Vital Signs for

Winnetka Presbyterian Church, IL

generated from

The Congregation Assessment Tool
6/1/26

"And this is my prayer: that your love may abound more and more in knowledge and depth of insight, so that you may be able to discern what is best and may be pure and blameless until the day of Christ, filled with the fruit of righteousness that comes through Jesus Christ - to the glory and praise of God."

Philippians 1:9-11

Your name: _____

Presenter: _____

Date: _____

HolyCow! consulting
Organizational Intelligence You Can Use

Notions

T F If members authentically feel that their church is warm and supportive, all other problems tend to take care of themselves.

T F The more people agree on a basic set of conservative Christian beliefs, the better they get along with one another.

T F The best predictor for high morale in a church is the quality of pastoral care given by the clergy.

T F The percentage of household income given in an average size church is about 4%.

T F Churches that rank "reaching new members" as the highest priority tend to be growing.

T F The strongest predictor of a growing church is its spiritual vitality.

T F The best predictor for strong financial giving in a church is the priority given to developing stewardship programs.

T F About 80% of the members of a typical parish are clearly satisfied with things in the church.

T F In general, churches are much more interested in improving the music in worship than in improving their building.

T F Churches where members indicate they have a vital faith have a more difficult time raising money.

Your Thoughts:

A Prayer of Preparation

Lord, you are the God of all truth.

You know us through and through.

You reveal to us what we do not yet know.

You bring us out of uncertainty and into your wonderful truth.

You invite us to return to the Garden where we know and are known.

You offer us love that delivers us from fear and hiding.

You reconcile us to our loved ones.

You deliver us from blame and accusation.

You disclose to us the gifts in the depths of our souls.

You fill us with your Spirit and empower us for service.

You open our eyes to the brokenness that harms our best intentions.

You pour oil into our wounds and carry us in your arms.

You show us the patterns that keep us bound to failure.

You open the bars of our captivity and set the prisoner free.

You are patient with our resistances to change.

Your judgment is always mixed with mercy.

When our minds cast a shell about our hearts,

Your love melts a pathway to the depth of our beings.

Open our minds and our hearts to the witness of our brothers and sisters,

Give us that love that casts out all fear.

AMEN

Key Indicators

Overall Satisfaction

On the whole, I am satisfied with how things are in our church.	
Clearly agree	36%
On the fence	45%
Clearly disagree	19%
Rating of church satisfaction level	Low

Overall Energy

It seems to me that we are just going through the motions of church activity. There isn't much excitement about it among our members.	
Clearly agree	17%
On the fence	44%
Clearly disagree	40%
Rating of church energy level	Average

Attendance Trend

Compared with 3 years ago, I attend worship…	
Less	21%
Same	54%
More	25%
Average annual change in attendance	1%

Value of Activity Beyond Worship

On the whole, participation in church activities is very meaningful to me…	
Clearly agree	50%
On the fence	43%
Clearly disagree	7%
Rating of church activity beyond worship	Low

Top Three Priorities

Where would you like additional energy placed to expand or improve our ministries?

First	Question #59	Develop and implement a comprehensive strategy to reach new people and incorporate them into the life of the church.
Second	Question #57	Make necessary changes to attract families with children and youth to our church.
Third	Question #51	Create more opportunities for people to form meaningful relationships (for example, small groups, nurtured friendships, shared meals, etc).

Survey Process Statistics

Number of respondents	86
Response rate as percentage of average attendance	101%

Drivers (Areas of Focus)

Drivers of Member Satisfaction

When members are asked how they feel things are going in their church overall, they generally don't think about the entire array of ministries and qualities that characterize the congregation. Instead, they focus on a relatively small number of things. By way of analogy, when persons are asked what they like about their car, they generally focus on a few things that vary depending upon the person. One person might focus on fuel economy and reliability. Another might focus on luxury and performance. Hardly any will focus on things like the exhaust system or brakes, even though those items are very important. In other words, they are very focused on some things, less focused on others.

What members focus on is unique to every congregation, much like a fingerprint is unique for every individual. Some churches are more focused on the work of their clergy person (clergy-focused), some on the decision making group (power-focused), and some on the various ministries of the church (ministry- focused). In some cases, we can identify what people focus on when they think about how satisfied they are with the church overall. We call these areas of focus "Drivers of Satisfaction". In some cases, we can identify what people focus on when they think about the level of excitement in the church. We call these areas of focus "Drivers of Energy."

Drivers of Satisfaction

The pattern of responses from your members suggests that when they think about how satisfied they are with things in your church overall, they tend to focus on the areas below, called "Drivers of Satisfaction". The degree to which they focus on these items is indicated in the column to the right. This column does not tell us how you scored on the question, it tells us how important the item is to your members in determining how satisfied they are. (If there are no items listed below, it means that we are unable to identify what members are focused on from their responses.)

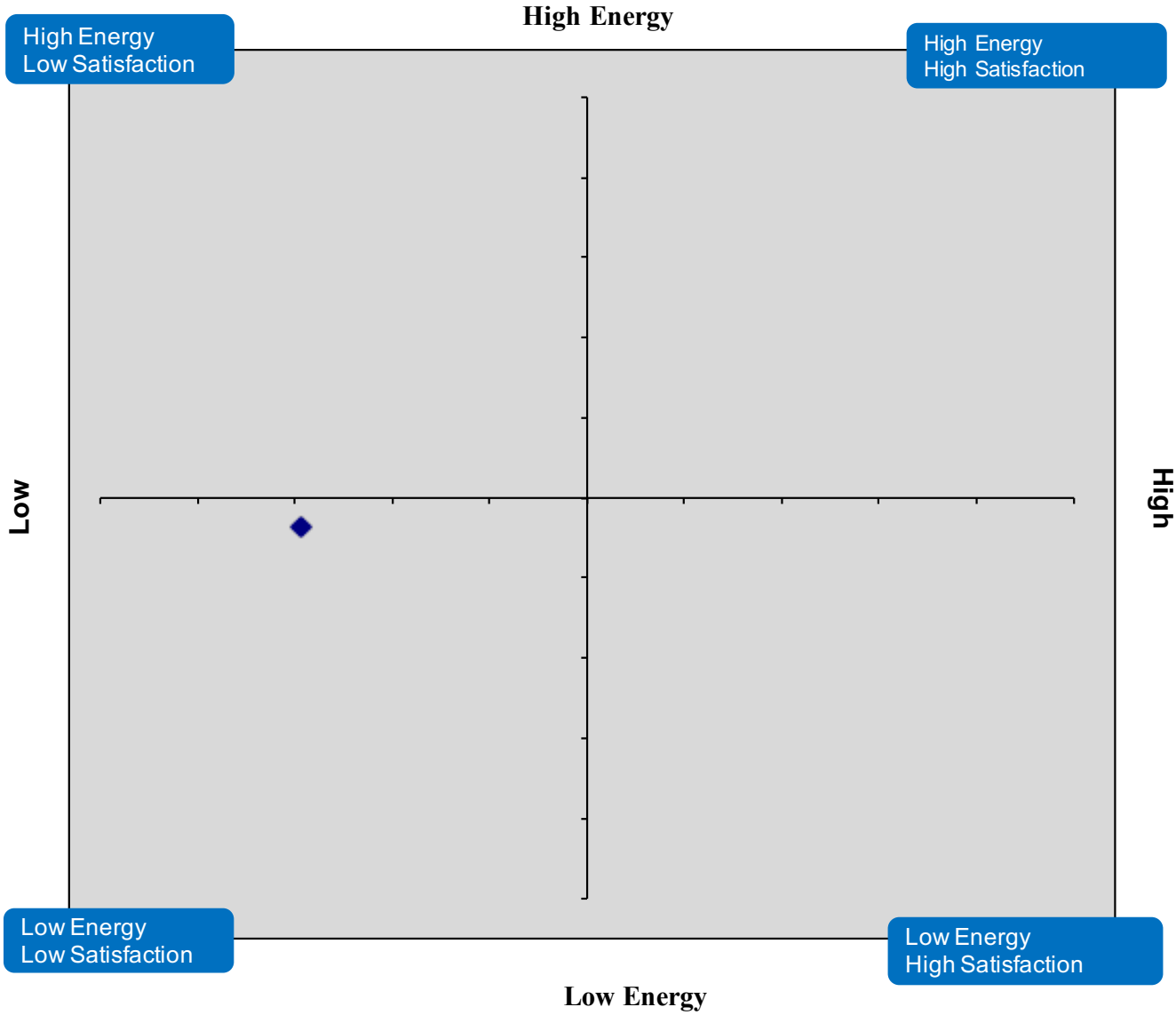
		Degree of Focus
Driver #1	Our former Pastor communicated with people in a way that kept us informed and connected.	**High**
Driver #2	The worship services at our church are exceptional in both quality and spiritual content.	**High**
Driver #3	In preaching, our former Pastor engaged people with a message that enriched their lives in the world.	**High**
Driver #4	The whole spirit in our congregation makes people want to get as involved as possible.	**High**
Driver #5	Our former Pastor helped us accomplish our mission by bringing out the best in everyone.	**High**

Drivers of Energy

The pattern of responses from your members suggests that when members think about the level of excitement in your church overall they tend to focus in the areas below, called "Drivers of Energy." The degree to which they focus on these items is indicated in the column to the right. This column does not tell us how you scored on the question, it tells us how important the item is to your members in determining the energy in the church. (If there are no items listed below, it means that we are not able to identify what members are focused on from their responses.)

		Degree of Focus
Driver #1	The whole spirit in our congregation makes people want to get as involved as possible.	**High**
Driver #2	Our former Pastor made things happen.	**High**
Driver #3	Our church does a good job helping each member understand that he or she is called to ministry.	**High**
Driver #4	Our former Pastor communicated with people in a way that kept us informed and connected.	**Moderate**
Driver #5	In preaching, our former Pastor engaged people with a message that enriched their lives in the world.	**Moderate**

The Energy-Satisfaction Map



The levels of satisfaction and energy have been found to be reliable indicators of the health and vitality of a church. There are four quadrants on this map.

The **high energy-low satisfaction** quadrant is the chaos quadrant. Churches in this quadrant are often struggling to structure and channel their energy into a direction they feel good about.

The **low energy-low satisfaction** quadrant is the recovery quadrant. Churches in this quadrant require major changes in order to regain a signficant level of vitality and health.

The **low energy-high satisfaction** quadrant is the static quadrant. Churches in this quadrant have normalized a low level of vitality in the church which enables them to be relatively satisfied.

