

Special thanks to the Episcopal Church of the Messiah, Winter Garden, FL,
Fr. Tom Rutherford, Rector and the Rev. Julie Altenbach, Deacon

Please note these trainings are being recorded and the links will be available on
the Diocesan website: **cfdiocese.org**

You will also be able to download all resources shown in these presentations

Handout is at <https://cfdiocese.org/cfe/2022-diocesan-vestry-training/>

Videos:

<https://youtu.be/5FqeST4doO4>

https://www.youtube.com/watch?v=vl_v5XSUXNc

5. Opening Prayer Let us pray...

Dear Lord, we elect, but you confer authority.

We occupy roles, but you form hearts.

*We are sensitive to who has power and who wants power,
yet your Son took his place among the weak.*

*Help us to care more about vision than about viewpoint,
more about servanthood than about rules, more about mercy than about merit.*

Help us to have the courage to lead by serving and put aside the world's easier ways.

*Help us to emulate the Apostles, not in the early days when they craved power and preference,
but in the latter days after Calvary, when they prayed only for courage and wisdom.*

*All this we ask in the Name of One who led by serving and suffering. **Amen.***

6. Overview of our time together

10:00-10:15	Welcome, gather, pray, norms for the day
10:15- 10:45	What should the Vestry Expect from the Clergy –Bp. Brewer
10:45-11:00	Q and A with Bishop Brewer
11-11:15	Break
11:15 -Noon	Session One- “You are in the Army now... er Vestry I mean”
12:00-12:45	Brief Noonday prayer and lunch
12:45- 1:1:30	Session Two- “ I didn’t know that- Lessons from the Trenches
1:30-1:45	Break
1:45-2:45	Session Three “Watching out forland mines”
2:45- 3:00	Q and A with Canon Holcombe

8. Norms for today

- If you have a question, please raise your hand
- Before asking a question, please state your name and church
- Not all questions are for public consumption
- Some questions are better asked privately at break or lunch time, or you may write it down on a sheet of paper- make sure that your email is legibly written and I will get back to you.
- Please avoid bringing up questions that may embarrass or ridicule what someone did or said

Any questions, please contact me at the Diocesan office or by email at sholcombe@cfdiocese.org

10

¹¹The gifts he gave were that some would be apostles, some prophets, some evangelists, some pastors and teachers, ¹²**to equip the saints for the work of ministry, for building up the body of Christ,** ¹³until all of us come to the unity of the faith and of the knowledge of the Son of God, to maturity, to the measure of the full stature of Christ. Ephesians 4:11- 12

11

What is the role of the vestry?

Management vs. Leadership



Keeping in mind practical realities, vestries still need to balance their roles as managers and leaders.

- Where do you think your leadership falls on this chart?
- Is your vestry more focused on management or leadership?

What is the role of the vestry?

Management

As a vestry, you are a fiduciary with responsibilities both in state law and in canon (church) law.

12-14

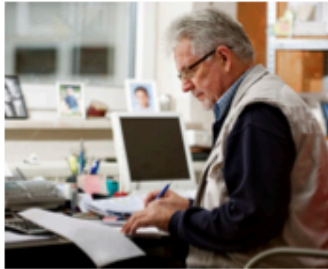
Fiduciary

- Ensuring proper asset and financial management and oversight
- Salary and benefits for clergy and in some cases lay staff



Liability

- Accidents and other incidents occurring on parish property or during parish events
- Violation of any fiduciary responsibilities, contracts, or any other legal agreements (employment, wrongful termination, etc.)
- Any misconduct, sexual harassment, or discrimination



VESTRY Fiduciary/Management responsibility over

Endowment Fund

Restricted fund

Operating fund and cash reserve

Rector's discretionary fund

Annual Audit (due no later than Sept 1)

Parochial Report (due March 1)

Church building and grounds

Risk management and safety

All physical property and assets

Rector/clergy Letter of Agreement

All staff and personnel, paid or volunteer

Legal and employment matters

making sure all employees paid correctly

Oversee all service and maintenance

contracts

Shared-use agreements

Debts and mortgages due

Sick and medical leave*to be determined

Rector and staff reviews/evaluations

Accountability to **National Canons** and

Diocesan Canons

Abiding by the current **2019 Manual of**

Business Methods in Church Affai

What is the role of the vestry?

Leadership

Leadership

Vestry leadership is different than leadership in other organizations, you are a Christian called by God and your peers to be a steward of your resources and for the greater good of your community.

Engaged Representatives

- You are part of the face of the leadership and represent the congregation
- All vestry members should have a clear understanding of all actions taken *and* can speak about them



Community Engagement

- Develop relationships with local leaders: government, businesses, non-profits, other churches, schools, and colleges
- Do a neighborhood walk with a team from your congregation



(15-17)

Good Church Leadership involves:

- dealing with all sorts and conditions of people
- dealing with problems and conflicts and coming up with healthy solutions
- operating within known and acceptable boundaries
- understanding one's place in the hierarchy and structure
- always asks the question, "what does **THIS** say about my witness for Christ?"
- strives for continuous quality improvement
- showing up in worship, meetings and special events
- Sacrificial giving of your finances and of your time
- Being a part of a team
- Working in unity (even if not in unanimity)
- Raising up other potential leaders
- Being a welcoming face at church events
- Developing a servants heart
- Encouraging and supporting your clergy
- Being the eyes, ears, (and at times the mouth) of the Clergy in their absence
- Holding others accountable



(18-19)

The role of church leaders in stability is:

- To establish permanence, predictability and presence
- To support the "Branding" that defines and identifies
- To insure quality pastoral care ministries for all ages
- Be a part of the common witness of the congregation
- Reinforce congregational vitality
- Insure quality programming and a positive worship experience
- to reinforce Episcopal/Anglican "unity in diversity"
- Maintain the status quo
- Be a part of the checks and balances of decision-making
- Be a repository of parish history and horror stories!
- Pass the leadership baton from one generation to the next
- reconnect current and future generations with the origin of traditions, customs and even furnishings
- To interpret where the congregation is in the church life cycle
- To identify pinch points and potential areas of growth and new ministries



(20-21) Risk- Who is the prophet in our midst?

- Clarify the VISION - "where are we going?"
- Clarify the MISSION – "how are we going to get there?"
- What is God calling us to do?
- When we look HONESTLY at our church- what are its inherent strengths and weaknesses and how will they affect our future?
- Has the congregation outgrown/shrunk and our building(s) no longer fits our needs?
- Do/Does our Clergy need to be retooled for today's ministry?
- Who are we going to be after the Covid pandemic is fully behind us?
- Do we have the technology/technical expertise to present the Gospel to a 21st century world?
- How do we reach out to those beyond our walls who are young, ethnically diverse, pagan, and unchurched? Do we want to reach out to the above?

23

Community of Disciples

Characterized by consensus. Maintains focus on the bigger picture. A learning community which understands that mistakes are part of the learning process.

- **Ministry:** to lead the church
- **Purpose:** to share with the rector in overseeing the spiritual and material needs of the congregation
- **Responsibility:** to cast vision, to embody the vision, and to establish policies that will enable that vision to be realized
- **Models a teachable spirit:** reflect upon and articulate learning; learn from mistakes; recognize there may be several solutions to any problem; exhibit a passion for what they are doing

Institutional Model

Characterized by debate and voting (Robert's Rules), winners and losers, in-power and out-of-power

- **Rubber Stamp:** we do whatever the priest wants (we have no responsibility)
- **Finance Committee:** we balance the budget
- **Elected Representatives:** we represent the values and concerns of the people who elected us
- **Board of Directors:** we govern and act as liaisons to ministries
- **Loyal Opposition:** we're here to make sure the rector doesn't do anything too crazy

From Club to Community

Club or Clan

- Survival (what can we do for ourselves?)
- Concerned with structure, building, organization
- Problem-based agenda. Conversations focus on obstacles
- Distrust of judicatory
- Money always a problem
- Scripture and study minimized
- Worship tends to be dull and led by the same few people
- New members must adopt the values of the clan

Transformational Community

- Mission (what can we do for others?)
- Core values clarity: why we are here?
 - Opportunity-based agenda.
- Conversations on assets, talents, gifts.
- Partnership with judicatory
- Money is not the main thing
- Scripture is studied as source for mission
- Worship is lively with diverse leadership
- New members seen as potential new life and diversity

Tension and E.G.R.'s

Healthy communities are in constant tension regarding change (leadership, dynasties, money, worship, music, facility, artifacts – objects and processes, unwritten rules and norms).

