ____   No ____   Reason: _____

_____

Continue? Yes ____   No ____

Notes: _____

_____

_____

_____

_____

_____

_____

REVITALIZATION GRANT PROCESS

PRESBYTERY OF FLORIDA

**COMMITTEE ON
CONGREGATIONAL DISCERNMENT**

POLICIES FOR AWARDING REVITALIZATION GRANTS

The Committee on Congregational Discernment (CCD) has been blessed with funding to help revitalize congregations in their service to the Lord and the community in which they are situated. This will be extremely helpful as the climate toward "church" continues to evolve and refocus drastically. To aid congregations in their attempt to revitalize and refocus their ministry, funding through CCD may be available.

TYPES OF GRANTS AVAILABLE

There are three categories for which revitalization assistance may apply. ***All grants, if approved by the Committee on Congregational Discernment, are considered to be matching grants up to the amount specified in this policy. Grants may be applied for once every 18 months.***

- **Updating Equipment (up to $1,000)**
    In a day and age of electronic communication and learning opportunities, "old fashioned" learning tools do not have much appeal to younger generations. If just cause can be presented demonstrating how updating equipment will play a key role in revitalizing and refocusing a congregation's ministry, a request for equipment will be considered.

- **Emergency Repairs (up to $5,000)**
    There may be occasions when repairs to church facilities are needed in an attempt to be more visually appealing to potential newcomers to a congregation, as well as for the safety of all. A leaky roof leaving water stains, rotting wood that needs to be replaced and painted are just a couple examples.

- **Calling a Pastor (up to ½ the Presbytery minimum compensation requirements)**
    Congregations that have completed the Holy Cow! Congregational Assessment Tool (CAT), the MissionInsite demographic study, and devised strategic plans showing viability for future ministry may apply for a Pastoral Leadership Grant. This would be to help call a Presbyterian Church (U.S.A.) pastor to serve the congregation for a minimum of three years. There will be a stringent review process prior to awarding this grant.

INITIAL CRITERIA

As Presbyterians we are part of a connectional system. We work together and are a part of each others' lives. When a grant request is submitted, several initial criteria will weigh heavily on considering the request:
- Have members of the congregation been serving on committees of the Presbytery?

- Has the Session been faithful in sending commissioners to attend Presbytery meetings?
- Has the congregation been faithful in financially supporting the work and ministry of the Presbytery?
- A copy of the congregation's financial budget and holdings will be required.
- At least two (2) estimates will be required for the Emergency Repair Grant.

SOURCE OF FUNDS

There arise occasions when a congregation within the Presbytery of Florida has fulfilled its ministry to our Lord. The completion of that ministry is celebrated at a time of worship and thanksgiving for the work accomplished.

But the influence of that congregation and its assistance and aid to its sister congregations is not completely over, even though its doors are closed.

As is the policy of the Presbyterian Church (U.S.A.), the Presbytery is responsible for the disposition of the church property (G–4.0205). The funds received from the sale of the property is used to give witness to the connectional nature of our denomination, and further the work of our Lord in our sister congregations and the Presbytery of Florida.

In 2020 the Presbytery of Florida passed the following in order to spread the funds in such a way as to best serve the Presbytery:

"After the equivalent of one half of the current year's budget is set aside, which can be used to zero-balance the current year's budget before closing the books for that year,
- 10% of the remainder shall be set aside for special, unbudgeted presbytery projects defined by that policy,
- 50% shall be assigned to the Committee on Congregational Discernment to be used as defined by their policy for such funds, and
- 40% shall be assigned to the Committee on New Congregational Development to be used as defined by their policy.
- Any growth in the Reserve Fund shall be distributed pro rata."

Resources have been afforded the Committee on Congregational Discernment through investments made possible from the sale of church properties whose congregations have concluded their ministries. With the approval from Presbytery, the minimum amount to be invested will be no more than $650,000 the interest of which will be used to assist qualified projects and requests for assistance.