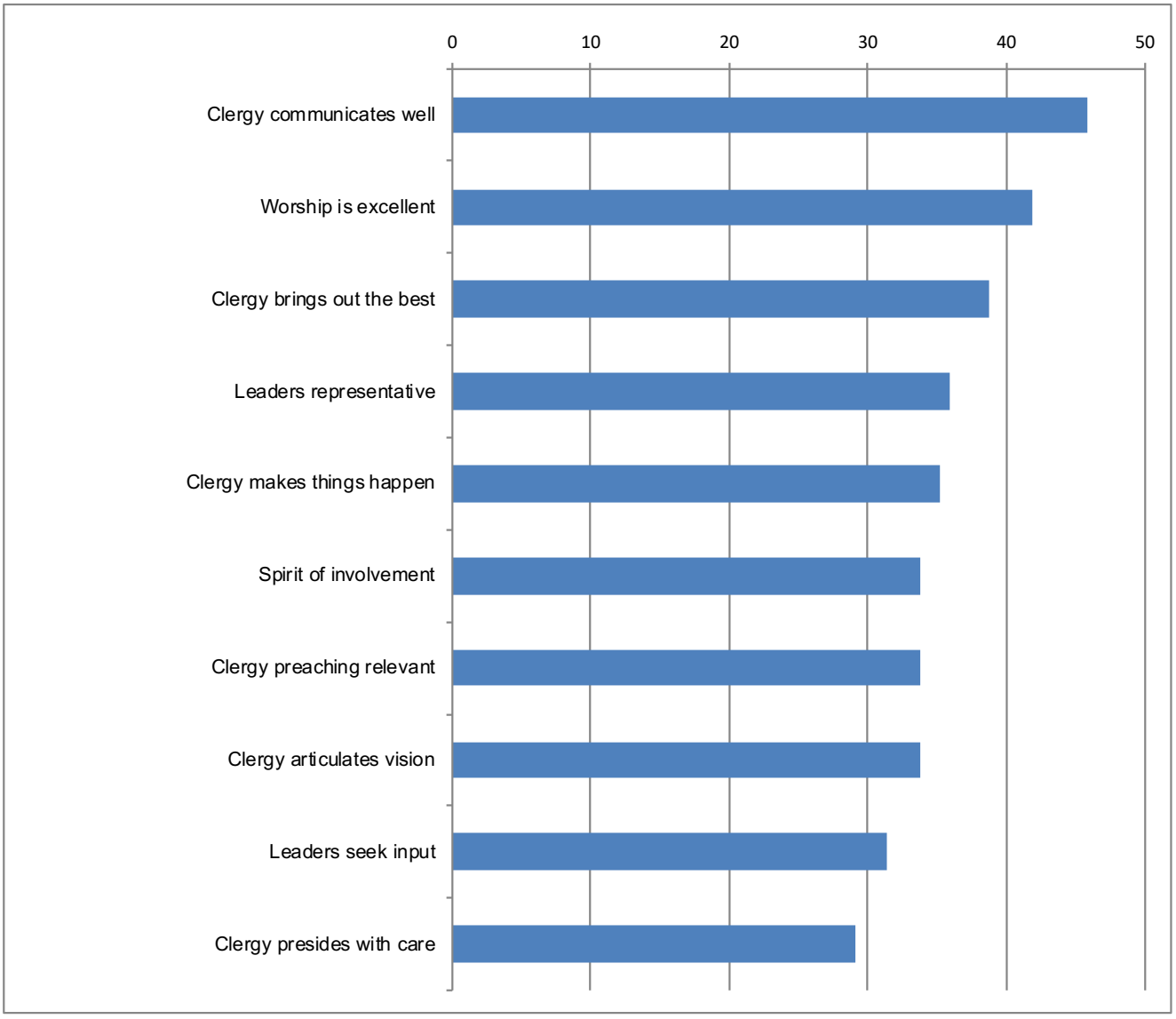
The **high energy-high satisfaction** quadrant is the transformation quadrant. Churches in this quadrant are sources of new meaning and purpose for their members. They may also serve as mentors to other churches.

Critical Success Factors for Improving Satisfaction

If the goal is to move a church as high into the transformational quadrant as possible, where do leaders begin? The chart below suggests where improvements might have the biggest impact on how members are feeling about the church overall. The higher the factor on this chart, the more important it is. The longer the bar, the more urgent is the need to address that issue. Items that do not appear on the list may be important, but working on them may not change how people feel about the church overall.

Critical Success Factors in the *Urgent* range generally need immediate attention. External resources are often helpful to leadership teams dealing with these issues. These resources might be found in a regional or national association, through colleagues serving in other churches, or by contracting with professional consultants.

If there are no Critical Success Factors listed below, it means that the Congregation Assessment Tool did not identify any significant *internal* issues that need to be addressed. This suggests that the leadership can turn its attention to strategic options that include numeric growth, expansion of facilities or programs, replication in other locations (including mentoring of other leaders), or increased external impact.



20-34	**Significant** (discuss soon)	**35-50**	**Important** (address soon)	**>50**	**Urgent** (address now)

Priorities

Overall Priorities

When members were asked where they wanted additional energy placed, this is how they ranked the seventeen options on the survey:

Rank	Question #	Priority	Mean
First Average	Question #59	Develop and implement a comprehensive strategy to reach new people and incorporate them into the life of the church.	**3.70**
Second Average	Question #57	Make necessary changes to attract families with children and youth to our church.	**3.70**
Third Average	Question #51	Create more opportunities for people to form meaningful relationships (for example, small groups, nurtured friendships, shared meals, etc).	**3.33**
Fourth High	Question #52	Develop the spiritual generosity of the people to financially support the ministry of the church.	**3.03**
Fifth Very high	Question #55	Strengthen the pastoral response of the church in serving people in times of need.	**3.02**
Sixth Average	Question #54	Strengthen the process by which members are called and equipped for ministry and leadership.	**2.98**
Seventh Average	Question #64	Work to renew and revitalize the community around the church by building coalitions with partners.	**2.91**
Eighth Very low	Question #58	Provide more opportunities for Christian education and spiritual formation at every age and stage of life.	**2.90**
Ninth Average	Question #63	Strengthen the management and support of persons in various ministries.	**2.78**
Tenth Average	Question #50	Deepen our sense of connection to God and one another through stronger worship services.	**2.70**
Eleventh Very low	Question #65	Develop ministries that work toward healing those broken by life circumstances.	**2.55**
Twelfth Average	Question #61	Adapt the opportunities provided by the church making them more accessible given the pace and schedule of my life.	**2.51**
Thirteenth Low	Question #66	Expand outreach ministries that provide direct services to those living on the margins of society.	**2.48**
Fourteenth Low	Question #62	Work as an advocate for social and institutional change so that society might better reflect the values of the kingdom of God.	**2.45**
Fifteenth Average	Question #56	Change or improve the music of the church to deepen our worship experience.	**2.30**
Sixteenth Average	Question #53	Enlarge or improve the physical facilities of the church to expand or enhance our ministries.	**2.06**
Seventeenth Average	Question #60	Expand the international mission of the church with both financial resources and personal involvement.	**1.90**

Note: Items can be at the bottom of this list for one of two reasons. An item can be at the bottom of the list because it is *less important to respondents.* Alternatively, it can be at the bottom of the list because it is very important to respondents, but *already being performed at such a high level* that additional energy is not required. The rating beneath the priority rank (very low, low, average, high, very high) indicates its strength compared to other churches.

Priorities by Group

Top Priorities for Persons Under 35 Years

First	#DIV/0!	#DIV/0!
Second	#DIV/0!	#DIV/0!
Third	#DIV/0!	#DIV/0!
Fourth	#DIV/0!	#DIV/0!
Fifth	#DIV/0!	#DIV/0!
Sixth	#DIV/0!	#DIV/0!

Top Priorities for Persons 35 to 64 Years

First	Q#57	Make necessary changes to attract families with children and youth to our church.
Second	Q#59	Develop and implement a comprehensive strategy to reach new people and incorporate them into the life of the church.
Third	Q#51	Create more opportunities for people to form meaningful relationships (for example, small groups, nurtured friendships, shared meals, etc).
Fourth	Q#52	Develop the spiritual generosity of the people to financially support the ministry of the church.
Fifth	Q#64	Work to renew and revitalize the community around the church by building coalitions with partners that share this vision and commitment.
Sixth	Q#55	Strengthen the pastoral response of the church in serving people in times of need (emotional, mental, physical, spiritual, etc.).

Top Priorities for Persons 65+ Years

First	Q#59	Develop and implement a comprehensive strategy to reach new people and incorporate them into the life of the church.
Second	Q#57	Make necessary changes to attract families with children and youth to our church.
Third	Q#51	Create more opportunities for people to form meaningful relationships (for example, small groups, nurtured friendships, shared meals, etc).
Fourth	Q#54	Strengthen the process by which members are called and equipped for ministry and leadership.
Fifth	Q#52	Develop the spiritual generosity of the people to financially support the ministry of the church.
Sixth	Q#55	Strengthen the pastoral response of the church in serving people in times of need (emotional, mental, physical, spiritual, etc.).

Priorities by Group

Top Priorities for Infrequent Attenders (Once per month or less)

First	Q#59	Develop and implement a comprehensive strategy to reach new people and incorporate them into the life of the church.
Second	Q#57	Make necessary changes to attract families with children and youth to our church.
Third	Q#55	Strengthen the pastoral response of the church in serving people in times of need (emotional, mental, physical, spiritual, etc.).
Fourth	Q#51	Create more opportunities for people to form meaningful relationships (for example, small groups, nurtured friendships, shared meals, etc).
Fifth	Q#58	Provide more opportunities for Christian education and spiritual formation at every age and stage of life.
Sixth	Q#52	Develop the spiritual generosity of the people to financially support the ministry of the church.

Top Priorities for Frequent Attenders (More than once per month)

First	Q#59	Develop and implement a comprehensive strategy to reach new people and incorporate them into the life of the church.
Second	Q#57	Make necessary changes to attract families with children and youth to our church.
Third	Q#51	Create more opportunities for people to form meaningful relationships (for example, small groups, nurtured friendships, shared meals, etc).
Fourth	Q#54	Strengthen the process by which members are called and equipped for ministry and leadership.
Fifth	Q#52	Develop the spiritual generosity of the people to financially support the ministry of the church.
Sixth	Q#55	Strengthen the pastoral response of the church in serving people in times of need (emotional, mental, physical, spiritual, etc.).

Priorities by Group

The Bubble Chart on the next page provides you with a large amount of information at a glance. The larger the bubble, the more important the goal is to your church. The largest bubbles on the page represent the highest priorities of your church. Members want a lot of additional energy invested in these. The smallest bubbles on the page represent the lowest priorities of your church. Members want little additional energy invested in these, either because they are less important or because they are being done well already. Small bubbles represent areas where members do not want to see many changes made.

You can explore the priorities of seven different groups on this page:

- Persons under 35 years
- Persons from 35 to 64 years
- Persons 65 years plus
- Infrequent attendees (less than once a month)
- Frequent attendees (once a month or more)
- Backdoor (worshipping less than three years ago)
- Frontdoor (worshipping more than three years ago)

Look across the groups (columns) to discover which rows have bubbles that are about the same size. (You might want to draw a horizontal box around the bubbles that are about the same size.) These are goals that are common across all the groups. These are points of unity to build on, especially if they are higher priorities.

Look across the groups to discover which rows have bubbles that are very different in size. (As above, you might also want to draw a box around the bubbles that are very different in size). These are goals that are different for these groups. The greater the difference in size, the larger is the difference in priority across the different groups. These are points that will need to be negotiated.

If the Vital Signs report indicates that one of the priorities is reaching families with children and youth, the leadership might want to pay particular attention to the distribution of bubble sizes in the "Under 35" column.

It can also be instructive to look at the size of the bubbles in the "Backdoor" column. Unusually large bubbles there can give the leadership hints about why folks are becoming less involved.

If the page has a large number of bigger bubbles, it usually indicates that respondents are looking for changes in a large number of areas. This needs to be compared/contrasted with the Flexibility Score on the Descriptive Map. If the page has a small number of bigger bubbles, it usually indicates that respondents are not looking for as many changes.

Priorities by Group

Theological Perspective Index

The Theological Perspective Index is a measure of the degree to which members of the congregation hold more conservative or progressive views regarding such issues as the nature of the Scripture, the role of conversion in social change, and their relationship to the historic declarations of the church.

Unlike the other indices such as Hospitality or Morale, the value of the Theological Perspective Index varies from leader to leader. Some pastors may want to see the index increased. Others may feel personal growth requires that it decrease. Each church will have to prayerfully consider how they feel led in developing the theological climate of the congregation.

