

Dear Westminster members and friends:

We are pleased that you are able to review the results of our recent survey. The information that was collected will help us as we continue the process of searching for our new senior pastor. At the same time, the information should be helpful to the incoming pastor in building a foundation for serving Westminster for many years to come.

The PNC and Session were guided through the report by the person who coordinated the process for us. If you have questions about any of the results, we will do our best to provide the insights she did.

On the other hand, if you don't have the time to review all of the results, we would like to share some key points that can give you a sense of the results much more quickly than reviewing the entire report as well as interpret certain sets of responses.

Survey Key Points

- The survey not only collected and analyzed information but compared our responses to data from hundreds of other churches in their database.
- Westminster scored high against the benchmark in both satisfaction and energy. This is a great combination and is particularly notable given our current circumstance.
- Satisfaction and Energy were displayed in a quadrant chart. The quadrant for High Satisfaction/High Energy (us) was labeled the Transformation Quadrant. "Churches in this quadrant are sources of new meaning and purpose for the members. They may also serve as mentors to other churches."
- Church attendance has been steady. The percentage of people attending more frequently than three years ago (17%) was matched exactly by the number of people attending less frequently.
- The value of participating in activities beyond worship was lower than the benchmark.
- The top three priorities (where we should place additional energy) were:
 - Develop and implement a comprehensive strategy to reach new people and incorporate them into the life of the church
 - Develop ministries that work toward healing those broken by life circumstances
 - Make necessary changes to attract families with children and youth to our church
- The top six priorities were broken down by age range – there were strong overlaps across ages, though the top six were in a different order.
 - Under 35 had one priority in their top six that didn't show up in the others, "Work as an advocate for social and institutional change so that society might better reflect the values of the kingdom of God."
 - 35-64 and Over 65 had one priority in their top six that didn't show up in Under 35, "Develop ministries that work toward healing those broken by life circumstances."
 - Over 65 had one priority in their top six that didn't show up in the others, "Strengthen the process by which members are called and equipped for ministry and leadership."
- Westminster tends to be more progressive (vs. conservative) compared to the benchmark.
- Westminster tends to be more adaptable to change (vs. settled in our ways) compared to the benchmark.
- For those reading the entire report, it is important to note that when negatively worded questions are involved, the desired result is at the low end of the scale. Those questions are marked with a * for easy identification.

If, after reviewing the results, you have any questions, we hope you will reach out to any of the members of the PNC. We have secure church emails for dealing with confidential information. For day-to-day contacts, we are:

- Paul Conley (chair) – conley1973@verizon.net
- Jim Bacik – jbacik@us.ibm.com
- Brian Eccher – brianeccher@gmail.com
- Carol Galbreath – -jaycarolhickory@gmail.com
- Bobbie Hartman – -hartman1967@verizon.net
- Carolyn Kerr – cekerr@aol.com
- Maureen Ludwig – prmsl@aol.com
- Shannon Radinick – -sperrine2@gmail.com
- John Van Cleve – jgvancleve@gmail.com

We hope you find the report results as enlightening as we did.

Signed,

Your PNC



Vital Signs for

Westminster Presbyterian Church, Pittsburgh, PA

generated from

The Congregation Assessment Tool

4/23/19

"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: _____

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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:

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 darkness and into your wonderful light.

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 cripples 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	68%
On the fence	29%
Clearly disagree	3%
Rating of church satisfaction level	High

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	9%
On the fence	41%
Clearly disagree	50%
Rating of church energy level	High

Attendance Trend

Compared with 3 years ago, I attend worship...

Less	17%
Same	67%
More	17%
Average annual change in attendance	0%

Value of Activity Beyond Worship

On the whole, participation in church activities is very meaningful to me

Clearly agree	58%
On the fence	34%
Clearly disagree	8%
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 #65	Develop ministries that work toward healing those broken by life circumstances.
Third	Question #57	Make necessary changes to attract families with children and youth to our church.