Extra Grace Required (E.G.R.'s) can be helpful, especially during transitional times.

Commitment to the Church

Each individual vestry member must be committed to the church and its activities.

- Vestry commitment to the ongoing life of the church is paramount.
- The vestry must embody the vision of the church.
- If an event is considered to be a major parish event ALL vestry members should be present (except for good cause). Church members notice when vestry are present or absent at events.
- The congregation will often reflect the commitment level of the vestry.

Commitment to the Vestry

Each vestry member must be committed to the vestry leadership process.

- ✓ Serving on vestry is not so much about making decisions as it is about forming community.
- ✓ Attendance at orientation/retreat is a must. When a vestry member misses an orientation, it often takes as long as six months to get “up to speed” and it often results in interruption of vestry cohesiveness.
- ✓ The business of vestry is an ongoing conversation. Members who miss a meeting drag on the cohesiveness and effectiveness of the vestry.

Financial Commitment

Each member of the vestry should be financially committed to the church.

- The issue is faithfulness – not the dollar amount.
- Vestry members who are NOT financially committed become ongoing problems for the vestry because they are also often less committed to church activities and are often reluctant to take risks when it comes time to approve the budget or spending for a new initiative that requires faith that God will provide.
- The Church can rise no higher than the commitment level of the vestry.

Vestry Spirituality

Will you continue in the apostles' teaching and fellowship, in the breaking of bread and in the prayers? (BCP, 302)

- ❖ What holy habits do we practice (really)? Which then, can we model?
- ❖ Ministry of presence – an icon and symbol of support just by showing up!
- ❖ Humility: knowing oneself...gifts, graces, and limitations.
- ❖ Faithfully detached: it isn't about outcomes or "success" but about listening, learning and moving faithfully ahead.

Leadership Thinking

- Define the current reality. Your ability to articulate the current reality will affect the solutions you come up with AND people's willingness to follow you.
- Account for what is happening. The past is the key to our future. Placing our seminal stories in the context of the salvation history of the church gives their individual role dignity, meaning, and significance.
- Know where the organization is headed. This is not about the end result – God's plans may be bigger or different than we imagined. The important thing is to give people hope and confidence that God's has a desired future for us and is guiding us there.
- Make plans, hold people accountable...and bless the people. Lots of people can identify the problem. Leaders determine a course of action, hold people on task, bless and celebrate success.

Four Principles Every Church Leader Should Know

1. As organizational responsibilities increase, rights decrease.
2. The Fire Brigade – Leaders must only throw water on church fires (hurt feelings, conflict), especially when tempted to throw gasoline.
3. Triangulation – the favorite game in church. Establish ground rules (see confidentiality statement).
4. Always communicate upstream (vestry or staff) it avoids water pollution in town (congregation).

35

Building Shared Vision

“Shared vision emerges from the individual hearts and souls of people who have lived life and suffered and yet dare to risk struggling with the Holy Spirit to imagine the astounding tomorrow to which God is calling the congregation.”

Adapted from *Congregations as Learning Communities, Tools for Shaping your Future* by Dennis G. Campbell, (Alban Institute, 2000).

38 Vestry Covenant

Thanks to St Matthias, Clermont and Rector, the Rev. James Dorn

We promise to:

1. Pray for each other, our clergy and staff, and our congregation.
2. Conduct Vestry meetings in a professional and organized fashion.
3. Listen to and consider the opinions of others with an open mind, even when we disagree.
4. Support the decisions of the Vestry, even when we personally disagree with them.
5. Attempt to achieve consensus with each other, whenever possible, while understanding that it may not always be possible to achieve.
6. Table heated debates for the following Vestry meeting.
7. Create a prioritized list of agenda items.
8. Be time-sensitive during Vestry meetings and strive to limit meetings with Compline to 1.5 hours.
9. Maintain transparency in our relationships with each other and the congregation, except where confidentiality is warranted by Church Canons, Parish Bylaws or Secular Law.
10. Be involved in the life and events of the Parish and to lead by example.
11. Support and encourage the ministry of the Rector and the work of St. Matthias staff.
12. Constantly strive to make all members of our Parish feel welcome and involved.
13. Refrain from engaging in gossip about each other or any member of the Parish.
14. Address any concerns we have with each other in a direct, constructive and polite fashion.
15. Consider any concerns addressed to us with an open mind.
16. Avoid perpetuating or acting upon anonymous reports or rumors.
17. Avoid triangulation and to encourage direct discourse between ourselves and members of the Parish.

40-41	Hospitality Checklist – for your church...	YES	NO	Uncertain
1	Do you have a webpage?			
2	Is there a “locator” on your webpage that shows the physical location by cross streets of your church?			
3	Do you advertise special events aimed at non-church members, their concerns and issues?			
4	Do you have special events of your congregation get reported in your local newspaper?			
5	Do you attempt to raise public awareness about the life and activities of your congregation through advertising?			
6	Do you update the front page of your website at least once a week?			
Are the following easy to find on your website? (They should not require more than 2 mouse clicks).				
7	List of clergy and staff with contact information?			
8	Directions?			
9	Service times including when a nursery is available?			
10	anything about your church, worship, ministries that are unique			
11	Do you have an informational sign outside the church?			
12	Does it contain church name, service times, web address? (All that’s needed!)			
13	Do you have signs throughout your facility and grounds that lead people to the office, church, nursery?			
14	Do you signs use Episcopal “jargon” (Sanctuary, Narthex...) or more widely used words (Church, Library, Meeting space...)?			
15	Are your present members encouraged to invite friends, co-workers and extended family members to attend special events organized for them?			
16	Do you have designated, prime parking spaces for visitors located near the front of your building?			
17	Are all entryways, buildings/walkways clearly marked?			
18	Is the location of the nursery clearly marked?			
19	Is the nursery located near the worship space?			
20	Are children placed in the nursery, registered and their safety assured?			
21	Do you have an information table with current newsletters and other information on congregational life located in the main entryway?			
22	Do you have designated “Greeters” besides ushers that are trained to help visitors?			
23	Do the greeters stay on the job through coffee hour?			

		YES	NO	Uncertain
24	Do you have a simple, understandable and seeker friendly bulletin that helps visitors participate in your worship?			
25	Do the clergy have opportunities to greet visitors before they enter and are seated?			
26	Are clergy monopolized by members after the service or do they have time to visit with newcomers?			
27	Do you regularly announce the page numbers and location of music and other worship enhancements?			
28	Do you welcome visitors early in the service?			
29	Do you welcome visitors <u>without</u> singling them out, making them stand or creating awkwardness for them?			
30	Do your members engage visitors and invite them to coffee or to other social activities after the service taking the initiative to introduce them to regular members?			
31	Do you invite "all baptized persons" to communion?			
32	Is your worship bright, vibrant and well paced?			
33	Is your music, whatever style, done well and will visitors be able to participate in congregational singing?			
34	If you use musical settings for portions of the service, is the music readily available to visitors?			
35	Do you avoid unique, quaint, or idiosyncratic actions in your liturgy that make sense only to long time members?			
36	Do all readers speak clearly and move along at a pace that can be understood given the acoustics of your building? Good sound system?			
37	Does the sermon have "take home" applications relevant to the lives of seekers?			
38	Does the sermon avoid technical terms, or Episcopal jargon?			
39	Do you provide an outline or a place to take notes during the sermon?			
40	Does the service start on time?			
41	Does the service end well, i.e. on a strong inspirational note?			
42	During the peace, do regular members introduce themselves to people they do not recognize?			
43	Do you have a workable procedure for getting the names and addresses of first time visitors?			

You will want to review your individual N and U items to see how to improve your hospitality ministry. If you have 15 or more N or U answers, you have a definite hospitality problem and will want to improve your hospitality ministry.