Question Text

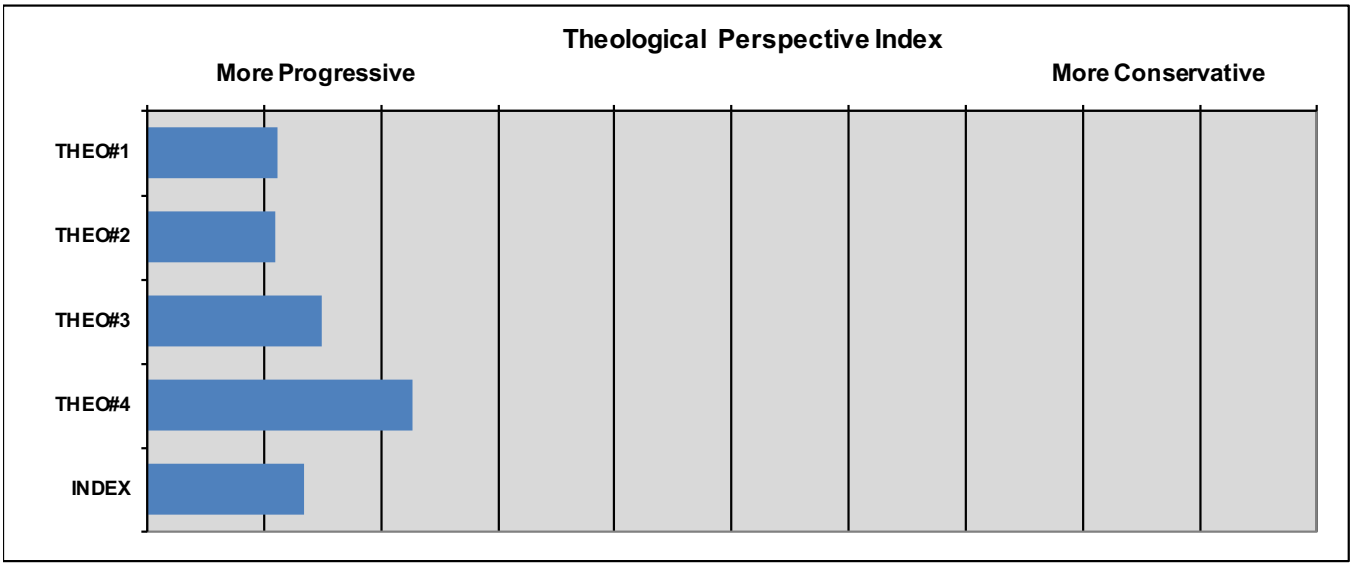
THEO#1	Converting persons to Christ must be the first step in creating a better society.
THEO#2	Our congregation is committed to abide by the unchanging, historic faith as handed down through the centuries.
THEO#3	Scripture is the literal Word of God without error, not only in matters of faith, but also in historical, geographical, and other secular matters.
THEO#4	The main purpose of Christian education is to help people know what is in the Bible.

Response Percentages (These are the scores from your congregation.)

Question	Strongly Disagree	Disagree	Tend to Disagree	Tend to Agree	Agree	Strongly Agree
THEO#1	17.3	30.7	24.0	17.3	8.0	2.7
THEO#2	4.7	26.6	17.2	31.3	15.6	4.7
THEO#3	37.3	20.0	20.0	13.3	6.7	2.7
THEO#4	7.0	23.9	23.9	32.4	9.9	2.8

Comparative Profile (These show how your scores compared with other churches.)

Compared with other churches your theological diversity is: Average



Flexible Style Index

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The Flexible Style Index registers the degree to which the church is willing to make adjustments in the way it goes about its ministry. The more flexible a church, the more likely it is to adapt to the particular context in which it is serving to meet either the needs of its members or those of the community. The less flexible a church, the more likely it is to believe that a particular style is central to its identity.

The degree of flexibility in a church should be consistent with its strategic priorities. For example, if a church indicates that one of its priorities is to make necessary changes to attract families with children and youth, it should have the degree of flexibility necessary to achieve that goal.

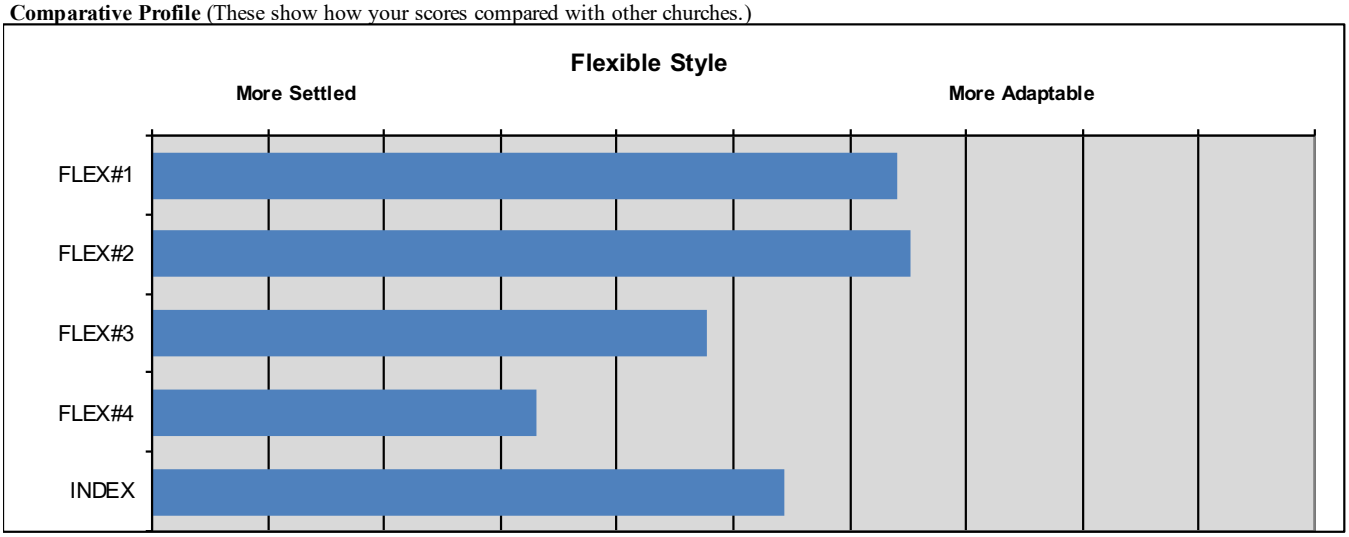
Question Text

FLEX#1	Our members welcome changes in worship.
FLEX#2	Our church tends to stay very close to established ways of doing things.
FLEX#3	We are willing to adapt our worship to the needs and circumstances of the people we want to reach in our local community.
FLEX#4	Our church changes its program from time to time to meet the changing needs of its members.

Response Percentages (These are the scores from your congregation.)

Question	Strongly Disagree	Disagree	Tend to Disagree	Tend to Agree	Agree	Strongly Agree
FLEX#1	2.7	4.1	35.6	34.2	23.3	0.0
FLEX#2	0.0	7.8	18.2	39.0	24.7	10.4
FLEX#3	3.1	7.8	18.8	34.4	29.7	6.3
FLEX#4	1.4	5.6	25.0	38.9	22.2	6.9

Comparative Profile (These show how your scores compared with other churches.)



Note: Question two (2) is negatively worded relative to the index. In the Comparative Profile, the polarity has been reversed. In every case a longer bar suggests a more adaptable evaluation.

Descriptive Map

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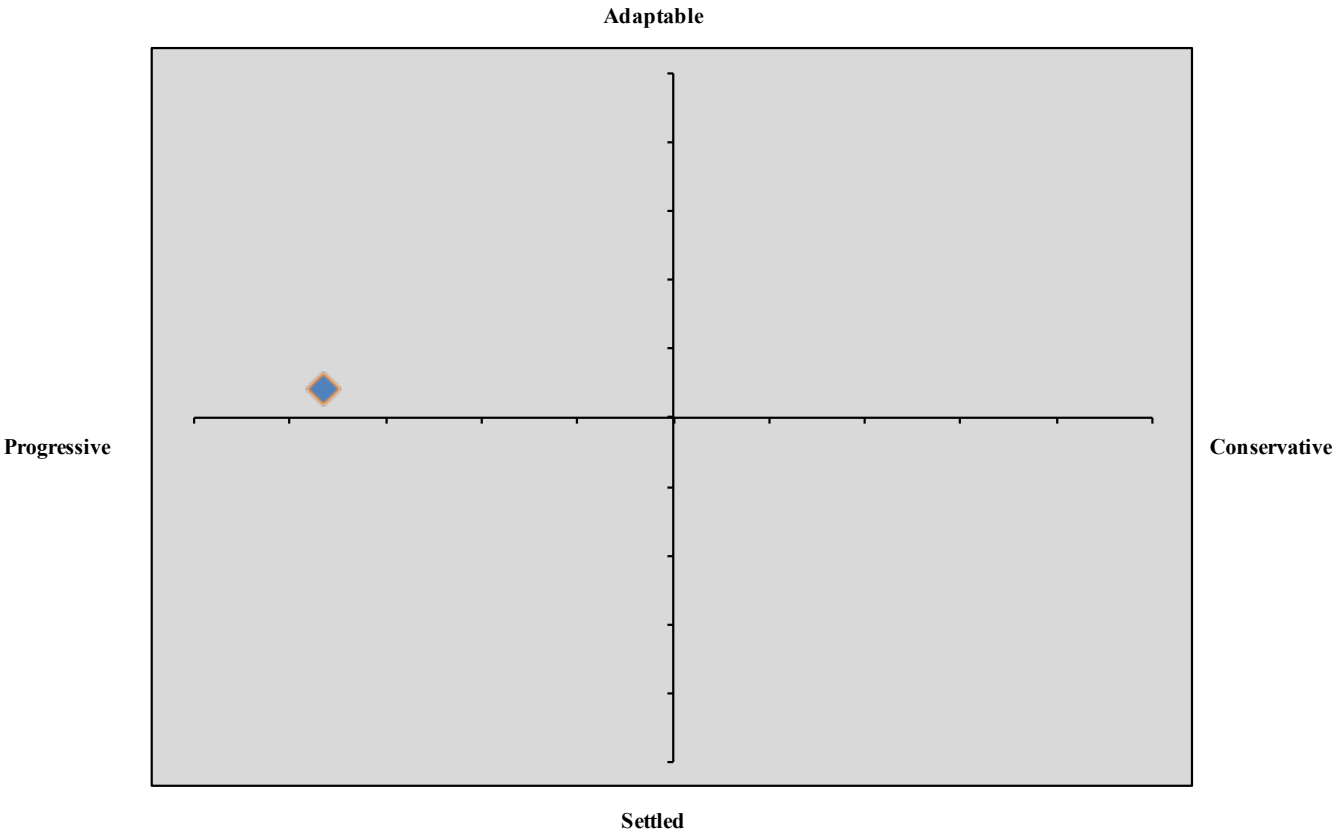
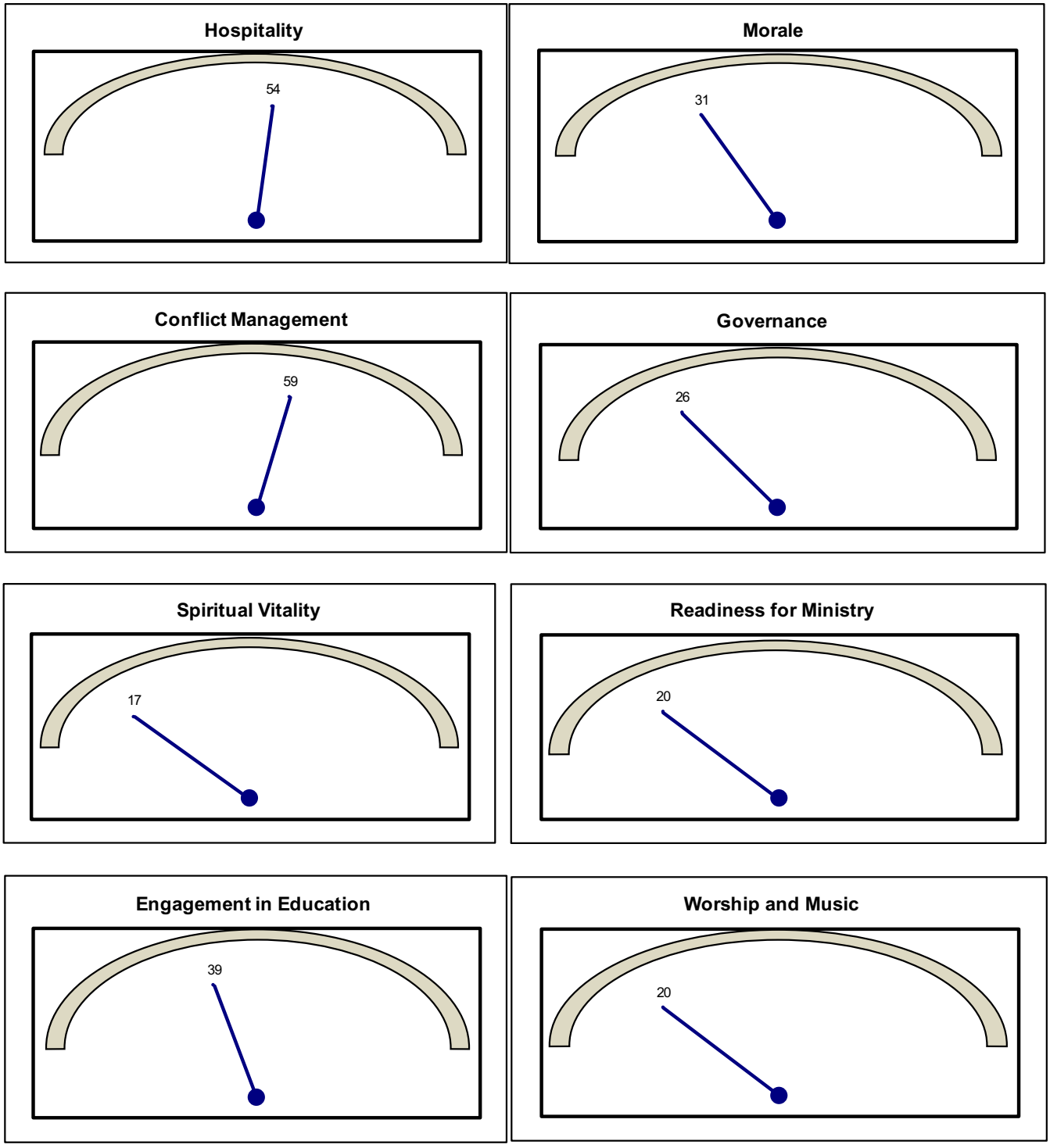