COMMITTEE ON
CONGREGATIONAL DISCERNMENT

EQUIPMENT GRANT
DEFINITIONS AND EXPECTATIONS

Purpose

The Presbytery of Florida has established a Congregational Discernment Fund to provide grants to its congregations with small membership in support of a congregation's specific plan for its revitalization. The awarding of grants will be based on a demonstrated need to update/upgrade equipment used in worship and/or educational opportunities that will lead toward renewed and refocused avenues for ministry.

Administration

The fund shall be administered, and grants awarded by the Committee on Congregational Discernment (CCD). ***All grants, if approved by the Committee on Congregational Discernment, are considered to be matching grants up to the amount specified in this policy.   Grants may be applied for once every 18 months.***

Definitions

- *Small Membership Congregations*: While the definition of what constitutes a small congregation may vary, in the Presbytery of Florida it is generally considered to refer to congregations with an average weekly attendance at worship of less than 50 persons.

- *Demonstrated Need*: How the lack of the needed equipment, or out–dated equipment has hindered forward progress of ministry.

- *Equipment*: Those tangible items used to enhance the worship and educational experience, (e.g., audio–visual devices) of the congregation.

Evaluation

Within the first six months of receiving the grant, an accounting of the equipment's use and effectiveness in helping revitalize the focus and practice of ministry will be submitted by the Session for review by CCD. Failure to do so will potentially disqualify a congregation from receiving future grants.

<div align="center">

PRESBYTERY OF FLORIDA

**COMMITTEE ON
CONGREGATIONAL DISCERNMENT**

EQUIPMENT GRANT APPLICATION

</div>

Congregation Name: _____ PIN: _____

Address: _____

Session Clerk: _____ Session Moderator: _____

Contact Person for Grant: _____

Address: _____ Cell Phone: _____

Home/Work Phone: _____

E-mail: _____

Congregation Membership: _____ Average Weekly Worship Attendance: _____

<div align="center">

•••

</div>

1. For what item are you seeking a grant? (Please be specific) _____

   _____

2. Amount requested from CCD? _____ (It is understood the
   congregation will match this amount.) Please attach the latest copy of the congregation's financial
   budget and holdings.3. What will this item replace? _____

   _____

4. Where and how will this item be utilized? _____

   _____

   _____

   How frequently? _____

5. What role will it help play in revitalizing the life and ministry of the congregation? _____

   _____

   _____

   _____

   _____

6. What are the anticipated results to be achieved by using this item? _____

   _____

   _____

7. In the past three years how have members of the congregation been involved with various aspects of the Presbytery? _____

_____

_____

The Session of _____ met on _____ and voted
                                   (church)   (date)

 affirmatively on this matter, understanding the expectations of this request.

Signed:

_____   _____
Clerk of Session   Date

<div align="center">

PRESBYTERY OF FLORIDA

COMMITTEE ON
CONGREGATIONAL DISCERNMENT

EMERGENCY REPAIRS
DEFINITIONS AND EXPECTATIONS

</div>

Purpose

The Presbytery of Florida has established a Congregational Discernment Fund to provide grants to its congregations with small membership in support of a congregation's specific plan for its revitalization. The awarding of grants will be based on a demonstrated need to do urgent repairs that will lead toward renewed and refocused avenues for ministry, as well as increase safety for all.

Administration

The fund shall be administered, and grants awarded by the Committee on Congregational Discernment (CCD). *All grants, if approved by the Committee on Congregational Discernment, are considered to be matching grants up to the amount specified in this policy. Grants may be applied for once every 18 months.*

Definitions

- *Small Congregation*: While the definition of what constitutes a small congregation may vary, in the Presbytery of Florida it is generally considered to refer to congregations with an average weekly attendance at worship of less than 50 persons.

- *Emergency*: Circumstances that pose an immediate and significant risk to further damage if not rectified quickly. Matters that are a risk to safety or health.

- *Repairs*: Not new construction, unless needed to reduce a risk to safety or health issues, or to prevent further damage to the facility.