41-VESTRY Tour of the Building and Grounds

During the daylight, take the vestry on a walk around the church property, imagine that you are visiting the church property for the first time, note the following		
		Notes/comments
A	Is there a church parking lot?	
B	Is it paved?	
C	Any potholes or places in need of repair?	
D	Are handicapped spaces clearly marked	
E	Are there adequate # of handicapped spaces?	
F	Do the lines need to be painted?	
G	Are there bumpers?	
H	If there are bumpers are they brightly painted?	
I	Is grass trimmed and sidewalks edged?	
J	Are the bushes trimmed	
K	Are there weeds in the flowerbeds?	
L	Does the painting on the buildings look good? Inside and outside!	
M	Are there any visible areas of mold/mildew that need to be pressure washed?	
N	Are the windows in the church and parish hall clean? Note any broken or cracked panes.	
O	Are carpeted areas clean	
P	Are there any trip hazards?	
Q	Do the rooms look junky or cluttered?	
R	Are there items that can be sold or given away?	
S	Check all bathrooms- look for rusted or corroding fixtures?	
T	Do all toilets flush appropriately?	
U	Do the faucets drip or run?	
V	Are the counters clean and look sanitary?	
W	Are there places where infant/ toddlers can have a diaper change?	
X	Are there any diaper and wipes available?	
Y	Are there obviously available sanitary supplies for women in the bathrooms?	
Z	Would you leave your child in your church nursery?	
Aa	Go to the Sunday school rooms are they clean and orderly?	
Ab	Have the hallway bulletin boards been changed lately	

Ac	Is there Sunday school curriculum apparent?	
Ad	Check out the parish hall- hub for communication- are the bulletin boards current?	
Ae	Is the coffee service clean and well supplied with creamer, sweetener options, cups, stirrers, lids?	
Af	Are there other beverage options (tea, hot chocolate, bottled water, etc)	
Ag	Is there a basket for donations? (statistically this is a real turn off for guests- this is not a real offset for the actual cost of coffee supplies!)	
Ah	Look at seating arrangements at coffee hour- are guests sitting with members or are they sitting alone?	
Ai	What do kids do before and after church?	
Aj	Is there any sort of playground, swings, etc for the kids?	
Ak	If there is a playground is there a parent or supervisor for safety?	
Al	Check all playground equipment at least monthly to make sure all is safe and secure	
Am	Make sure that there are no wasp nests, bee hives or yellow jacket nests	

SUGGESTIONS for future Vestry Field Trips...Consider these

AA	Go visit other Episcopal Churches in your city/county and see what their normal Sunday service and routine is like- consider their worship options, education for children and adults, mid week services
BB	What is the fastest growing church in your area? Go visit them and see what they do. Are there things that they do that could be transferable to your church setting?
CC	Send one or two vestry persons to a local school and speak with the principal or social worker. Are there unmet needs of the children that your church could partner with them and meet
DD	Go to the local Food bank and See what needs are unmet
EE	Go to the local homeless shelter, Salvation Army, Children's Hunger Project Office to see their needs

Family Size Church

(under 75 Average Sunday Attendance)



- Single cell and Group-centered
- Strong lay leadership. Often power and authority vested in a few individuals (matriarchs and patriarchs)
- Rector often a “chaplain ” -- usually history of short pastorates
- Often successful “niche” churches with vital ministries within their community
- Fights are like family feuds
- Opportunity for new leadership models, not just “one priest-one parish”

Church Size & Its Implications- 3

Fresh Start

Family Size Churches-

- When we talk about this size church, we are talking about established congregations not start-ups.
- About 47% of Episcopal churches fall into this category, though they represent only 15% of the worshippers on Sunday. They are centered around the “group” rather than the rector and tend to be fairly homogeneous in their membership.
 - If the rector is not careful she/he can often function largely as a chaplain.
- Governance is usually in the hands of a key family or families, and new member incorporation may come through them – often by birth or marriage.
 - Change as well comes from the bottom up, initiated by these key members.
- These churches are disproportionately located in towns, villages or rural areas, or inner city urban areas.
 - While vulnerable, many family size churches have a realistic and healthy sense of mission and ministry (for instance small churches that see their ministry as supporting clergy early in their career, ethnic churches reaching a specific population or rural congregations serving an important role in the community).
- Family size churches often have trouble retaining clergy and turn-over is high.
 - Lay leadership tends to taking on a strong role; lay sacramental leaders are common in this size church, as are part-time rectors.
- Success for small congregations may be to grow to the next size, success might be a deeper sense of the congregation’s ministry.
- Fights in this size congregation are like family fights – and often literally so.

Pastoral Size Church

(76-140 Average Sunday Attendance)



- Single cell – stretching at upper end of size range
- Rector-centered
- Power and authority still in hands of few, but shifting
- Clergy at the center of program and new member incorporation
- Rector as personal pastor
- Fights – over the pastor

Pastoral size churches

- 25% of Episcopal congregations with about 22% of the worshippers on Sunday.
- As a Family Size Church grows to Pastoral Size, the center shifts from a “tight” group of lay leaders to the rector, (has responsibility for program / new member incorporation.
- Clergy are much involved in hands-on ministry,
- As the congregation grows it becomes more difficult for the rector to have the kind of one- on-one pastoral relationship with everyone
- At the higher end, the congregation begins to move from being a “single cell” to a “multiple cell” organization – subgroups form for mission and ministry.
- It becomes increasingly difficult to know everyone.”
- Because intimacy and being known are frequently high values for a small congregation, there is a high cost associated with their loss.
- Watch for “push back” from established members trying to return to the older, more intimate style of relationship.
- Fights are often over the rector’s time and attention.

Transitional Size Church

(141-224 Average Sunday Attendance)

- Stretched cell
- Rector-centered, but moving to group-centered
- Power and authority shifting to subgroups; individuals outside of key family(ies)
- Change & new member incorporation -- joint rector/lay group responsibility
- Rector stretched – additional staff needs
- Fights – over inclusion, information, attention of rector

The Transitional Size Church

- 15% of Episcopal congregations representing 23% of worshippers. It used to be thought that these congregations were merely in transit between Pastoral and Program Size. However, a number of congregations are stable and healthy in this size range.
- There is increasing evidence that these parishes have a style of congregational life that is truly somewhere between the relative intimacy of a pastoral size congregation and the more subgroup- oriented nature of a program parish. Relatively homogeneous in membership, congregations of this size experience increasing diversity. According to Malcolm Gladwell (*The Tipping Point: How Little Things Can Make a Big Difference*) at a group size of about 150 it becomes difficult for people to know each other, so subgroups form. Because it is difficult for everyone to know everyone else the fights are over inclusion, who is in the know and who will get the time and attention of the “spread thin” clergy.
- Particularly at the upper end of the size range, direct interaction with the rector is not possible. The addition of other staff and/or increasing reliance on lay leaders (under the close supervision of the rector) become necessary if the congregation is to have sufficient programming to meet the needs of an increasingly diverse membership or to grow. Whether to spend the money needed to staff for growth and how to maintain democratic processes and communication become areas of contention.
- These congregations are “stretched cell” churches – struggling to meet all the demands of their members with insufficient resources to become truly a “multi-cell” congregation.

Program Size Church

(225-800 Average Sunday Attendance)

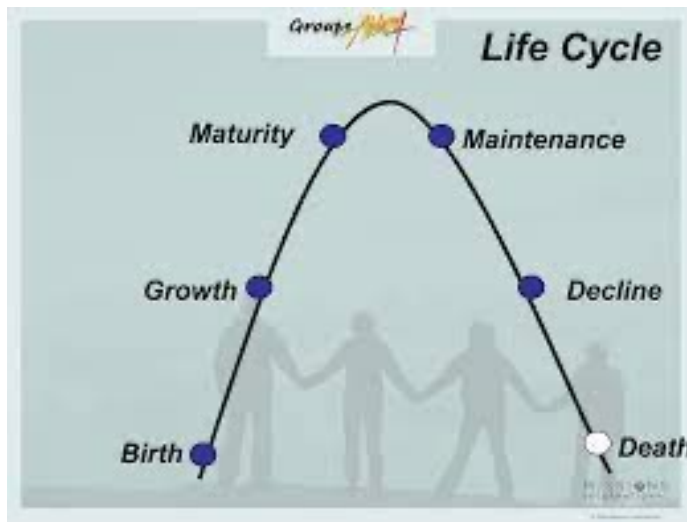


- Multi-cell
- Group-centered
- Power and authority in committees; vestry shifts to oversight
- New member incorporation through groups
- Change driven from middle or top
- Rector as administrator
- Fights – over resources and priorities