Survey Process Statistics

Number of respondents	539
Response rate as percentage of average attendance	100%

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

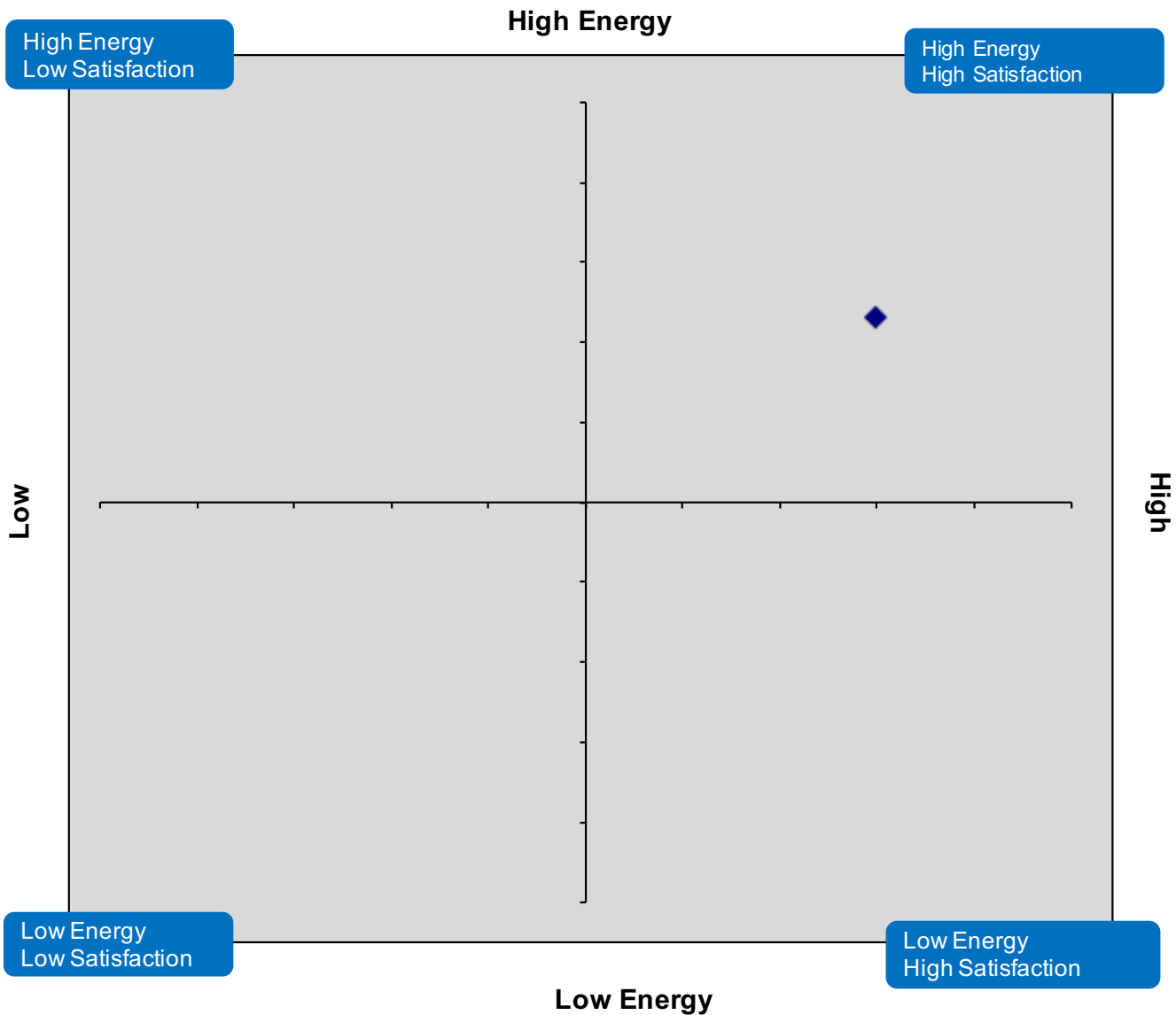
The pattern of responses from your members suggests that when they think about how satisfied they are with things in your church overall, they tend to focus on the areas below, called "Drivers of Satisfaction". The degree to which they focus on these items is indicated in the column to the right. This 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	Persons who serve as leaders in our church are representative of the membership.	High
Driver #2	The worship services at our church are exceptional in both quality and spiritual content.	High
Driver #3	Our former Pastor helped us accomplish our mission by bringing out the best in everyone.	Moderate
Driver #4	Our former Pastor communicated with people in a way that kept us informed and connected.	Moderate
Driver #5	Our former Pastor articulated a clear vision for our church and kept it before the people in a compelling way.	Moderate

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
	NO DRIVERS OF ENERGY EMERGED IN THE PATTERN OF YOUR MEMBER RESPONSES.	