This map indicates the particular style of a church using two characteristics. The first characteristic is whether the church is theologically conservative or progressive. The second characteristic is whether the church is more adaptable or settled in its approach to its life. The combination of these two characteristics produces the four different possibilities for the overall style of a church. These are noted in the four quadrants of the map.

1. **Progressive-Adaptable** churches
2. **Progressive-Settled** churches
3. **Conservative-Adaptable** churches
4. **Conservative-Settled** churches

Each of these quadrants represent core values that need to be clarified relative to theology and style. It can also be helpful to explore whether strengths have been fully developed and to identify opportunities for further development. Leaders can also work to understand how the vulnerabilities inherent in their type can be hampering vitality and growth.

Performance Dashboard



Performance Indices

Hospitality Index

The Hospitality Index seeks to measure the degree to which members perceive that the congregation is engaged in offering themselves and their resources to folks who are new, different, or in need. Persons generally expect that churches will be inviting and supportive communities. However, church communities have decidedly different "temperatures" to those who enter them. Some churches feel cold. Others feel warm. It can be difficult for members to gauge this accurately since some may have a network of relationships that others do not. If scores in this indices are low, it is important to give it priority.

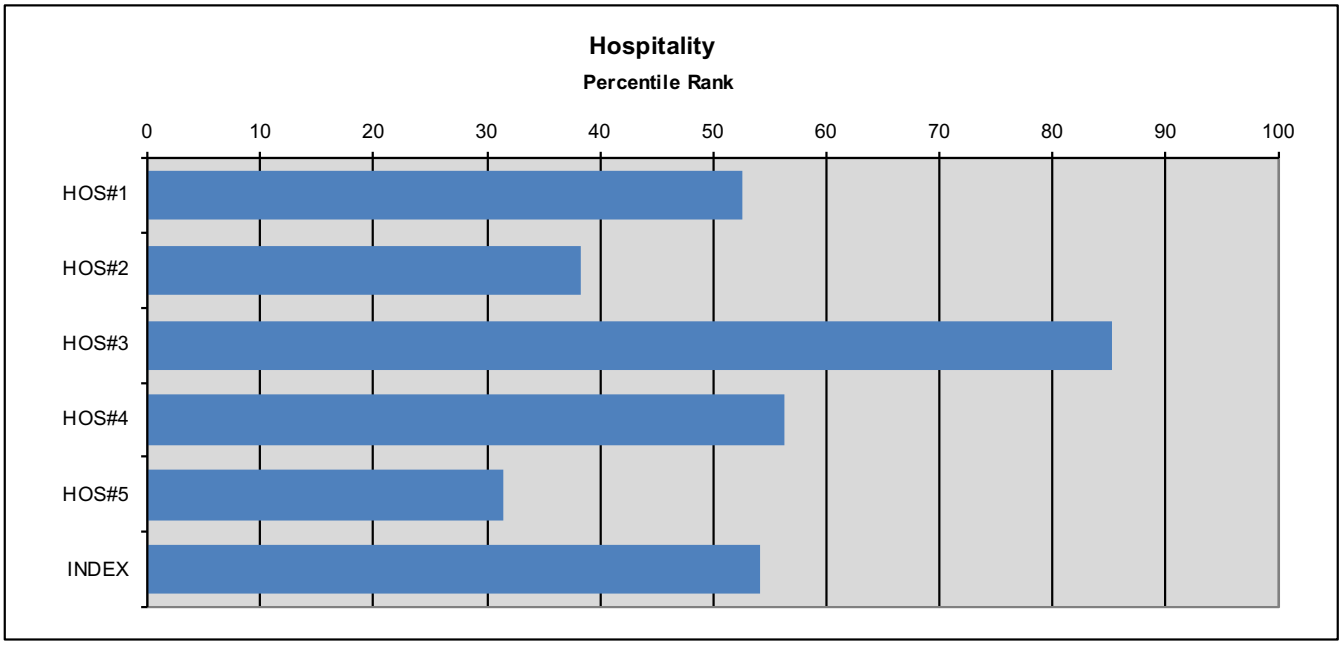
Question Text

HOS#1	Our church welcomes and is enriched by persons from many different walks of life.
HOS#2	Being part of this church community has given new meaning to my life.
HOS#3	A friendly atmosphere prevails among the members of our church.
HOS#4	I sense an atmosphere of genuine care and concern among our members in time of personal need.
HOS#5	Members in our church have been prepared to personally welcome guests in worship services.

Response Percentages (These are the scores from your congregation.)

Question	Strongly Disagree	Disagree	Tend to Disagree	Tend to Agree	Agree	Strongly Agree
HOS#1	1.3	2.6	6.4	25.6	34.6	29.5
HOS#2	2.5	3.8	6.3	22.8	43.0	21.5
HOS#3	0.0	1.3	0.0	9.0	39.7	50.0
HOS#4	0.0	1.3	3.9	13.0	39.0	42.9
HOS#5	1.4	2.7	20.3	24.3	35.1	16.2

Comparative Profile (These show how your scores compared with other churches.)



Performance Indices

Morale Index

Morale is the positive, passionate, and persuasive engagement of members in the mission of the church. It is positive in that people find energy generated in their experiences with the church. It is passionate in that it engages people emotionally and not simply conceptually or in dutiful behavior. It is persuasive in that people sense the need to bring others into the experience.

Developing high morale must be a critical long term strategy. It is not as easily changed as the Hospitality Index. It requires clear direction, the ability to set goals and meet them, and the development of a sense that the work of the church is very important in the world.

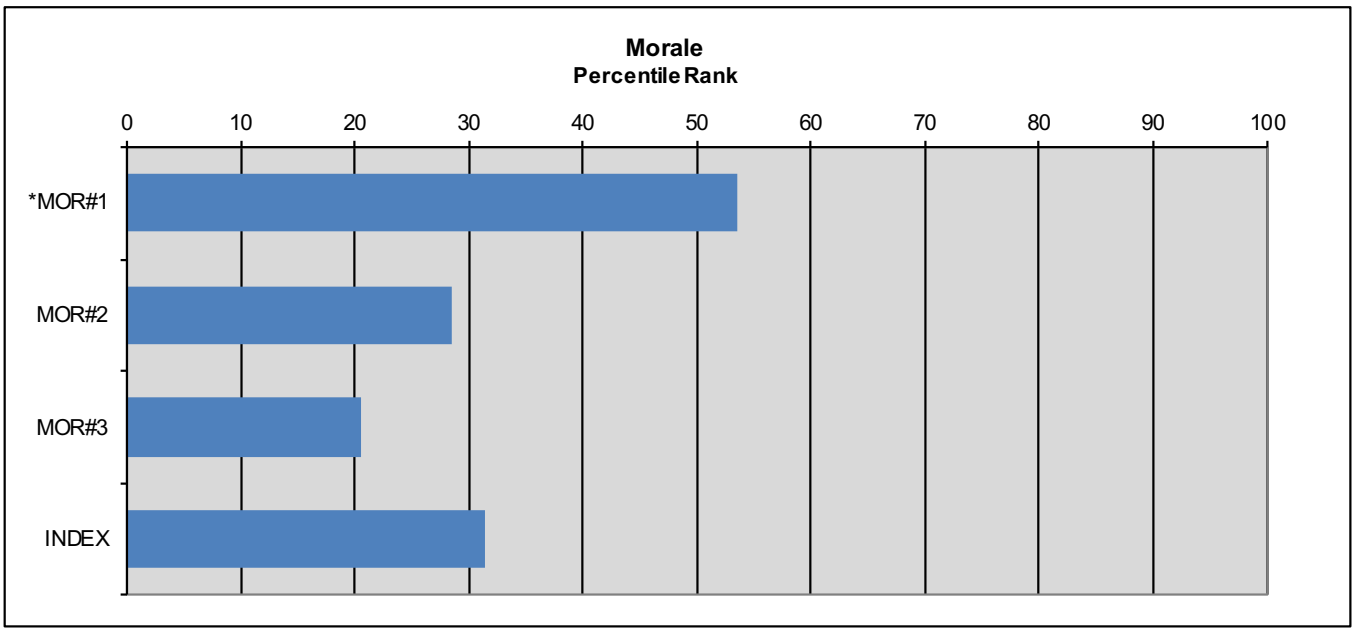
Question Text

*MOR#1	It seems to me that we are just going through the motions of church activity. There isn't much excitement about it among our members.
MOR#2	The whole spirit in our congregation makes people want to get as involved as possible.
MOR#3	On the whole, I am satisfied with how things are in our church.