Evaluation

Within three months of receiving this grant, a report on the completion (or continuing progress) of the repairs will be submitted to CCD for its review. Failure to do so will potentially disqualify a congregation from receiving future grants.

PRESBYTERY OF FLORIDA

COMMITTEE ON
CONGREGATIONAL DISCERNMENT

EMERGENCY REPAIRS GRANT APPLICATION

Congregation Name: _____ PIN: _____

Address: _____

Session Clerk: _____ Session Moderator: _____

Contact Person for Grant: _____

Address: _____ Cell Phone: _____

Home/Work Phone: _____

E-mail: _____

Congregation Membership: _____ Average Weekly Worship Attendance: _____

··

1. For what repair(s) are you seeking a grant? (Please be specific. Attach photos when possible.) _____

   _____

   _____

   _____

   _____

   _____

   _____

   _____

   _____

   _____

2. Amount requested from CCD? _____ (It is understood the congregation will match this
   amount.) Please attach the latest copy of the congregation's financial budget and holdings.

3. How will the repairs enhance the revitalization process of your congregation's ministry? _____

   _____

   _____

   _____

   _____

   _____

   _____

   _____

4. In the past three years how have members of the congregation been involved with various aspects of the Presbytery? _____

_____

_____

5. Please attach at least two estimates for needed emergency repairs.

The Session of _____ met on _____ and voted
                                  (church)   (date)

 affirmatively on this matter, understanding the expectations of this request.

Signed:

_____   _____

Clerk of Session   Date

PASTORAL LEADERSHIP GRANT
DEFINITIONS AND EXPECTATIONS

Purpose

The Presbytery of Florida has established a Congregational Discernment Fund to provide grants to its congregations with small membership in support of a congregation's specific plan for its revitalization. The awarding of a grant will be based on the attraction and retention of designated pastoral leadership to enable and guide the congregation's implementation of its plan for revitalization.

Administration

The congregation's Revitalization Plan shall be approved by the Presbytery's Committee on Congregational Discernment in consultation with the Committee on Ministry. The fund shall be administered, and grants awarded by the Committee on Congregational Discernment.

Definitions

Small Member Congregation: While the definition of what constitutes a small congregation may vary, in the Presbytery of Florida it is generally considered to refer to congregations with an average weekly attendance at worship of less than 50 persons.

Pastoral Leadership: will ordinarily be understood to mean a Minister of Word and Sacrament who holds ordination in the Presbyterian Church (U.S.A.).

Plan for Revitalization: A congregation's Plan for Revitalization, also known as a *strategic plan*, shall reflect findings from a Holy Cow! Vital Signs Report and a MissionInsite Consultation, and must include, but not be limited to:
1. a statement of the congregation's vision and mission as it relates to congregational revitalization;
2. specific strategies for implementing that vision and mission;
3. identified goals and benchmarks for assessing the congregation's progress in implementing its plan;
4. a means of evaluating annually how the congregation and/or community have been transformed, including the congregation's next steps in its revitalization.

Qualifications

To qualify for a Pastoral Leadership Grant, a congregation will have completed, with the assistance of a Presbytery Consultant, both the Holy Cow! Congregational Assessment Tool and a MissionInsite

community demographic assessment. Those programs are essential to the development of the congregation's strategic plan for revitalization.

A Viability Assessment Form must also be completed to determine the potential life and vitality of the congregation and the promise it holds for future ministry. The Committee on Congregational Discernment will review this information.

After review of the Viability Assessment Form, the congregation will need to submit a Grant Application form which will aid CCD in determining its decision.

Terms

Ordinarily, a grant may be awarded annually for up to three years, depending upon the Fund's financial growth and the congregation's active participation in its Revitalization Plan. Failure to meet conditions of the congregation's strategic plan may constitute a default of the provisions of the grant and result in its early termination. Funds are to be disbursed to the congregation annually following the awarding of the grant, and each year thereafter following assessment of agreed upon benchmarks and achieved goals.