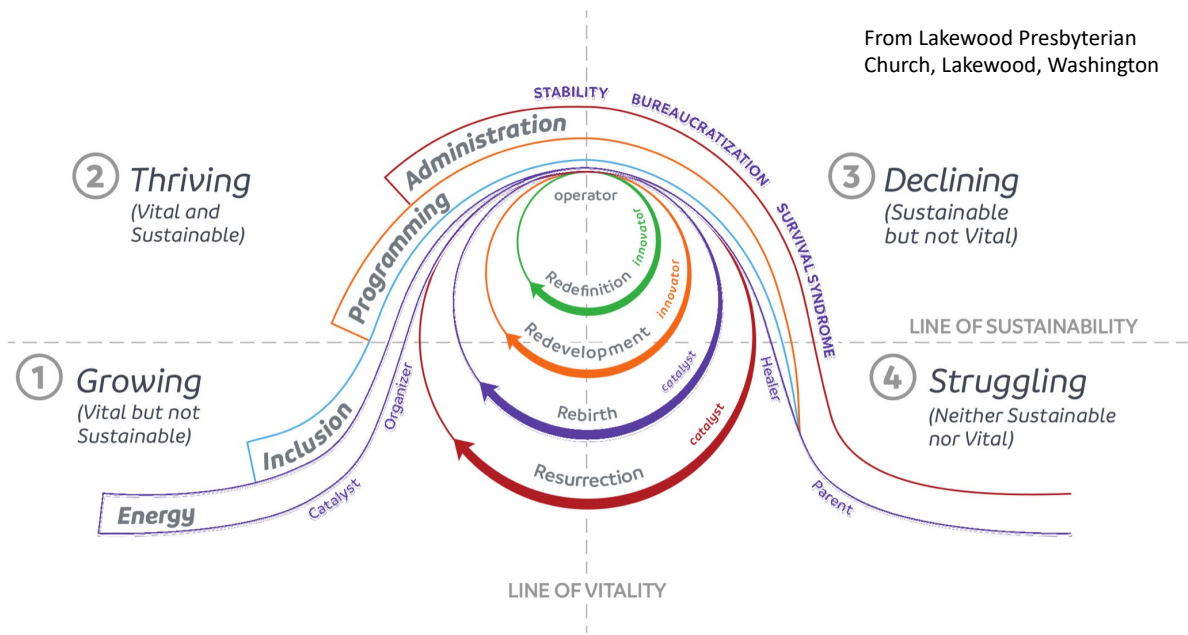
Program Size churches

- 15% of the congregations and 23% of the worshippers.
- Resources are available to create a variety of programs and multiple member staffs are common.
- “multi-cell” organization. The shift to this level is very difficult, often requiring more resources than are immediately available.
- One clergyman uses the analogy of the first attempts at supersonic flight, when planes shook so violently approaching the sound barrier that people thought it would be impossible to break. When Chuck Yeager managed the feat, however, he found that it was smooth flying on the other side of that transition. Many congregations feel “stuck” at the transitional size, unable to fly past the turbulence to program size.
- The role of the rector shifts from one of being a hands-on pastor to managing a staff and delegating much of the responsibility.
- The role of the vestry shifts as well, with that body exercising oversight and relational authority, rather than focusing on tasks. Much energy in a program size church is spent on recruiting, training, equipping and empowering both volunteers and additional paid staff.
- New member incorporation takes place through multiple groups. It is no longer possible for everyone to know everyone else. Equipping and letting go are inherent challenges for this church size. Having more active members generally means needing more diverse programming.
- Fights are over the identification of priorities and the allocation of resources.

Life Cycles of a Congregation



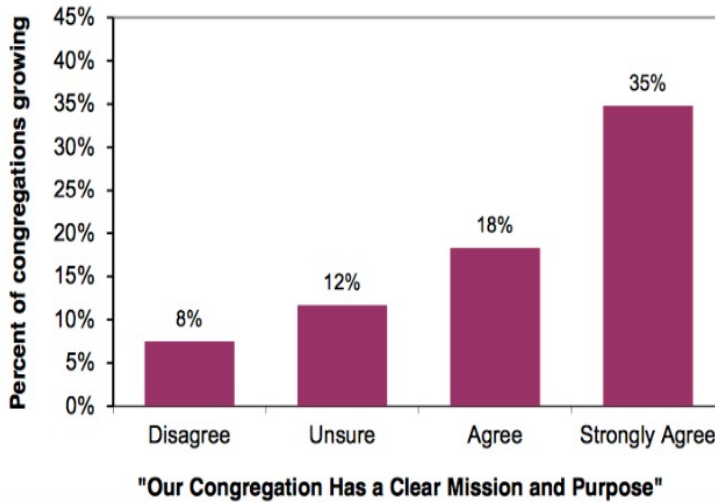
From Lakewood Presbyterian Church, Lakewood, Washington



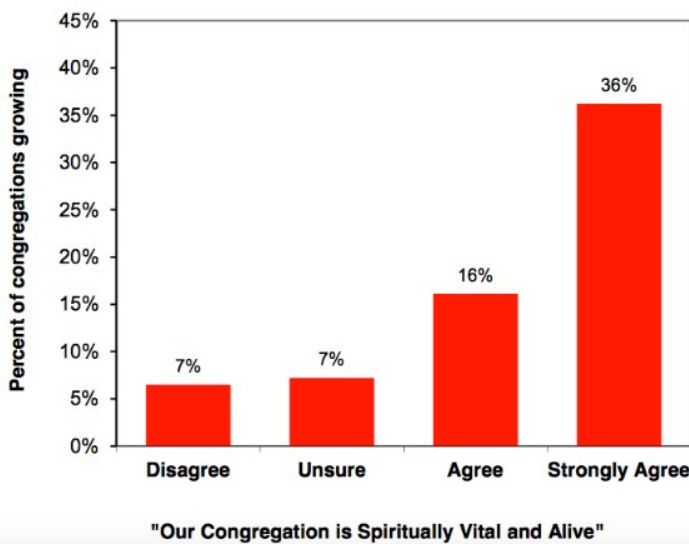
(1) **Purpose-Driven Growth** - Important to the growth profile of a congregation are the religious character of the congregation and its sense of mission and purpose. Churches that are clear about why they exist and what they should be doing are most likely to be growing congregations.

Key Characteristics of Congregations Experiencing Growth

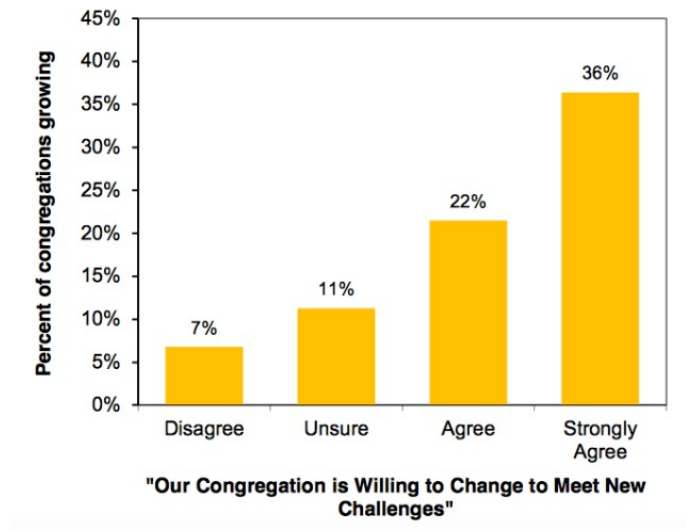
A Summary report by The Rev. Canon Jason D. Lewis For the leadership and congregations of the Diocese of Kentucky



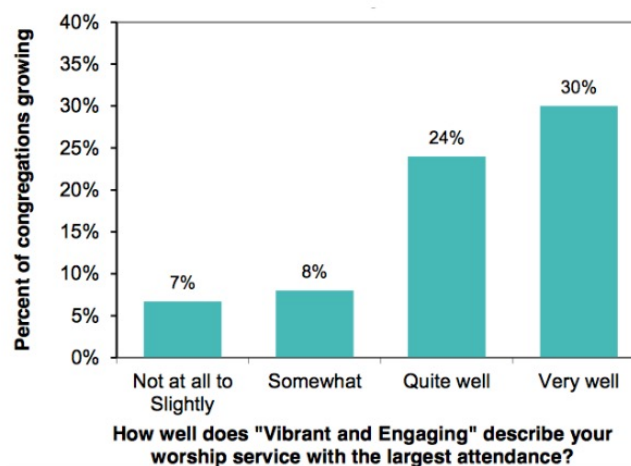
(2) **Spiritual Vitality** - There is a strong relationship between growth and the sense that the congregation is "spiritually vital and alive." This relationship is central to whether a congregation is actualizing its unique purpose—doing that thing that congregations are more able to do than any other organization in society.