Response Percentages (These are the scores from your congregation.)

Question	Strongly Disagree	Disagree	Tend to Disagree	Tend to Agree	Agree	Strongly Agree
*MOR#1	9.0	30.8	23.1	20.5	9.0	7.7
MOR#2	0.0	19.5	18.2	45.5	13.0	3.9
MOR#3	6.7	12.0	14.7	30.7	28.0	8.0

Comparative Profile (These show how your scores compared with other churches.)



Note: A question with an asterisk is negatively worded relative to the index. In the Comparative Profile, a shorter bar is preferred for questions that are negatively worded. The overall index scores takes this into account in its calculation.

Performance Indices

Conflict Management Index

The Conflict Management Index measures the degree to which members believe that conflict is appropriately managed and, where possible, resolved. It is important to note that the Conflict Management Index does not correlate strongly with the Hospitality Index or the Spiritual Vitality Index. This means that a congregation can perceive itself as having a strong faith and a genuine concern for one another, yet still experience painful conflict. This is because the tools required to deal with conflict go beyond good intentions, and involve specific training that nearly anyone can learn...if they choose to do so.

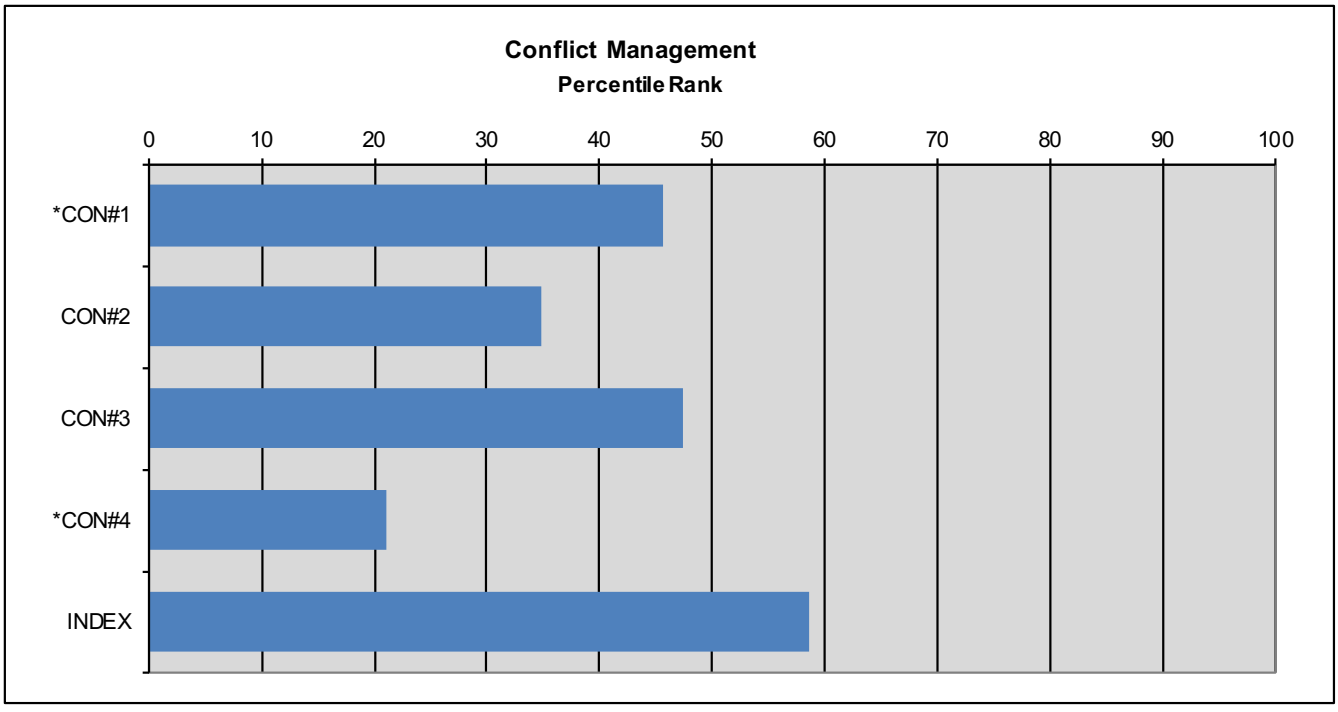
Question Text

*CON#1	There is a disturbing amount of conflict in our congregation.
CON#2	Problems between groups in this church are usually resolved through mutual effort.
CON#3	Among most of our members there is a healthy tolerance of differing opinions and beliefs.
*CON#4	There is frequently a small group of members that opposes what the majority want to do.

Response Percentages (These are the scores from your congregation.)

Question	Strongly Disagree	Disagree	Tend to Disagree	Tend to Agree	Agree	Strongly Agree
*CON#1	13.3	42.7	30.7	10.7	2.7	0.0
CON#2	3.6	3.6	17.9	30.4	33.9	10.7
CON#3	2.7	2.7	10.8	35.1	39.2	9.5
*CON#4	8.7	41.3	26.1	21.7	0.0	2.2

Comparative Profile (These show how your scores compared with other churches.)



Note: A question with an asterisk is negatively worded relative to the index. In the Comparative Profile, a shorter bar is preferred for questions that are negatively worded. The overall index scores takes this into account in its calculation.

Performance Indices

Governance Index

The Governance Index measures the degree to which members believe that the decision making structures and processes of the church are open to their concerns and input. While church polity may lodge almost all decision-making in one group of persons, a Board for example, there are many creative ways in which that authority can be delegated or shared. Committees, commissions, task forces, leadership assemblies, and joint meetings expand the decision-making circle. Regular input from surveys, focus groups, and interviews can give people a sense of involvement in the way decisions are made. As people perceive openness in the way leaders make decisions, they are more likely to have high morale and support the decisions that have been made.

Question Text

GOV#1	The leaders of our church show a genuine concern to know what people are thinking when decisions need to be made.
*GOV#2	The same small group of people seem to make most of the important decisions in our church.
GOV#3	In important decisions in our church, adequate opportunity for consideration of different approaches is usually provided.
GOV#4	Persons who serve as leaders in our church are representative of the membership.

Response Percentages (These are the scores from your congregation.)

Question	Strongly Disagree	Disagree	Tend to Disagree	Tend to Agree	Agree	Strongly Agree
GOV#1	4.1	5.4	10.8	21.6	50.0	8.1
*GOV#2	0.0	7.2	13.0	33.3	27.5	18.8
GOV#3	8.5	3.4	11.9	40.7	28.8	6.8
GOV#4	2.9	2.9	4.4	39.7	36.8	13.2

Comparative Profile (These show how your scores compared with other churches.)

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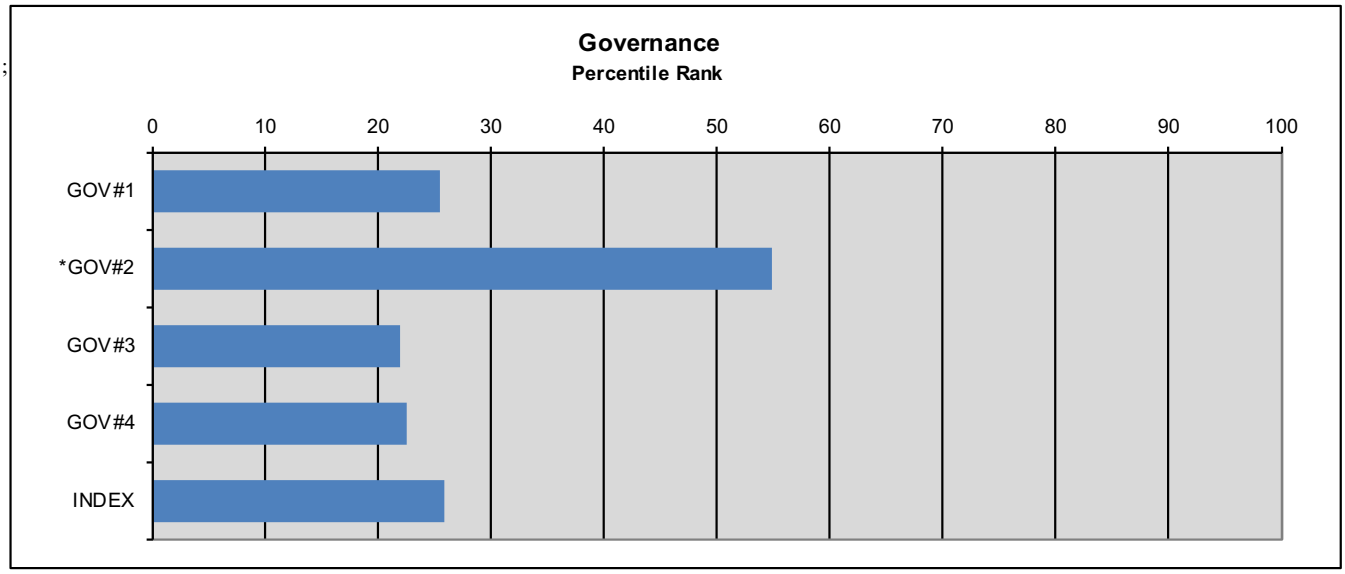


Note: A question with an asterisk is negatively worded relative to the index. In the Comparative Profile, a shorter bar is preferred for questions that are negatively worded. The overall index scores takes this into account in its calculation.

Performance Indices

Spiritual Vitality Index

The Spiritual Vitality Index measures the degree to which members believe that their faith is central to their lives rather than peripheral or episodic. It is an important index in that it correlates mildly with the Hospitality Index. In addition, the Spiritual Vitality Index relates strongly to the percent of household income that members give to the church. This would seem to confirm what Jesus said: "Where your treasure is, there will your heart be also."

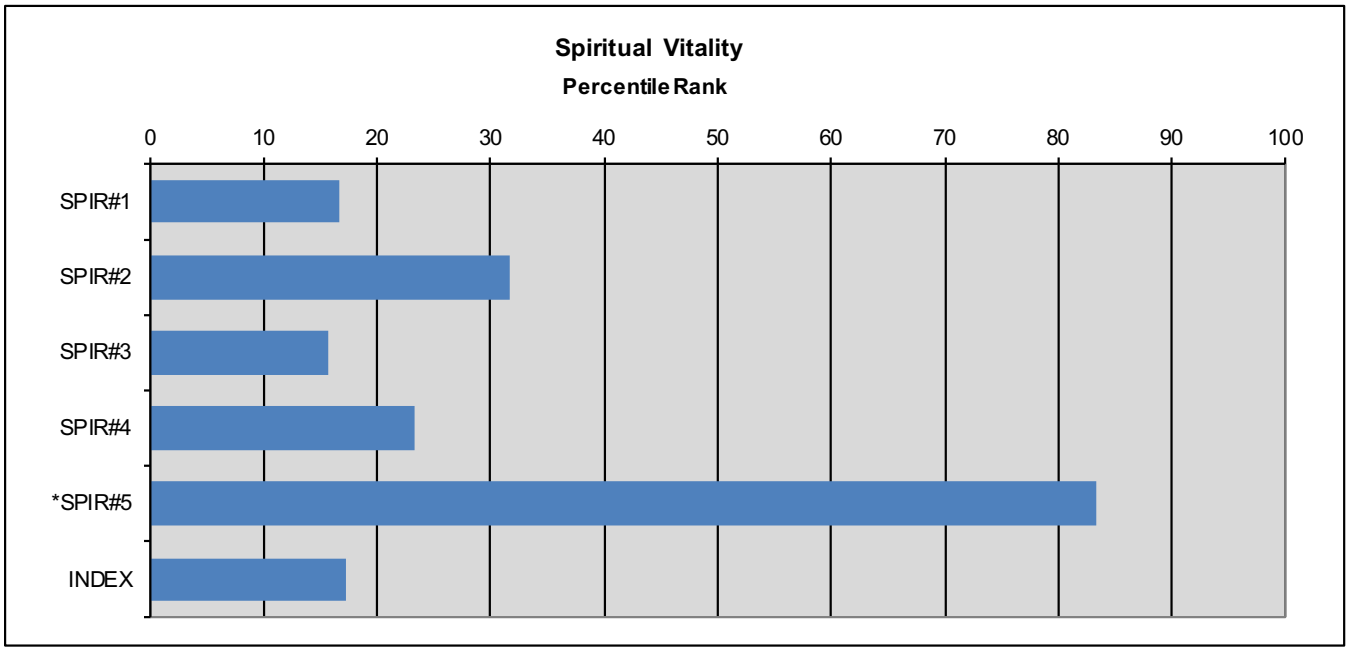
Question Text

SPIR#1	My spiritual experiences often impact the way I look at life.
SPIR#2	My spirituality is really the basis of my whole approach to life.
SPIR#3	I experience the presence of God in my life.
SPIR#4	I work to connect my faith to all the other aspects of my life.
*SPIR#5	Although my faith is important to me, I feel there are other things more pressing in my life right now.