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 significant 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.

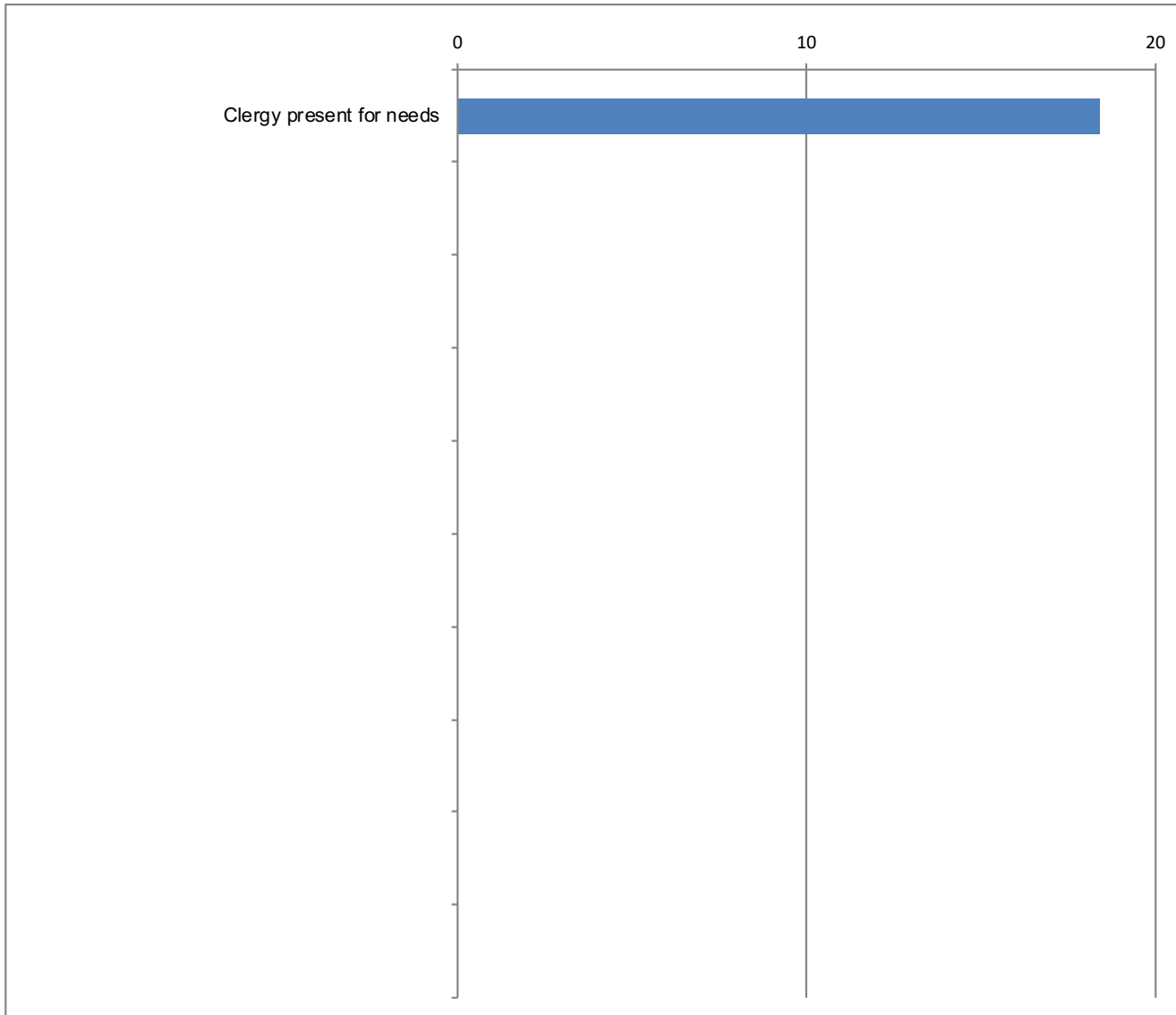
The **high energy-high satisfaction** quadrant is the transformation quadrant. Churches in this quadrant are sources of new meaning and purpose for their members. They may also serve as mentors to other churches.