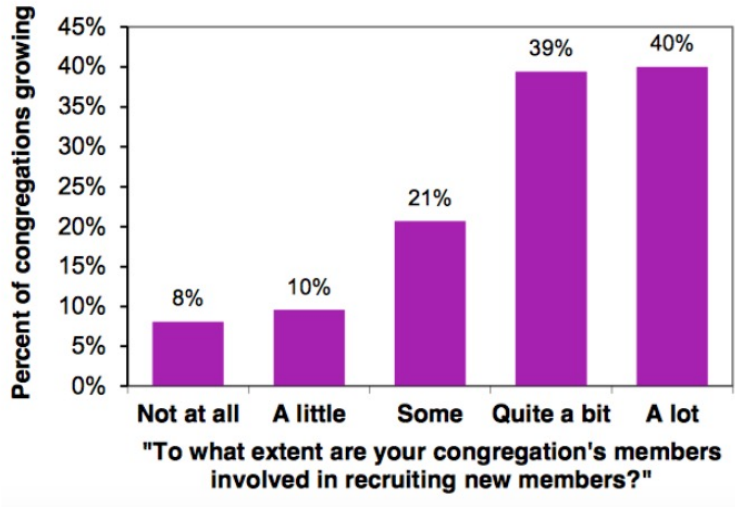
(3) **Willingness to Change and Adapt** - Congregations themselves are in constant flux as people join, become active or inactive, give birth, drop out, move away or die. Vital organizations are those that adapt and adaptation requires change. Congregations who say they are willing to change to meet new challenges also tend to be growing congregations.



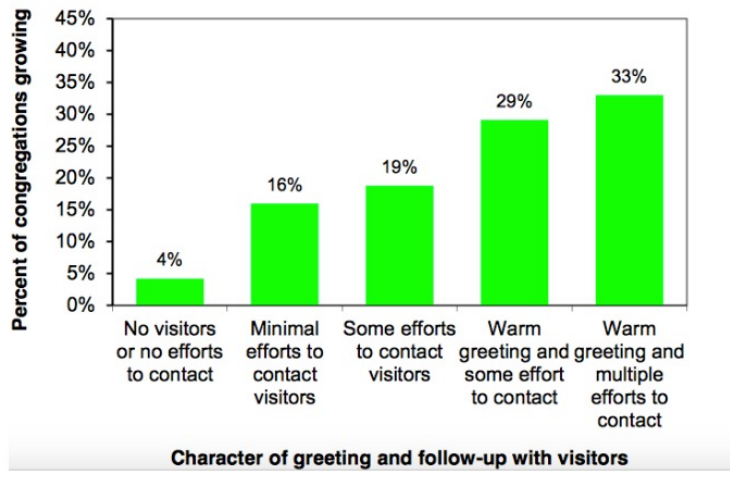
(4) **Engaging and Vibrant Worship** - Congregations that describe their worship as "vibrant" are more likely to experience growth. "Exciting" worship is strongly related to the growth of Episcopal churches, Roman Catholic parishes and conservative evangelical churches—but not other mainline churches. In the Episcopal Church, characteristics such as joyful, exciting and a sense of expectancy tend to go together. Such worship is open to the Spirit of God and is necessarily different each week.



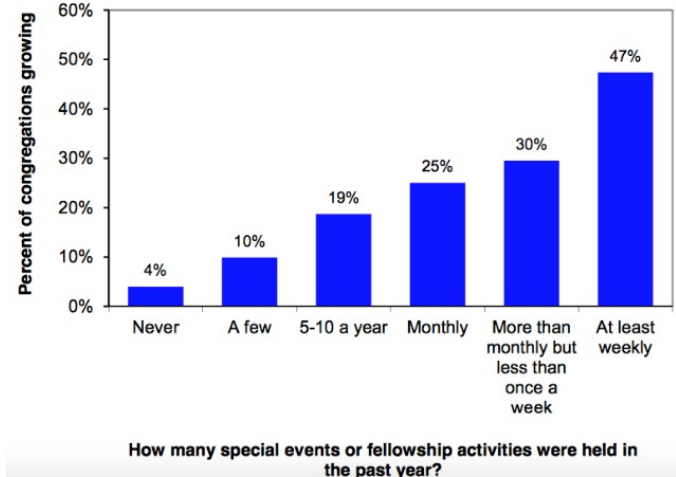
(5) **New Member Recruitment** – There is a very strong relationship between recruitment activity on the part of members and growth. Where “a lot” of members are involved in recruitment, 52% of congregations are growing. By contrast, where very few members are involved in recruitment, hardly any of those congregations are experiencing growth. Growing congregations are more likely to engage in a variety of recruitment-related activities.



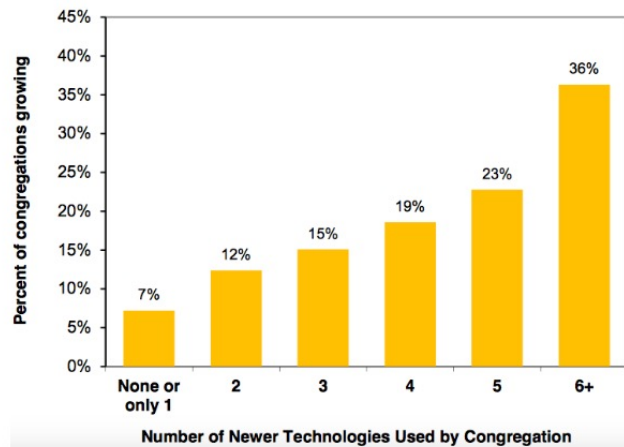
(6) **Follow Up and Care** - The strongest relationships with growth is how many visits or phone calls church leaders make to visitors, prospective members, and newcomers to the community. Few people decide to join a parish or become regular participants after one or two initial contacts, so to help transition people from visitor or prospect to member follow-up contacts are essential. Congregations that follow-up on visitors through mail, phone calls, emails, personal visits, mailed materials, etc. are those most likely to grow.



(7) Active Involvement in Special Fellowship Events - Vital, growing Episcopal congregations are strong, welcoming communities which thrive through the active involvement of members and potential members. A central component of community development is special events and fellowship activities. These can vary greatly in content and frequency.



(8) Updated Website and Communications Media – A web site that is regularly updated and whether more active means of electronic communication are used are connected to growth. The effect of technology for communication is cumulative. The more things done to communicate what a church is doing, the more it is likely to grow. Churches that use many kinds of platforms (6 or more) are most likely to grow.



65 Financial Stuff

66

Designated fund	Unrestricted funds set aside for specific purposes by action of the governing board. Such action may be reversed or modified at any time. See Unrestricted assets.
Endowment fund	A fund in which it is stipulated that the principal of the fund is to be maintained inviolate, in perpetuity, and only the income from the investment of the funds may be expended. The income may or may not be restricted as to its use.
Restricted Assets	Funds whose use of the principal or investment income is restricted by outside agencies or persons as contrasted with funds over which the organization has complete control and discretion.
Restricted income	Restricted income: Income received for special purposes should be noted by the auditor, who should trace the cash receipts journal entries to the weekly cash receipts records.

67

If you are interested in researching other online giving portals for churches, consider the following:

[Tithe.ly](#)

[Stripe](#)

[Giving Tools](#)

[PayPal](#) (Make sure you receive the nonprofit rate.)

[PushPay](#)

68 DIOCESAN SUPPORT

Please be aware that the Diocese does not have sufficient financial assets to bail out churches. Each church must exercise its own financial prudence. Clergy and lay leaders have this responsibility to both the church's members and to the Diocese. Each church remains responsible for paying its debts, including any mortgage on the property. Note: all diocesan policies regarding preapproval of real estate transactions remain in effect.

70-72 Help, we are struggling financially!