Response Percentages (These are the scores from your congregation.)

Question	Strongly Disagree	Disagree	Tend to Disagree	Tend to Agree	Agree	Strongly Agree
SPIR#1	2.3	2.3	3.5	23.3	32.6	36.0
SPIR#2	0.0	2.4	5.9	35.3	36.5	20.0
SPIR#3	2.4	0.0	2.4	22.9	34.9	37.3
SPIR#4	1.3	2.6	3.9	32.5	33.8	26.0
*SPIR#5	9.5	24.3	25.7	24.3	13.5	2.7

Comparative Profile (These show how your scores compared with other churches.)



Note: A question with an asterisk is negatively worded relative to the index. In the Comparative Profile, a shorter bar is preferred for questions that are negatively worded. The overall index scores takes this into account in its calculation.

Performance Indices

Readiness for Ministry Index

In the last thirty years, a shift has taken place in our understanding of ministry. Some churches call it lay ministry, some lay leadership, others, the ministry of the baptized. In each case the basic concept is that all members of a church are called to ministry, and it is the responsibility of the church to help members identify their gifts and connect to ministries that best fit those gifts. The Readiness for Ministry Index measures the degree to which the church has helped members make this transition in their understanding and equipped them for their own particular ministry.

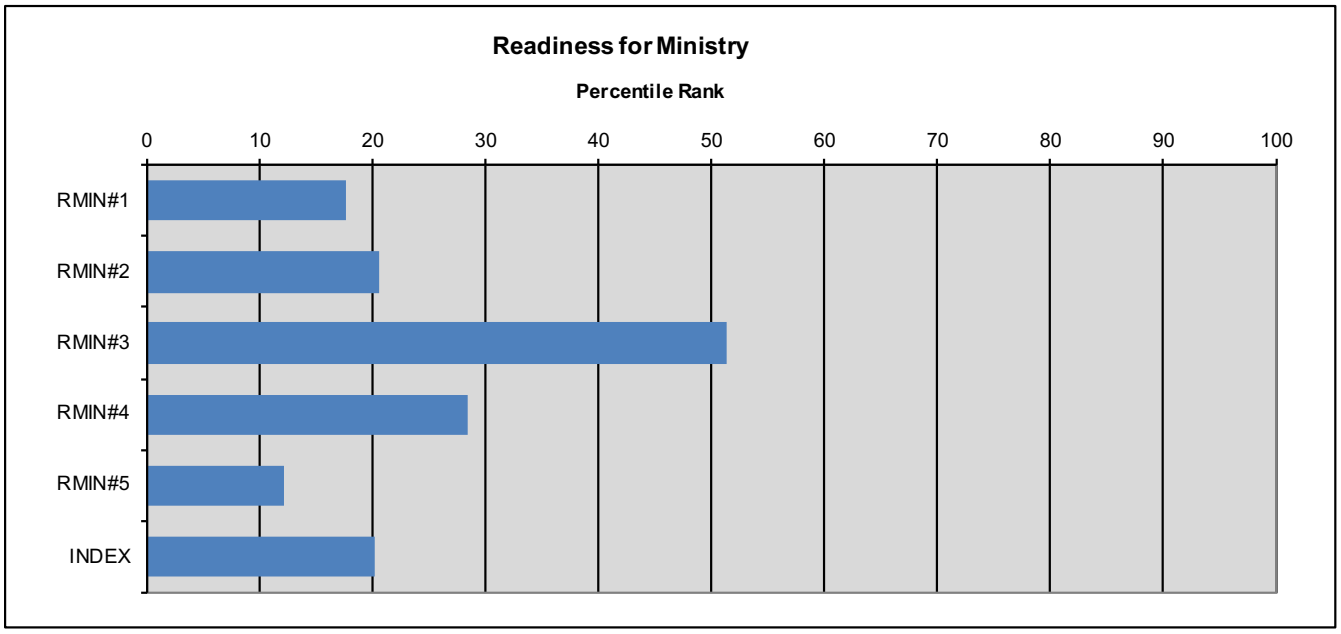
Question Text

RMIN#1	Our church does a good job helping each member understand that he or she is called to ministry.
RMIN#2	Our church prepares our members for ministry by helping them discern their gifts.
RMIN#3	Our church provides opportunities for members to engage in active ministry within the church and to the world.
RMIN#4	Our church does a good job supporting persons in ministry by reminding them that they are making a difference.
RMIN#5	In our congregation lay people work with the Pastor in leading and planning worship services.

Response Percentages (These are the scores from your congregation.)

Question	Strongly Disagree	Disagree	Tend to Disagree	Tend to Agree	Agree	Strongly Agree
RMIN#1	2.7	9.3	24.0	36.0	26.7	1.3
RMIN#2	1.5	13.2	35.3	27.9	22.1	0.0
RMIN#3	0.0	1.4	1.4	33.3	43.1	20.8
RMIN#4	0.0	4.5	13.6	39.4	34.8	7.6
RMIN#5	8.5	15.3	15.3	11.9	37.3	11.9

Comparative Profile (These show how your scores compared with other churches.)



Performance Indices

Educational Engagement Index

Christian education is a life-long process that enriches a person's spiritual life and better prepares him or her for service in the world. The Educational Engagement Index measures the degree to which members share in that understanding. It also gauges the degree to which the church provides developmentally appropriate education across the entire span of life. In addition, it recognizes that members are living with a variety of schedules and that education must be provided in a way that adapts to member needs.

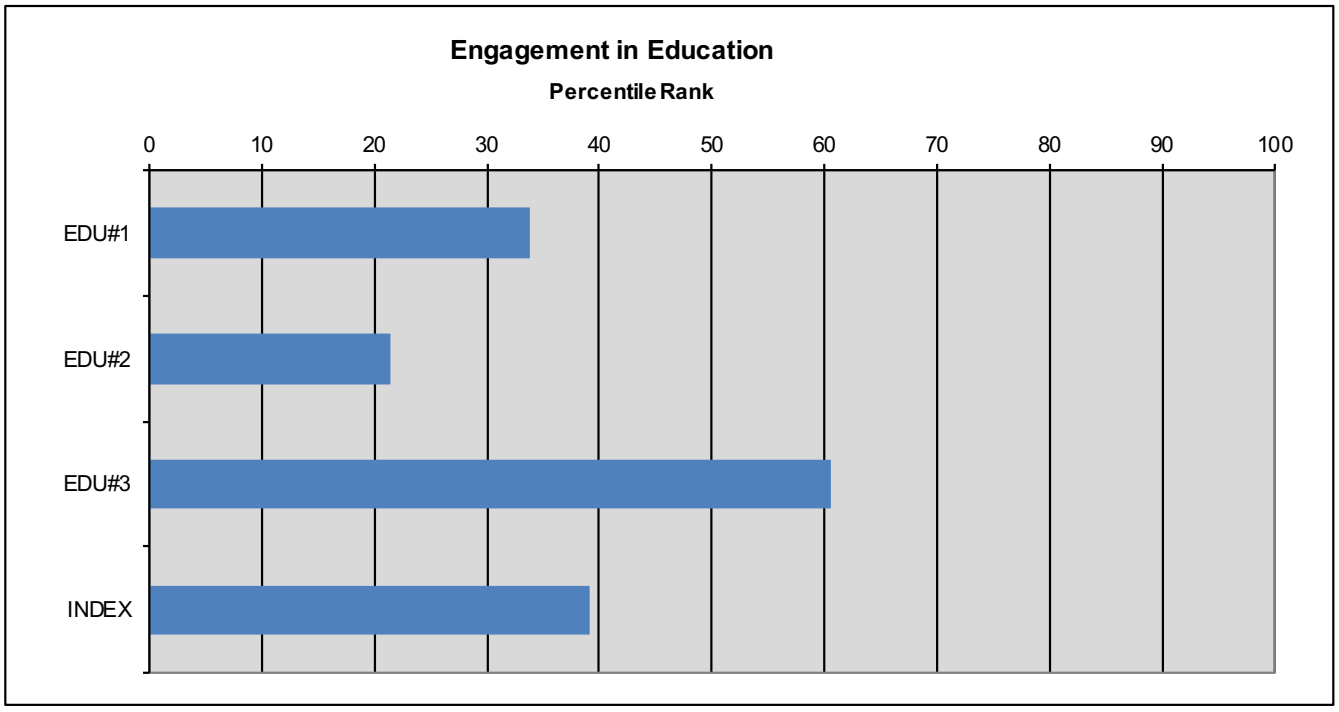
Question Text

EDU#1	Our members understand that they have a spiritual responsibility for life-long learning and formation.
EDU#2	Our church provides opportunities for education and formation in a variety of ways so that I can find one that fits my complex lifestyle.
EDU#3	Our church provides high quality education that is appropriate to every age and stage of life.

Response Percentages (These are the scores from your congregation.)

Question	Strongly Disagree	Disagree	Tend to Disagree	Tend to Agree	Agree	Strongly Agree
EDU#1	0.0	5.3	10.7	32.0	46.7	5.3
EDU#2	4.0	13.3	14.7	29.3	30.7	8.0
EDU#3	1.3	6.7	18.7	34.7	22.7	16.0

Comparative Profile (These show how your scores compared with other churches.)



Performance Indices

Worship and Music Index

The worship experience is central to the vitality and growth of a congregation. While members are often engaged in a wide variety of activities, worship is the one experience that every member shares. Research suggests that worship is a primary factor in the morale of a congregation and that when the worship experience of a congregation is vibrant, members also tend to feel energized about the work of the church. The Worship and Music Index seeks to capture the congregation's feelings about the quality of the worship experience.