Evaluations

- Evaluations shall be conducted by the Committee on Congregational Discernment every six months following the call of a pastor and the initiation of a congregation's Revitalization Plan. Each evaluation will be preceded by a written self-evaluation to be submitted by the Session.

- The six month evaluation will focus on the investment and energy of the members of the congregation. It will include written recommendations for modifications to the Plan that may be considered desirable, along with other feedback.

- The twelve month evaluation will assess the progress of the congregation toward the achievement of the goals set forth in the Plan. Steps taken to date and all tangible results observed will be examined. The evaluation will include any written modifications to the Plan deemed appropriate along with other recommendations and feedback from the CCD.

- The eighteen month evaluation will focus on progress observed toward the goals of the revised Plan and the results of the implementation of any recommendations contained in the six month evaluation. The CCD will provide recommendations and additional feedback to the congregation.

- The twenty four month evaluation will examine the achievements of the congregation in the fulfillment of the goals of the Plan.

- The thirty month and 36 month evaluations will examine the achievements of the congregation in the fulfillment of the goals of the Plan. In addition, the congregation and the CCD will jointly determine next steps for the pursuit of the congregation's continued life and ministry.

PRESBYTERY OF FLORIDA

COMMITTEE ON
CONGREGATIONAL DISCERNMENT

CONSULTANT VIABILITY ASSESSMENT FORM

_____
Church Name

CONFIDENTIAL

In order to determine if engaging fulltime called and installed pastoral leadership will be appropriate for this congregation, please provide answers to the following questions. There is an assumption that by this time both the Holy Cow! Congregational Assessment Tool and MissionInsite data search have been completed. ***Please keep this information confidential until you present this report to the Committee on Congregational Discernment for review.***

Please respond to the following:

1. How does the Holy Cow! Assessment data describe the level of vitality in the congregation?

    _____
    _____
    _____

2. How does the MissionInsite data describe the level of vitality in the community?

    _____
    _____
    _____

3. To what degree does the congregation espouse a willingness to bring about change? How has this been expressed?

    _____
    _____
    _____

4. Please attach to this form the financial health of the congregation for the past 3 years, e.g., budget revenue, investment funds and their restrictions, pledging/giving history, other sources of income.

5. Does data show the ability to provide financially at least ½ effective salary, pension dues, and professional expenses for 3 years based on at least the Presbytery minimums? _____ Yes _____ No

6. How many members have committed to being agents of change? _____

7. As the consultant, do you recommend moving forward with the Grant Application process and the utilization of Presbytery funds for this congregation. Yes _____ No _____ Why or why not?

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____   _____
Name of Consultant Completing Form   Date

**COMMITTEE ON
CONGREGATIONAL DISCERNMENT**

PASTORAL LEADERSHIP GRANT APPLICATION

Congregation Name: _____   PIN: _____

Address: _____

Session Clerk: _____   Session Moderator: _____

Contact Person for Grant: _____

Address: _____   Cell Phone: _____

Home/Work Phone: _____

E-mail: _____

Congregation Membership: _____   Average Worship Attendance: _____

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In what ways is your congregation demonstrating its commitment to the process of congregational revitalization?

In what ways has "Holy Cow!" impacted your thinking on congregational revitalization?

In what ways has "MissionInsite" impacted your thinking on congregational revitalization?

Where do members of your congregation see God at work in your community?

As you seek God's call and based on what you have learned through participation in "Holy Cow!" and "MissionInsite," what three things do you intend to pursue in the process of revitalizing you congregation?

Provide plans, goals, and timelines for each of them.

PRESBYTERY OF FLORIDA
COMMITTEE ON CONGREGATIONAL DISCERNMENT

REVITALIZATION TOOLBOX

CCD wants every congregation to know that **you are not alone**! We are honored to partner with you as we journey together toward greater wholeness and vitality as the Body of Christ in the Presbytery of Florida. This toolbox of resources may be a great starting place for exploring revitalization within your congregation. What is offered here is certainly not exhaustive, but we do hope and pray it is helpful.