- Scrutinize your budget- start with a true zero based budget
- Re-evaluate who are really the essential paid personnel
- Seek volunteers that could replace some paid staff
- Re-evaluate your cleaning schedule
- Cap supply purchases
- Suspend continuing education for the time being
- Limit travel reimbursement to essential travel
- Re-examine software needs, monthly subscription services
- Have an energy audit and adjust thermostats
- Evaluate all employee benefits
- Reduce funding to clergy discretionary accounts

- Review Church insurance needs
- Freeze any new hiring
- Reduce work hours from 40 to 30, 30 to 20- warning: this may impact benefits!
- If any clergy salaries or benefits are reduced this must be done with approval from the Bishop (remember that LOA that was signed with 3 signatures!)
- examine cell phone plans and options
- cancel/postpone out of town travel, meetings, vestry retreats
- postpone building renovation projects
- Insurance benefits may be suspended as a cost to the church, but the employees can stay on the plan and pay for the costs through a pre-tax payroll deduction.
- Create a new approval process for any expenditure over a fixed amount, such as \$100, even if it was already budgeted. Ensure that approvals are obtained before money is expended, rather than after it has been expended and a parishioner is looking for reimbursement.
- Take measures to achieve a net zero monthly cash flow
- Avoid drawing down your church's operating financial reserves too quickly
- Liquidating endowments in order to raise cash means selling investments at a deep discount. This is not recommended; exhaust all other options first
- Examine creative fund-raising options
- Go back to your members –
 - those who have pledged to see if they can increase their pledge
 - those who did not pledge ask for them to reconsider,
 - or make a one time contribution to help the church
- Refrain from liquidating endowments in order to raise cash – this usually means selling investments at a deep discount.

73 The longer one waits to make adjustments to the budget, the more severe the adjustments will have to be.

Start watching your church’s cash balance on a **weekly basis.**

Consider putting weekly/monthly income in the bulletin or newsletter

The Package

- Salary
- Health Insurance
- Church Pension Fund (CPF) Assessments
- Continuing Education
- Reimbursed business expenses, including travel
- Other, i.e. Cell phone, computer allowance
- Tuition for children to church sponsored school
- Housing equity allowance for clergy living in a rectory
- Any other?



75

76

Diocese of Central Florida - 2022 Minimum Package Analysis (using Diocesan Std Health Insurance Plan: Cigna Open Access Plus PPO 80)

	Insurance Level			
	Employee Only	Employee + Spouse	Employee + Child(ren)	Family
Compensation:				
Compensation (Stipend+ SE Employment Offset+ Housing Allowance)	69,550	69,550	69,550	69,550
Benefits:				
Health Insurance - Single Level Coverage on Dio Std Plan: Cigna Open Access Plus PPO 80	10,764	10,764	10,764	10,764
Health Insurance Adjustment for Coverage above Single Level (85% of diff vs single level premium) ¹ (Optional)	-	9,122	7,302	18,244
Pension: 18% on Compensation + Health Insurance Adjustment ²	12,519	14,161	13,833	15,803
Diocesan Group Life/AD&D Insurance ³ (Optional)	360	360	360	360
Dental Insurance - Cigna Basic Dental PPO (Optional)	648	1,296	1,164	1,944
Accountable Reimbursement budget for Business miles driven ⁴ (Negotiable)	2,400	2,400	2,400	2,400
Continuing Ed (Negotiable)	500	500	500	500
Total Benefits	27,191	38,603	36,323	50,015
Total Compensation & Benefits	96,741	108,153	105,873	119,565

2022 CLERGY COMPENSATION **GUIDELINES**

Diocese of Central Florida

Credited Years of Service	Average Attendance					
	up to 100	100-150	151-200	201-250	251-300	301-350
0	69,550	72,550	75,550	78,550	81,550	84,550
5	73,550	77,050	80,550	84,050	87,550	91,050
10	77,550	81,550	85,550	89,550	93,550	97,550
15	81,550	86,050	90,550	95,050	99,550	104,050
20	85,550	90,550	95,550	100,550	105,550	110,550
25	89,550	95,050	100,550	106,050	111,550	117,050
30	93,550	99,550	105,550	111,550	117,550	123,550
35	97,550	104,050	110,550	117,050	123,550	130,050

1. The figures include salary, housing (including utility allowance) and Self-Employed Contributions Act (SECA) tax offset, which are elements used in calculating the Pension Fund assessment and in developing Church Deployment Profiles.

	Insurance Level			
	Employee Only	Employee + Spouse	Employee + Child(ren)	Family
Annual Insurance Rates (Health, Dental, and Diocesan Group Life Policy)				
Cigna Open Access Plus PPO 80 (Diocesan Standard Plan)	10,764	21,528	19,380	32,292
Cigna Basic Dental PPO	648	1,296	1,164	1,944
Diocese of Central FL Group Life/AD&D Insurance** Only available for the Employee	360	NA	NA	NA

** AD&D = Accidental Death or Dismemberment

	Insurance Level			
	Employee Only	Employee + Spouse	Employee + Child(ren)	Family
Health Insurance Breakdown				
Single Level Coverage	10,764	10,764	10,764	10,764
Health Insurance Adjustment (85% of the difference versus Single Level Coverage)	-	9,122	7,302	18,244
Clergyperson will be responsible for 15% of the Difference in Health premium vs Single Level Coverage	-	1,642	1,314	3,284
Total Health Insurance Premium	10,764	21,528	19,380	32,292

2022 Health & Dental Plan Options

	2022 Monthly Rates				In Network Deductible
	Single	Emp + Spouse	Emp + Child(ren)	Family	
MG03 Cigna Open Access Plus PPO ⁶ 80 ⁷	897	1,794	1,615	2,691	Yes Single: \$1,000 Others:\$2000
DIOCESAN STANDARD PLAN					
MHDC Cigna CDHP-20 ² /HSA ³	750	1,500	1,350	2,250	Yes Single: \$2800 Others:\$5450 Med & RX
Employees enrolled in Medicare or are going to be enrolled during 2022 should avoid this plan. See footnote 3.					
MGM3 Cigna Open Access Plus MSP PPO 80 ⁸ Only available through small employers that have been pre-approved by the Center for Medicare & Medicaid Services (CMS).	718	1,436	1,292	2,154	Yes Single: \$1,000 Others:\$2,000

81 Benefits Bundled with the Medical Plans detailed above (cannot be unbundled to achieve lower rates):

82

Budget Example #1

	Annual Budget
REVENUES	
Operating	\$211,930
Other	<u>20,543</u>
Total Revenues	<u>\$232,473</u>
EXPENSES	
General Ministry	56,271
Property	33,679
Office	10,850
Staff	78,468
Clergy	<u>90,924</u>
Total Expenses	<u>\$265,192</u>
NET TOTAL	(\$32,719)

Budget Example #2

Account #	Description	Annual Budget
	Wages	
5001	Rector's Salary (including Housing Allowance)	\$61,770
5002	½ SECA Tax Reimbursement	<u>5,117</u>
	Total Wages	<u>\$66,887</u>
	Benefits	
5051	Health Insurance	10,997
5052	Pension Assessments	12,040
5053	Continuing Education	<u>1,000</u>
	Total Benefits	<u>\$24,037</u>
	Total Wages & Benefits	\$90,924

Clergy Compensation Example

Chris Clergy – Salary, including housing	\$61,770	Polly Pewsitter's Salary	\$61,770
½ SECA Tax Reimbursement	<u>5,117</u>		
Total	66,887		
SS & Medicare tax paid by employee	<u>(10,234)</u>		<u>(4,725)</u>
Net	56,653		57,045

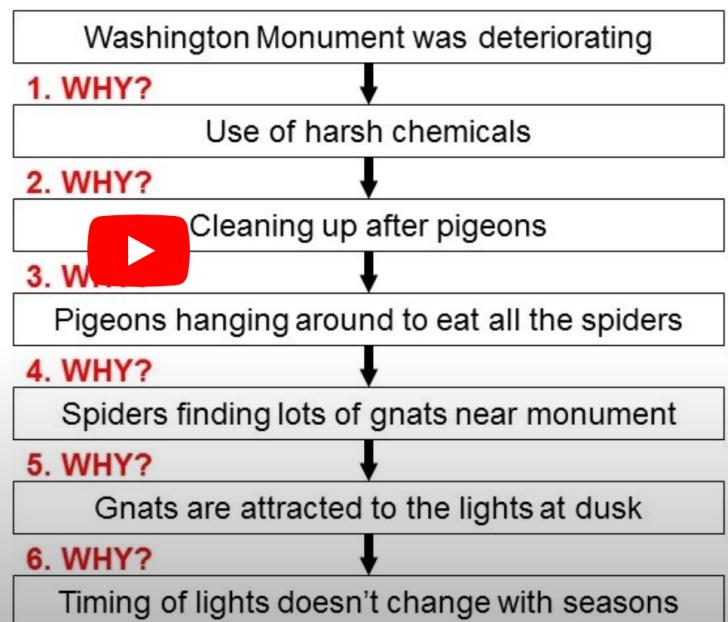
Typical Church problem solving

1. Problem occurs
2. People scramble to put out the fire and action is implemented
3. Problem reoccurs later

Example

1. We don't have enough qualified candidates for the vestry election
2. The Rector gets on the phone and makes some calls
3. We have sufficient candidates