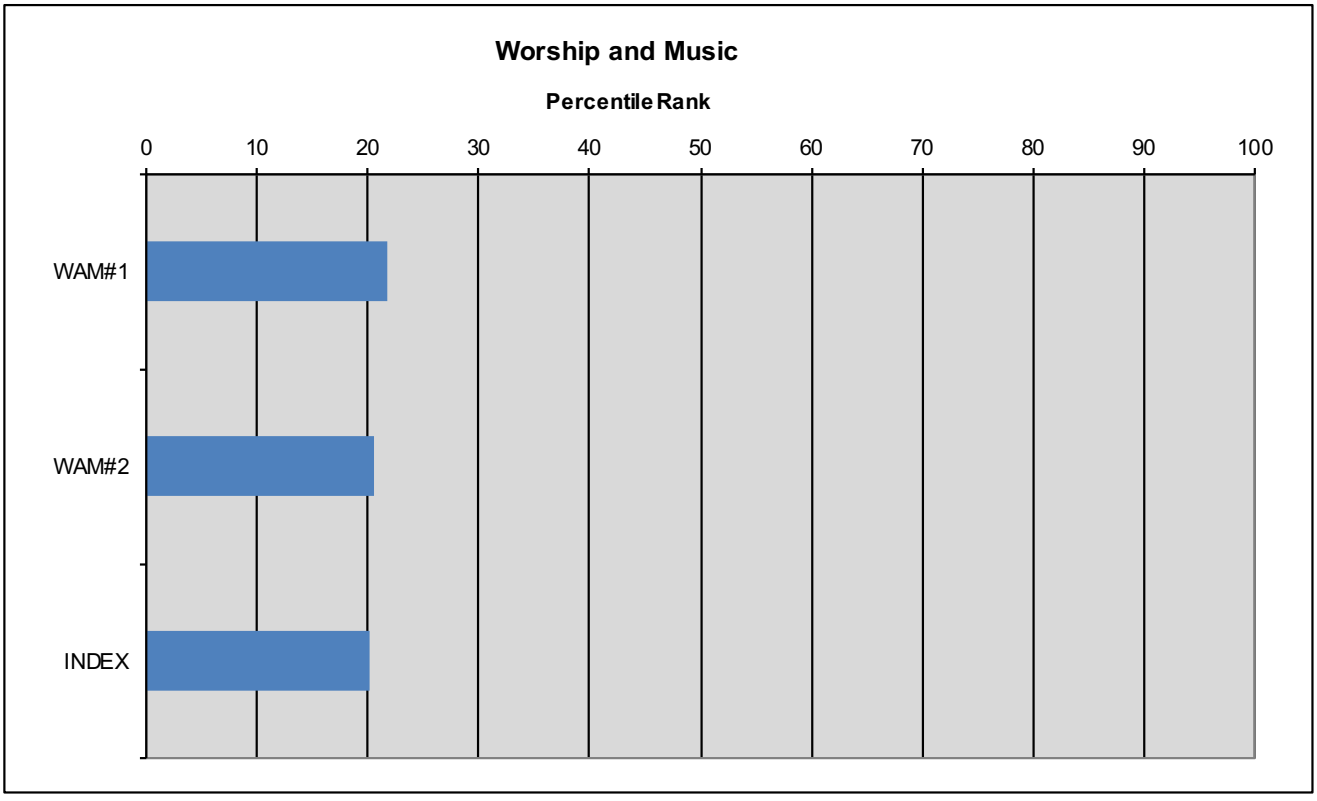
Question Text

WAM#1	The music at our church is outstanding in quality and appropriate in style to our congregation.
WAM#2	The worship services at our church are exceptional in both quality and spiritual content.

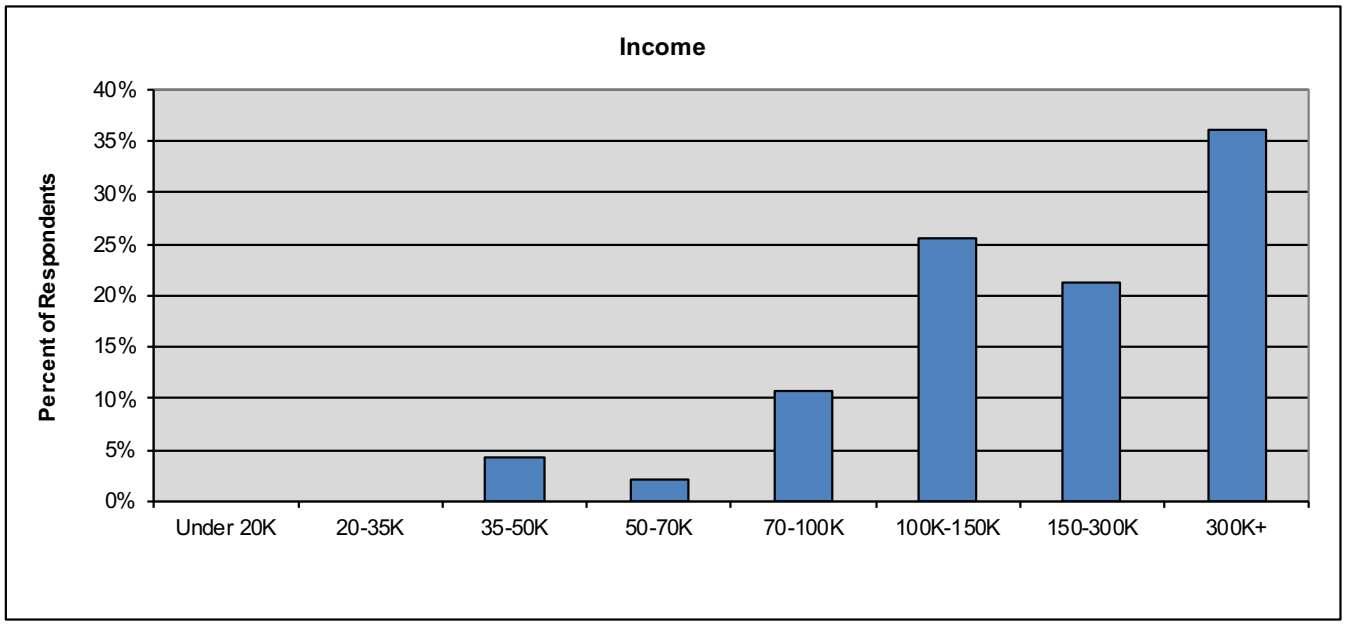
Response Percentages (These are the scores from your congregation.)

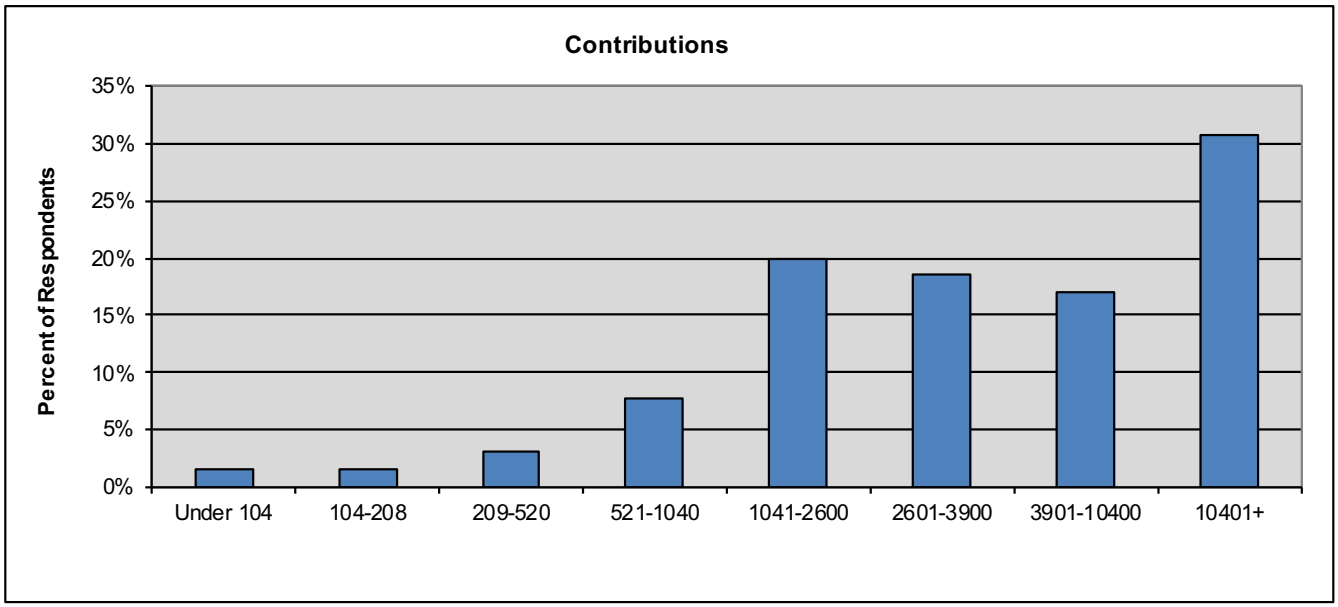
Question	Strongly Disagree	Disagree	Tend to Disagree	Tend to Agree	Agree	Strongly Agree
WAM#1	2.6	9.1	9.1	23.4	23.4	32.5
WAM#2	2.6	10.5	11.8	27.6	32.9	14.5

Comparative Profile (These show how your scores compared with other churches.)



Financial Information





Total church income	$770,692
Contribution per household	$9,399
Average household income	$218,511
Average percent of income given	4.30%
Percentile rank	88