EVALUATIVE RESOURCES CURRENTLY USED IN FLORIDA PRESBYTERY

- **Holy Cow! Consulting** – Congregational assessment with a presbytery consultant. (Greatly reduced fee when used through CCD.)

- **MissionInsite** – Community demographic assessment with a consultant from MissionInsite (Free use for our congregations.)

ONLINE REVITALIZATION RESOURCES

- **Appreciative Inquiry** - https://appreciativeinquiry.champlain.edu/learn/appreciative-inquiry-introduction   A method of inquiry and assessment that begins with what is right in a congregation. (Trained consultants are required.)

- **Board of Pensions PC(USA)** – www.pensions.org
    - *Healthy Pastors, Healthy Congregations* - The Healthy Pastors, Healthy Congregations program restores the financial health and wholeness of Presbyterian Church (U.S.A.) pastors so they may revitalize their congregations.
    - *Pathways to Renewal* - offers qualifying congregations a significant dues reduction on new calls to ministers of the Word and Sacrament

- **Church Innovations** – www.churchinnovations.org – CI partners with churches to innovate their capacities to be renewed in God's mission, discerning what God is up to in your church community and neighborhood.

- **Congregational Consulting (formerly Alban Institute)** – www.congregationalconsulting.org Lots of valuable information about revitalization, church growth, leadership renewal.

- **CongregationU** – www.congregationu.com - provides online training on the practical aspects of church life, from risk management to human resources to overall health and wellness.

- **Union Presbyterian Seminary (Richmond, VA)** – www.upsem.edu
    - *Leadership Institute* – offers online (and when possible, in person) classes on Bible, administration, polity, theology, and pastoral care

- **Duke University** – www.duke.edu
    - *Faith and Leadership* - A learning resource for Christian leaders and their institutions from Leadership Education at Duke Divinity

- **Fresh Expressions** – www.freshexprressionsus.org – From the United Methodist Church, FE addresses changing culture, with an eye toward mission and evangelism primarily for those who are not yet part of any church.

- **Kaleidoscope Institute** – www.kscopeinstitute.org – From the Episcopal Church, KI trains leaders to create gracious space for courageous conversation and consulting to heal and transform local organizations.

- **Texas Presbyterian Foundation** – www.tpf.org – offers a host of downloadable resources related to finances

- **Theocademy** – www.theocademy.com - a series of videos on a variety of church leadership/faith formation topics, developed by Synod of Mid-America.

- **Vital Smarts** – www.vitalsmarts.com – Helps leaders (not specifically church-focused) become more effective by turning proven behavioral science principles into learnable, repeatable skills delivered through exceptional learning experiences.

BOOKS AND PRINTED RESOURCES

All of these resources are available through Amazon.com.
This, however, is not an endorsement of Amazon.com.

- *A Change of Pastors and How it Affects Change in the Congregation* – Loren B. Mead
    Mead shares the wisdom he gained from 35 years of studying congregations, wisdom that he hopes will allow congregations to take full advantage of this "extraordinarily pregnant moment" during which incredible congregational change can happen.

- *A Door Set Open: Grounding Change in Mission and Hope* – Peter L. Steinke
    We resist change less when we associate it with mission and fortify it with hope. Steinke explores the relationship between the challenges of change and our own responses to new ideas and experiences.

- *Becoming a Blessed Church* – N. Graham Standish
    This book provides guidance to discern God's purpose and the path God is calling your congregation to walk. This book will help you find Christ in your midst and become aware of the many ways the blessings of God's Spirit flow through your congregation.

- *Canoeing the Mountains – Christian Leadership in Unchartered Territory* – Tod Bolsinger
    Drawing from his extensive experience as a pastor and consultant, Tod Bolsinger brings decades of expertise in guiding churches and organizations through uncharted territory. He

offers a combination of illuminating insights and practical tools to help you reimagine what effective leadership looks like in our rapidly changing world. If you're going to scale the mountains of ministry, you need to leave behind canoes and find new navigational tools.