Root
Cause
analysis



Better way to solve the problem

- We don't have enough qualified candidates for the vestry election
 - Why? We do not have a process for raising up new leaders
 - Why? We have no one who is identifying new leaders
 - Why? We are not really serious about "equipping the saints for the work of ministry?"
 - Why? We don't really think about the Vestry as a ministry
 - Why? The Vestry is all about money, budgets and building maintenance
 - Why? Because no one has taught them any differently
-

The Church is running out of money

- Why? We don't have enough income
 - Why? We didn't have a successful stewardship campaign
 - Why? We refused to adopt a year-round-stewardship plan
 - Why? We are tired of the Church always talking about needing money
 - Why? Because the expenses of the church are too great
 - Why? The Vestry continues to adopt a deficit budget?
 - Why? Because when Fr. X was here, he said it was just a Faith budget
 - Why? Because Fr. X was a poor money manager and the vestry refused to be held accountable
-

89-91 . Commissioning of vestry persons

The Examination

The Celebrant says these or similar words:

Brothers and Sisters in Christ Jesus, we are all baptized by the one Spirit into one Body, and given gifts for a variety of ministries for the common good. Our purpose is to commission these persons in the Name of God and of this congregation to the ministry of Wardens and Vestry.

It is our fervent prayer that these persons are prepared by a commitment to Christ as Lord, by regular attendance at worship, and by the knowledge of their duties, to exercise their ministry to the honor of God, and the well-being of his Church.

The Celebrant then says these or similar words to the newly elected Vestry:

You have been called to the ministry of Wardens and Vestry in this congregation. Will you, as long as you are engaged in this work, perform it with diligence?

Candidates: I will.

Celebrant: Will you faithfully and reverently execute the duties of your ministry to the honor of God, and the benefit of the members of this congregation?

Candidates: I will.

Antiphon

The Lord gives wisdom; from his mouth come knowledge and understanding; he stores up sound wisdom for the upright; he is a shield to those who walk in integrity.

Let us pray. (Silence)

O Eternal God, the foundation of all wisdom and the source of all courage: Enlighten with your grace the Wardens and Vestry of this congregation, and so rule their minds, and guide their counsels, that in all things they may seek your glory and promote the mission of your Church; through Jesus Christ our Lord. Amen.

In the Name of God and of this congregation. I commission you [N.] as Warden (Member of the Vestry) in this Parish [and give you this _____ as a token of your ministry].

Core Values (not Core Beliefs and Core practices) and Leadership

- Core Values are the unconscious expectations and values that form the congregation's heart and the glue (passion) that hold people together.
- The Core Values of a congregation are unique and help define the church
- Over time core values diffused – and need to be honed, refined, restated
- true core values can be reduced to 5-7 statements
- When clergy change, core values sometimes change
- As a way of getting at core values think of highly valued practices in the church- what would happen if they suddenly were changed/eliminated?
what if we eliminated coffee hour, no longer place plaques on memorials?
- Leaders who frame new ideas, changes or practices **as an extension of the core values** have a more predictable chance of achieving success than those who do not.

93-97

	<p align="center">St. Swithin's in the Swamp Vestry MINUTES / AGENDA for 3/18/2021:5:00p <i>(keep minutes on this form, then email at the end of the meeting to all on vestry- if there are changes or corrections send within that week. Any revisions will be sent out before the next meeting)</i></p>
	<p>Almighty and ever living God, ruler of all things in heaven and earth, hear our prayers for this parish family. Strengthen the faithful, arouse the careless, and restore the penitent. Grant us all things necessary for our common life and bring us all to be of one heart and mind within your holy Church; through Jesus Christ our Lord. Amen.</p> <p>2022 Late arriving Lucy, Perfect-Polly, Why-me-Wally, My-way-Mike 2023 Used-to-Eunice, Boisterous Bob, Financial Frank, Meek-Molly 2024 Talkative Tony, Complaining Carl, Seconding Sue, Absent Ann Fr. Thinks talks too much, Deacon-do-it-my-way</p> <p>Treasurer of Disbursements Johnny Cash Treasurer of Receipts: Penny Wise <i>(BOLD those who were absent at the meeting)</i></p>
<p>1</p>	<p>HOT TOPICS -pick 5 or so hot topics or decisions that must be made You will save tons of time if everything begins with a motion, followed by a second- too often there is 10 minutes of discussion and no action taken</p>

	A. Joe moves that we paint the church purple
	B. I move that we start having breakfast every Sunday.
	C.
	D.
	E.
2	Rector's Report
3	FYI: Active Committees: Any updates?
	Stewardship/ Finance Committee/ Building and Grounds- Administration/ Personnel/Compensation Committee- Worship Committee- Evangelism committee Education Committee Pastoral Care/ Funeral /Bereavement/ Parish Life- Social ministry / Outreach Committee-
4	I move that we accept the Minutes of 1/18/2021, as presented/ as amended. Moved by 2nded by Vote:
5	I move that we accept the February 2021 Treasurer's reports (Attached) for audit. Moved by 2nded by Vote:

Closing prayer:

Almighty and ever living God, ruler of all things in heaven and earth, hear our prayers for this parish family. Strengthen the faithful, arouse the careless, and restore the penitent. Grant us all things necessary for our common life and bring us all to be of one heart and mind within your holy Church; through Jesus Christ our Lord. Amen.

TO DO LIST

	Name of project/decision	Passed at what vestry meeting	Person responsible	Date of completion
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				

11				
12				
13				

6. List of ongoing concerns/decisions made/ HOT TOPICS for consideration of next month’s meeting

1

2

3

4

Email your list to the Senior Warden the week before the meeting

99

Annual Meeting is when	Within 60 days (on or before January 31st)	Set by Rector with approval of vestry
How many on the Vestry	No fewer than five (ed. Most 9-12)	Determined by parish articles of incorporation/by laws
Vestry eligibility	May not be employed or engaged by the parish, may not be the spouse or immediate family member of any person employed/engaged by the parish TEC Canon 14- mode of selection, number and term of office	Exclusion does not apply to the Rector/vicar who is a member of the vestry Deacons shall be deemed as engaged by the parish Clergy actively involved in ministry of the parish shall be deemed engaged by the parish

4	What if no one is elected	Continue in office until successors are elected/qualified or until <u>*removed from office-</u> with or without cause-
----------	----------------------------------	---

Removal of a vestry person	<ul style="list-style-type: none"> • May be removed from office- with or without cause- • May be removed <u>by the members of the parish</u>: this requires a vote or agreement in writing by a majority of all members of the parish entitled to vote- (called parish meeting) and the notice of this meeting to recall a member or members of the Vestry must state the purpose of the meeting and the specific members sought to be removed- must be done by separate vote for each person to be removed. If removal is voted and passed, the vacancies created shall be filled by members at the same meeting • May be removed <u>by a 2/3 vote of the Vestry, with consent of the Rector and Ecclesiastical Authority</u> • If removed, ineligible to stand for re-election until the next annual meeting • If removed, the former vestry person shall turn over any and all records of the vestry in his/her possession
-----------------------------------	--

Senior Warden	Appointed by Rector, must be 18+ and confirmed communicant in good standing	Annual (or term set by parish)
Junior warden	Elected by vestry	Annual (or term set by parish)
Secretary	<ul style="list-style-type: none"> • Elected annually • Take and record the minutes of the vestry proceedings • Attest the public acts of the vestry • Preserve all records and papers belonging to the parish • Perform other duties as shall be legally assigned • Faithfully deliver to the successor all books and documents belonging to the parish • Does not have to be a member of the vestry 	

Treasurer	<ul style="list-style-type: none"> • Elected annually to perform the duties incumbent on the office • Shall be bonded in a suitable amount • Books and accounts shall be audited annually (or at any time the vestry so directs) • May be the same person as the Secretary • Does not have to be a member of the vestry
Wardens (both implied)	Take charge of the property of the church, see that all things are provided for orderly worship