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 Church 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.	3.11
Second Average	Question #65	Develop ministries that work toward healing those broken by life circumstances.	2.95
Third Average	Question #57	Make necessary changes to attract families with children and youth to our church.	2.95
Fourth High	Question #51	Create more opportunities for people to form meaningful relationships (for example, small groups, nurtured friendships, shared meals, etc).	2.86
Fifth High	Question #66	Expand outreach ministries that provide direct services to those living on the margins of society.	2.86
Sixth Average	Question #54	Strengthen the process by which members are called and equipped for ministry and leadership.	2.75
Seventh Low	Question #58	Provide more opportunities for Christian education and spiritual formation at every age and stage of life.	2.66
Eighth Very high	Question #55	Strengthen the pastoral response of the church in serving people with special needs.	2.63
Ninth Average	Question #64	Work to renew and revitalize the community around the church by building coalitions with partners.	2.62
Tenth Average	Question #63	Strengthen the management and support of persons in various ministries.	2.61
Eleventh Very low	Question #52	Develop the spiritual generosity of the people to financially support the ministry of the church.	2.59
Twelfth Average	Question #62	Work as an advocate for social and institutional change so that society might better reflect the values of the kingdom of God.	2.59
Thirteenth Average	Question #61	Adapt the opportunities provided by the church making them more accessible given the pace and schedule of my life.	2.56
Fourteenth Low	Question #50	Deepen our sense of connection to God and one another through stronger worship services.	2.48
Fifteenth Average	Question #60	Expand the international mission of the church with both financial resources and personal involvement.	2.07
Sixteenth Average	Question #53	Enlarge or improve the physical facilities of the church to expand or enhance our ministries.	2.06
Seventeenth Average	Question #56	Change or improve the music of the church to deepen our worship experience.	1.63

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.

Top Priorities for Persons Under 35 Years

First	Q#51	Create more opportunities for people to form meaningful relationships (for example, small groups, nurtured friendships, shared meals, etc).
Second	Q#59	Develop and implement a comprehensive strategy to reach new people and incorporate them into the life of the church.
Third	Q#57	Make necessary changes to attract families with children and youth to our church.
Fourth	Q#61	Adapt the opportunities provided by the church making them more accessible given the pace and schedule of my life. (i.e. online education, early morning classes, lunch discussions)
Fifth	Q#66	Expand outreach ministries that provide direct services to those living on the margins of society. (i.e. homeless, immigrant, transient persons)
Sixth	Q#62	Work as an advocate for social and institutional change so that society might better reflect the values of the kingdom of God.

Top Priorities for Persons 35 to 64 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#65	Develop ministries that work toward healing those broken by life circumstances.
Fourth	Q#66	Expand outreach ministries that provide direct services to those living on the margins of society. (i.e. homeless, immigrant, transient persons)
Fifth	Q#51	Create more opportunities for people to form meaningful relationships (for example, small groups, nurtured friendships, shared meals, etc).
Sixth	Q#61	Adapt the opportunities provided by the church making them more accessible given the pace and schedule of my life. (i.e. online education, early morning classes, lunch discussions)