- *Congregational Leadership in Anxious Times* – Paul L. Steinke
  Anxious times hold not only the potential for loss but also for creation, important learnings, and changes that will strengthen the congregation. With this new book, internationally respected consultant Peter Steinke goes deeper into the requirements of effective congregational leadership. Born from the wisdom of Steinke's distinguished career, this new volume will both enlighten and embolden leaders. Steinke inspires courage in leaders to maintain the course, unearth secrets, resist sabotage, withstand fury, and overcome timidity or doubts.

- *Everywhere You Look: Discovering the Church Right Where You Are* – Tim Soerens
  The emerging generation is opting out of the church in large numbers. Soerens sees this as an extraordinary opportunity: the church, he says, is on the edge of a new possibility at the very moment so much of it feels like it's falling apart. In his extensive travels in all kinds of neighborhoods, Soerens has seen the beginnings of this movement firsthand, and lays out practical, actionable steps for building collaborative communities in any neighborhood.

- *Five Practices of Fruitful Congregations* – Robert Schnase
  Over the past ten years, thousands of church leaders have successfully transformed congregations with the principles from the original *Five Practices:* Radical Hospitality, Passionate Worship, Intentional Faith Development, Risk-Taking Mission and Service, and Extravagant Generosity. However, much has changed in the world and the Church. Leaders have discovered new ways to implement the *Five Practices* in settings that were not imagined when the original book was released.

- *Gathered and Scattered Church, Equipping Believers for the 21st Century* – Edward H. Hammet
  Hammett takes seriously the issue that we are now living and serving in a secular culture. The message of Christ can penetrate the world when Christians learn to be and do church both inside and outside the walls of the church. He offers suggestions about understanding, activating, and evaluating the church and how we can equip believers for effective ministry in the 21st century.

- *Healthy Congregations, A Systems Approach* – Peter L. Steinke
  Steinke takes readers into a deeper exploration of the congregation as an emotional system. He outlines the factors that put congregations at risk for anxiety and conflict. Learn ten principles of health, how congregations can adopt new ways of dealing with stress and anxiety, as well as how spiritually and emotionally healthy leaders influence the emotional system.

- *Holy Conversations - Strategic Planning as a Spiritual Practice* – Gil Rendle
  Popular Alban consultants and authors Gil Rendle and Alice Mann cast planning as a "holy conversation," a congregational discernment process about three critical questions: Who are we? What has God called us to do or be? Who is our neighbor? Rendle and Mann equip congregational leaders with a broad and creative range of ideas, pathways, processes, and tools for planning. By choosing the resources that best suit their needs and context,

congregations will shape their own strengthening, transforming, holy conversation. They will find a path that is faithful to their identity and their relationship with God.

- *Igniting Passion in Your Church* – Steve Ayers
  Ayers relates the Christian experience to a courtship and marriage. His writing and ideas are in harmony with Scripture and every principle found in this book, traces its origin back to the Bible. In this presentation, the author has reduced the spiritual passion that all believers were created to enjoy into simple illustrations.

- *Imagining the Small Church - Celebrating a Simpler Path* – Steve Willis
  This book bears witness to what God is doing in small churches. Steve Willis tells stories from the small churches he has pastored in rural, town, and urban settings and dares to imagine that their way of being has something to teach all churches in this time of change in the American Christian Church.

- *Making Your Church More Inviting* – Roy M. Oswald
  This contains fifteen sessions designed to help clergy or lay leaders guide committees or study groups through a dynamic exploration of their congregation's IQ (invitation quotient). Discover how well you invite, welcome, and incorporate new members. As participants uncover the inviting elements of your church, they develop a personal witness style that emerges comfortably from their individual gifts.