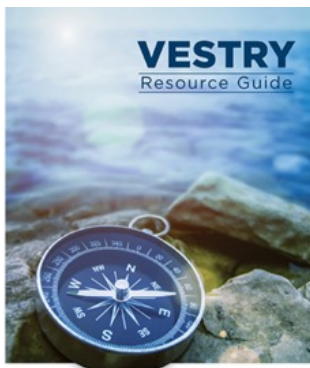
Vestry meetings	<ul style="list-style-type: none"> • Shall be held annually (to receive reports of officers and committees, pass on the same , to turn over the affairs of the parish to the newly elected vestry • May have other meetings at regular times, or when called by the Rector, senior warden (in Rector's absence but with Rector's knowledge) or at the request of two vestry persons • The Bishop (ecclesiastical authority or bishop's designee) may call a vestry meeting (and preside) at any time • Only members present in person (or present by 2 way electronic voice or voice/video) may vote at a meeting • No proxy votes allowed, no vestry person may cast the ballot of another vestry person • Open to all of the members of the parish
------------------------	--

Executive session meetings during regular vestry meetings	<ul style="list-style-type: none"> • May be held for personnel matters or • With the consent of the Bishop (ecclesiastical authority) 	
Called special meeting of the corporation- agenda must be announced and stuck to!	at least 30 days notice	Ecclesiastical authority may shorten (but not less than ten days)
Who can vote	<ul style="list-style-type: none"> -16 years or older -Enrolled in parish register -Faithful in worship past year -Faithful in working, praying, giving in previous year 	If someone's eligibility to vote is challenged- Rector or senior warden appoints a committee of 3 shall determine eligibility- this decision is final/binding

Absentee ballots allowed?	If by illness or physical condition	Must receive prior written approval by Bishop or Bishop's designee
RECTOR	<ul style="list-style-type: none"> • Shall preside at meetings (or designee appointed) • Spiritual concerns of the parish are under the exclusive direction of the rector, subordinate to the Bishop and the Constitution and Canons • If removed or suspended, the rector ceases to be a member of the vestry or church committee. Bishop may suspend elections, fill vacancies, and may appoint a senior warden, until in the Bishop's discretion such actions are no longer necessary 	

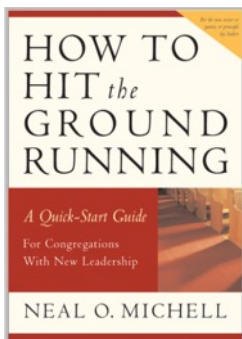
- **12 Resources for Vestries**
- *(Gleaned from the Episcopal Church Fund website – and the Diocese of Long Island) Adapted for the Diocese of Central Florida*
-
- **1. The Bible** - Helping to lead a congregation comes from the heart, mind and spirit, so read the Bible to stay centered in your faith. Go to study groups if possible. A standard choice is the New Oxford Annotated Bible (Revised Standard Version). The Life Application Bible provides good study tips. For a new slant, try The Message Remix by Eugene Peterson. You may want to check out <https://www.biblegateway.com>
- **2. The Book of Common Prayer** - It's time to have your own Prayer Book, if you don't already. Be linked to those Episcopalians and Anglicans who've gone before you, back to the first Prayer Book in 1558. Read the Psalms. Say Morning Prayer. Try the Compline service with family members. The numbered prayers in the back are fantastic when you are at a loss for words. There is also an online version at <https://bcponline.org>

- **3. Vital Practices**-Vestry papers <http://www.ecfvp.org/>, is dedicated to the vital practices of thriving congregations and includes *Vestry* articles on which readers have come to rely on; practical resources for parish leaders; a lively blog here readers can share ideas and experiences; and content about congregational practices from readers across the Episcopal Church.



- **4. . The Vestry Resource Guide** - The Vestry Resource Guide is written for both first time vestry members and seasoned members seeking to review their responsibilities. Topics examined include the ministry of the vestry, leading in a community of faith, origins of conflict, stewardship and navigating transitions in clergy leadership. Published by the Episcopal Church Foundation, the guide is available from Forward Movement Publications at a cost of \$15. <http://www.forwardmovement.org/Products/1951/vestry-resource-guide.aspx>

- **5. Human Resource Practices for Lay Employees in Episcopal Churches** - A Resource from the Church Insurance Company. This is a gold mine of information for those who need help with employment policies and procedures. It includes practical information on employment law, the hiring process, human resources policies and sample forms that may be tailored for your use. This book is out of print but limited copies are available through Amazon.com
-
- **6. Tax Guide for Episcopal Ministers** - Published by the Church Pension Fund, 800-223-6602. The guide is available for download at www.cpg.org. and/or <https://www.cpg.org/globalassets/documents/publications/tax-2021-clergy-tax-return-preparation-guide-for-2020-tax-returns.pdf> If you have tax and financial questions call Matthew K. Chew, 877-305-1414 or the Rev. Canon William Geisler, CPA, 877-305-1415.



- **7. How to Hit the Ground Running** - A Quick Start Guide for Congregations with New Leadership in a convenient and practical step-by-step workbook format, this resource takes the new pastor, warden, or other leadership body from one month prior to the new leader's arrival through the first eighteen months of a new ministry. Available at www.churchpublishing.org
- **8. Manual of Business Methods in Church Affairs** - Produced by the Episcopal Church covering all areas of accounting and internal controls for churches. You can find a copy at <https://cfdiocese.org/wp-content/uploads/2020/09/2019-Manual-of-Business-Methods-in-Church-Affairs.pdf>

- **9. Diocesan Safe Church Guidelines** – Visit the Diocesan web site at <https://cfdiocese.org/abuse-prevention/> for materials relating to in safe church guidelines. Insurance coverage often depends upon following specific procedures and training, so don't delay. Excellent training is available using the entire Safeguarding God's People series from the Church Pension Group; new materials are also available, including The Prevention of Adult Sexual Misconduct and The Prevention of Harassment of Church Workers.
- **10. Constitution and Canons** - Each diocese, in accordance with the Episcopal Church, has its own set of canons, which will help answer procedural questions as well as increase understanding about policy, organization, and governance. This publication, updated whenever diocesan convention enact changes to the canons. For Diocesan canons, Please visit <https://cfdiocese.org/wp-content/uploads/2018/01/CONSTITUTION-CANONS-2018.pdf> for a pdf version of both the diocesan constitution and then go to <https://extranet.generalconvention.org/staff/files/download/23914> for the Constitution and Canons of The Episcopal Church.

- **11. Church Law and Tax Report** – provides web-based resources <https://www.churchlawandtax.com>
-
- **12. Studying Your Congregation and Community** – The Episcopal Church web site has some very helpful resources. Visit <http://www.episcopalchurch.org/page/studying-your-congregation-and-community> and then go to “**Study your Neighborhood** (Main application)” for a chart of your church's profile and the community profile, then go to Simply click on the **Diocese of Central Florida** and then find your church by name. then click on “**explore parochial report trends**” you will then be directed to a chart that shows cumulative statistics over the past 11 years as reported on your parochial reports. You will be able to print your church's stats.

#13 For those who are used to Missioninsite-try Percept First View or Ministry area profile demographic studies at <http://www.ministryarea.com/?specialoffer=pg091001>

FIRST View

\$85

NEW! Free ActiveMap Link with your order:
Interactive map features ministry area boundary and 200 neighboring churches!
[click here for sample](#)



Graphic, six-page "smart report" that introduces church leaders to their community and integrates select faith indicators. FirstView cross-references detail found in the Ministry Area Profile.

To create your church's ministry area now and make your FirstView report while-you-wait, click the button below...

order firstview

View sample FirstView ▶ Report

ministry area profile

\$219

~~\$315~~
Regular Price

NEW! Free ActiveMap Link with your order:
Interactive map features ministry area boundary and 200 neighboring churches!
[click here for sample](#)



Comprehensive 27-page report serves as a community reference that includes extensive demographic data, faith indicators, primary concerns, lifestyle clusters, and six "InfoMaps" used for neighborhood detail.

To create your church's ministry area now and make your Ministry Area Profile while-you-wait, click the button below...

order ministry area profile

View sample Ministry Area Profile ▶ Report ▶ InfoMaps

Order both for \$239 and save \$161!

order both

CLOSING PRAYER:

- Dear Lord, we elect, but you confer authority.
- We occupy roles, but you form hearts.
- We are sensitive to who has power and who wants power, but your Son took his place among the weak.

Help us to care more about vision than about viewpoint,
more about servanthood than about rules,
more about mercy than about merit.

Help us to have the courage to lead by serving
and putting aside the world's easier ways.

Help us to emulate the Apostles,

not in the early days when they craved power and preference,
but in the latter days after Calvary,
when they prayed only for courage and wisdom.

All this we ask in the name of one who led by serving and suffering,
our Lord Jesus Christ. **Amen.**