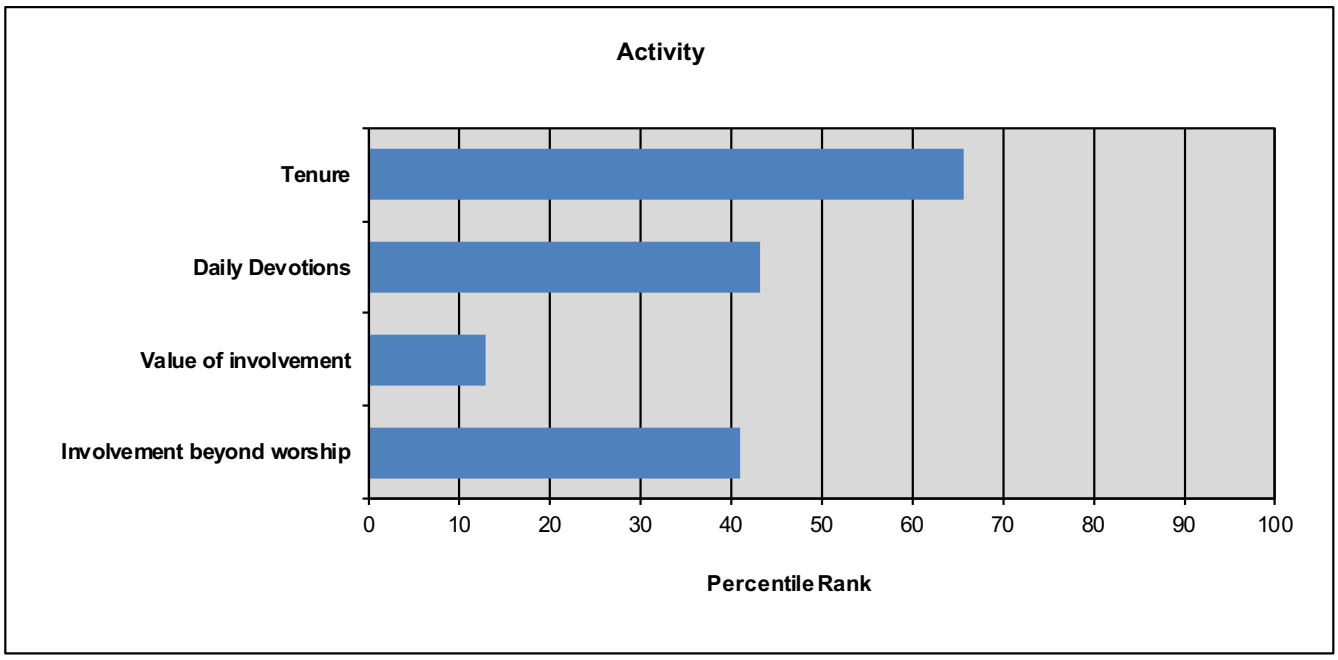
Demographic Data

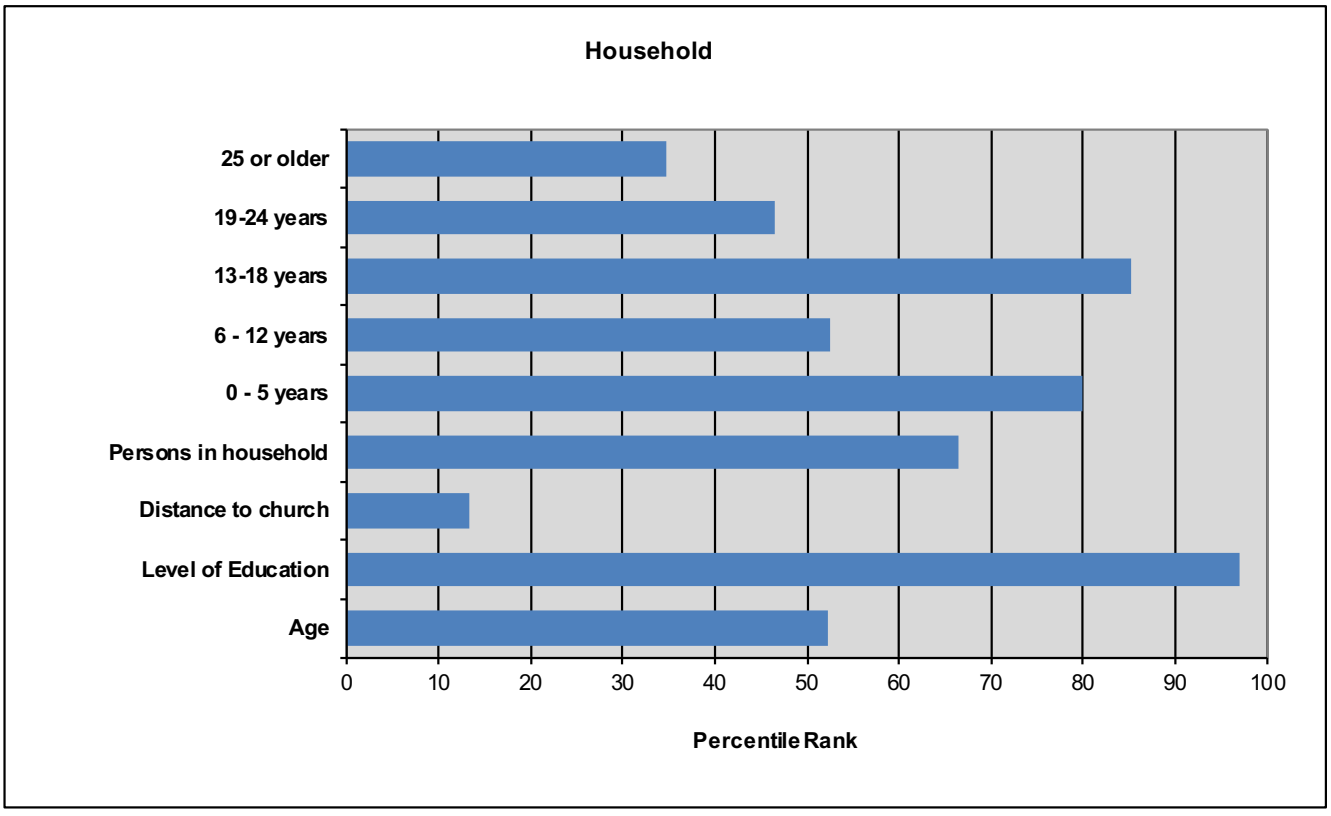
Age	Below 19	19-24	25-34	35-44	45-54	55-64	65+
	1%	**0%**	**1%**	**6%**	**18%**	**20%**	**54%**
Tenure	Under one year	1-2 years	3-4 years	5-10 years	11-15 years	16-20 years	Over 20 years
	3%	**1%**	**6%**	**15%**	**15%**	**13%**	**47%**
Distance to Church	Under 4 blocks	5-8 blocks	1-2 miles	3-4 miles	5-9 miles	10-15 miles	Over 15 miles
	7%	**8%**	**27%**	**31%**	**21%**	**4%**	**1%**
Attendance	None	1-4 times	Once per month	Twice per month	Three times a month	All but 4 weeks	Every week
	3%	**8%**	**11%**	**14%**	**27%**	**13%**	**24%**
Attendance Trend*	Third as much	Half as much	Somewhat less	Same	Somewhat more	Twice as much	Three times as much
	4%	**7%**	**10%**	**54%**	**18%**	**3%**	**4%**

Ethnic Background	Black/ African American	White	American Indian/ Alaskan Native	Latino/ Hispanic/ Spanish origin	Asian	Multi-ethnic	
	1%	**97%**	**0%**	**1%**	**0%**	**0%**	
Level of Education	Less than high school	Some high school	High school grad	Some college	College graduate	Some post graduate	Graduate degree
	0%	**1%**	**0%**	**3%**	**20%**	**10%**	**66%**
Persons in Household	One	Two	Three	Four	Five	Six or more	
Total	**31%**	**29%**	**15%**	**18%**	**6%**	**0%**	

	None	One	Two	Three	Four	Five	Six or more
0 - 5 years	**89%**	**6%**	**5%**	**0%**	**0%**	**0%**	**0%**
6 - 12 years	**90%**	**6%**	**3%**	**0%**	**0%**	**0%**	**0%**
13-18 years	**83%**	**8%**	**9%**	**0%**	**0%**	**0%**	**0%**
19-24 years	**92%**	**6%**	**0%**	**2%**	**0%**	**0%**	**0%**
25 or older	**26%**	**23%**	**43%**	**8%**	**0%**	**0%**	**0%**

Activity and Demographic Data





Statistics

Church Data Form

Most recent membership	104
One year earlier	239
Two years earlier	249
Three years earlier	239
Most recent new members	20
One year earlier	0
Two years earlier	18
Three years earlier	8
Most recent average Sunday attendance	85
One year earlier	90
Two years earlier	84
Three years earlier	95
Church Assessment Roll	114
Number of households	82
Givers of record	67
Letters sent out	114
Number returned/participated	86
Total receipts most recent	$ 770,692
Total receipts one year earlier	$ 602,529
Total receipts two years earlier	$ 581,728

Community

Population trend	A church where the community within one mile of the church has a population that has been relatively stable over the last three years
Income trend	A church where the income in the neighborhood within one mile of the church has increased more rapidly than the larger community over the last three years

Critical Abilities for the Next Pastor

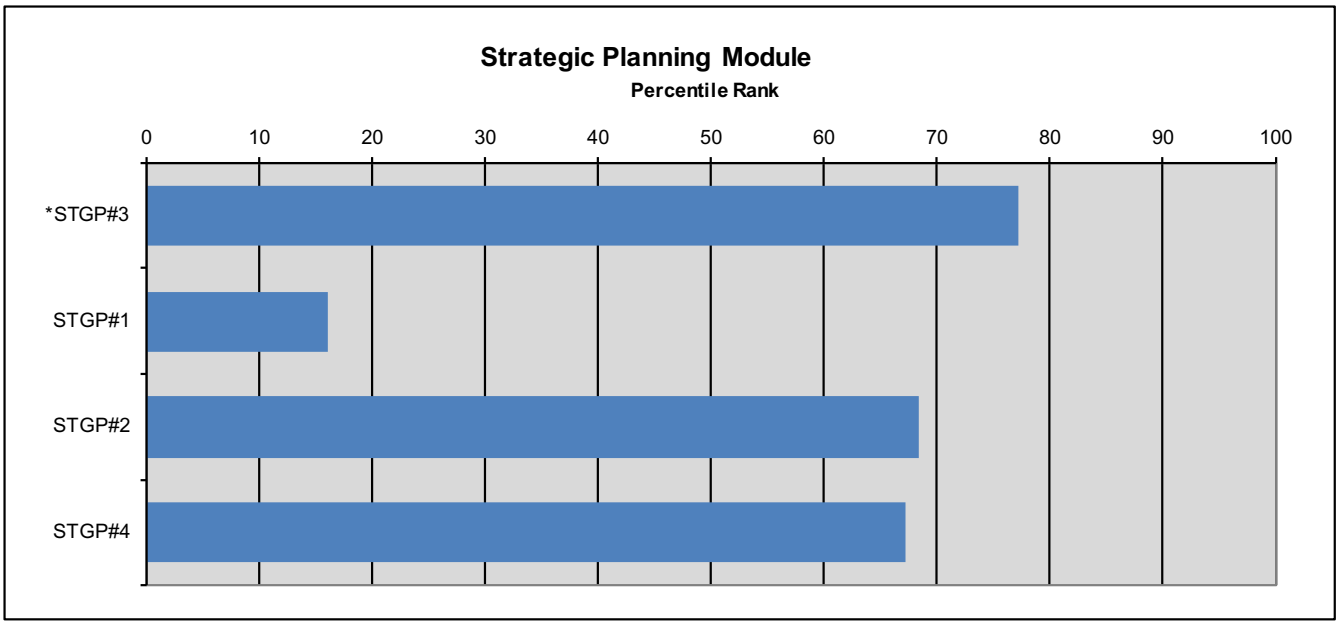
	Least important	7th most important	6th most important	5th most important	4th most important	3rd most important	2nd most important	Most important
Preaching	0	0	2	1	3	9	12	43
Strategic leadership	0	2	3	3	3	14	30	15
Change management	8	6	5	10	5	21	10	5
Teaching/Training	2	10	11	20	16	8	3	0
Pastoral care	1	1	5	17	21	10	11	4
Negotiate/resolve conflict	11	23	18	9	5	3	1	0
Administration	15	17	17	6	10	2	3	0
Community catalyst	33	11	9	4	7	3	0	3

Numbers in cells represent total persons indicating that priority.

Rank	Critical Ability	Score	Compared to other churches your score is
First	Preaching - Capacity to inspire and connect people to God's word	507.00	Average
Second	Strategic leadership - Capacity to cast a vision and lead the church toward realization of the vision	454.00	Average
Third	Pastoral care - Capacity to engage people empathetically and care for persons in times of need	360.00	Average
Fourth	Change management - Capacity to lead a church through a significant and necessary period of change	336.00	Average
Fifth	Teaching/Training - Capacity to deepen understanding, form character, and equip members with new skills	284.00	Average
Sixth	Administration - Capacity to manage a church operationally including facilities, finances and staff	207.00	High
Seventh	Negotiate/resolve conflict - Capacity to help a church deal with conflict through training, negotiation, and mediation	197.00	Average
Eighth	Community catalyst - Capacity to function on a larger stage beyond the church and to rally a variety of individuals and groups to address critical issues	175.00	Average

Strategic Planning Profile

*STGP#3	How much change is required to realize your vision for the church?	No change	2%
		Some change	34%
		Moderate change	35%
		Substantial change	27%
		Change nearly everything	2%
STGP#1	Our church has been effective in fulfilling the mission as expressed in our current mission statement.		
STGP#2	Our church needs to rethink its basic purpose and mission if it is to be effective in the future.		
STGP#4	I often feel like I have something to give the church, but don't know how to give it.		

Response Percentages (These are the scores from your congregation.)

Question	Strongly Disagree	Disagree	Tend to Disagree	Tend to Agree	Agree	Strongly Agree
STGP#1	5%	5%	12%	33%	42%	2%
STGP#2	2%	13%	23%	31%	23%	8%
STGP#4	14%	34%	14%	20%	15%	3%