- *Neighborhood Church – Transforming Your Congregation into a Powerhouse for Mission* – Krin Van Tatenhove & Rob Mueller
  The abandonment of the church by the millennial generation is ubiquitous; no denomination is escaping it. This is, in part, a consequence of disconnection from our communities. Van Tatenhove and Mueller believe that, parish by parish, we can reverse this trend. They dare to have an audacious hope for local congregations not only as signs of God's kingdom but as life-giving institutions that anchor their neighborhoods.

- *Owl Sight – Evidence-based Discernment and the Promise of Organizational Intelligence for Ministry* – J. Russell Crabtree
  Crabtree identifies a missing component in congregations and names it organizational intelligence. In spite of the fact that leaders and members may be immersed in the life of their church, they typically have little clarity regarding how people are experiencing the church overall, their hopes for the future, or the patterns of thinking and behavior, unique to their congregation, that must be addressed to realize their vision.

- *Raising More than Money – Redefining Generosity, Reflecting God's Heart* – Doug M. Carter
  Carter shows how to teach givers to participate in ministry with their gifts and offerings. Using examples from EQUIP and from EQUIP partners who have successfully used these principles in their churches and ministries, Doug shows the reader how to build relationships into stewardship and then create partnerships for ministry.

- *Transforming Congregational Culture* – Anthony Robinson
  Robinson prescribes concrete changes in the practice of ministry that have been tried, tested, and lived out to great success. At the heart of his framework for church renewal is what he calls "cultural change." According to Robinson, technical or programmatic change is not

sufficient to address the needs of the day. He argues for changing the very culture of mainline congregations, which involves recognizing and fostering their particular gifts and genius rather than trying to remake them into something they are not.

- *Turnaround Church: The Inspiration and Tools for Life-Sustaining Change* – Mary Louise Gifford

  People in dying churches will find assurance that they are still a part of the body of Christ. Clergy serving these struggling churches will discover tools and resources to help them guide change. Judicatory leaders will appreciate an inspiring story they can tell about a church that turned around in spite of the odds. While not a prescription for all churches, is a call to make long-lasting, life-sustaining changes.

- *Twelve Dynamic Shifts for Transforming Your Church* – E. Stanley Ott

  Arguing that the crisis in the church today is due to a loss of personal spirituality and congregational vitality, Ott challenges pastors and church leaders to adjust the style of their ministries to attract new people while continuing to encourage current members. He examines the characteristics of the "traditional" church, extols the features of the new "transformational" church, and lays out inspiring yet practical proposals to help congregations make the transition from traditional to transformational.

OLDER BUT STILL GREAT INFORMATION

- *Effective Church Series: The Vital Congregation* – Herb Miller

  A vital church helps people: Form a spiritual connection with God, Form a loving connection with other people, Form a committed connection to great causes.

- *Making the Small Church Effective* – Carl S. Dudley

  Dudley offers helpful resources, practical exercises, and tested and reshaped tools to highlight and affirm the admirable internal strengths and gifts that small churches uniquely possess.

- *Natural Church Development* – Christian A. Schwarz

  Schwarz uses the illustration of a barrel with eight staves to symbolize the eight quality characteristics. The barrel can only hold water to the height of the lowest stave. So too, Schwarz argues, a church can only grow as far as their 'Minimum factor,' which is the lowest of the eight quality characteristics in their church. He challenges churches to resist the temptation to work on improving areas in which they already excel, for by doing this they do not increase their minimum factor or their church quality.

- *The In–Between Church* – Alice Mann

  Often, congregations experiencing size change do not recognize the need to change culture and form as part of the successful adaptation process. Mann details the adjustments in attitude—as well as practice—that are necessary to support successful size change. Mann draws on her lengthy experience in helping congregations deal with the hurdles and anxieties of expansion or contraction in size.

- *The Once and Future Church* – Loren B. Mead

    Mead takes a broad look at past and present changes in the church, and postulates a future to which those changes are calling us. Denominations, once structured to deliver resources to far-off lands of foreign mission, now encounter the mission field in the layperson's workplace and the community surrounding the local congregation. Thus, the church is called to reinvention for this new mission frontier