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#65	Develop ministries that work toward healing those broken by life circumstances.
Third	Q#57	Make necessary changes to attract families with children and youth to our church.
Fourth	Q#54	Strengthen the process by which members are called and equipped for ministry and leadership.
Fifth	Q#66	Expand outreach ministries that provide direct services to those living on the margins of society. (i.e. homeless, immigrant, transient persons)
Sixth	Q#51	Create more opportunities for people to form meaningful relationships (for example, small groups, nurtured friendships, shared meals, 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#65	Develop ministries that work toward healing those broken by life circumstances.
Fourth	Q#51	Create more opportunities for people to form meaningful relationships (for example, small groups, nurtured friendships, shared meals, etc).
Fifth	Q#66	Expand outreach ministries that provide direct services to those living on the margins of society. (i.e. homeless, immigrant, transient persons)
Sixth	Q#61	Adapt the opportunities provided by the church making them more accessible given the pace and schedule of my life. (i.e. online education, early morning classes, lunch discussions)

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#65	Develop ministries that work toward healing those broken by life circumstances.
Third	Q#57	Make necessary changes to attract families with children and youth to our church.
Fourth	Q#66	Expand outreach ministries that provide direct services to those living on the margins of society. (i.e. homeless, immigrant, transient persons)
Fifth	Q#51	Create more opportunities for people to form meaningful relationships (for example, small groups, nurtured friendships, shared meals, etc).
Sixth	Q#54	Strengthen the process by which members are called and equipped for ministry and leadership.

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

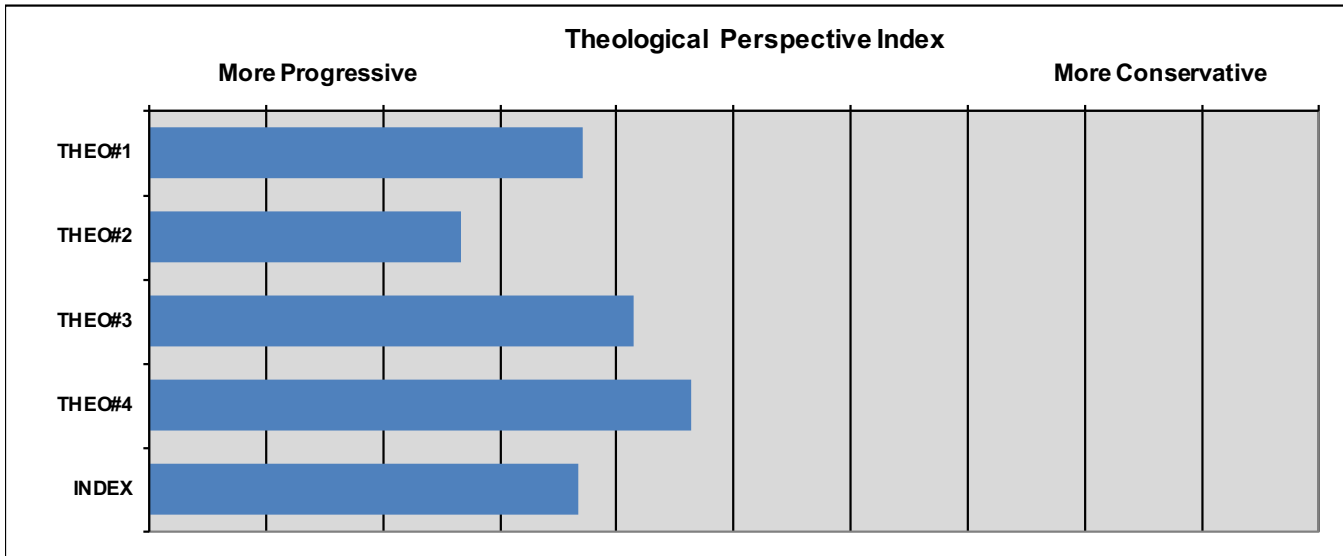
- THEO#1 Converting persons to Christ must be the first step in creating a better society.
- THEO#2 Our congregation is committed to abide by the unchanging, historic faith as handed down through the centuries.
- THEO#3 Scripture is the literal Word of God without error, not only in matters of faith, 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	5.7	19.1	25.3	21.0	19.7	9.1
THEO#2	2.9	10.2	22.9	31.4	24.8	7.9
THEO#3	21.6	18.8	20.7	17.7	14.7	6.7
THEO#4	3.4	15.1	28.6	27.1	20.4	5.5

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

Compared with other churches your theological diversity is Average



Flexible Style Index

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.

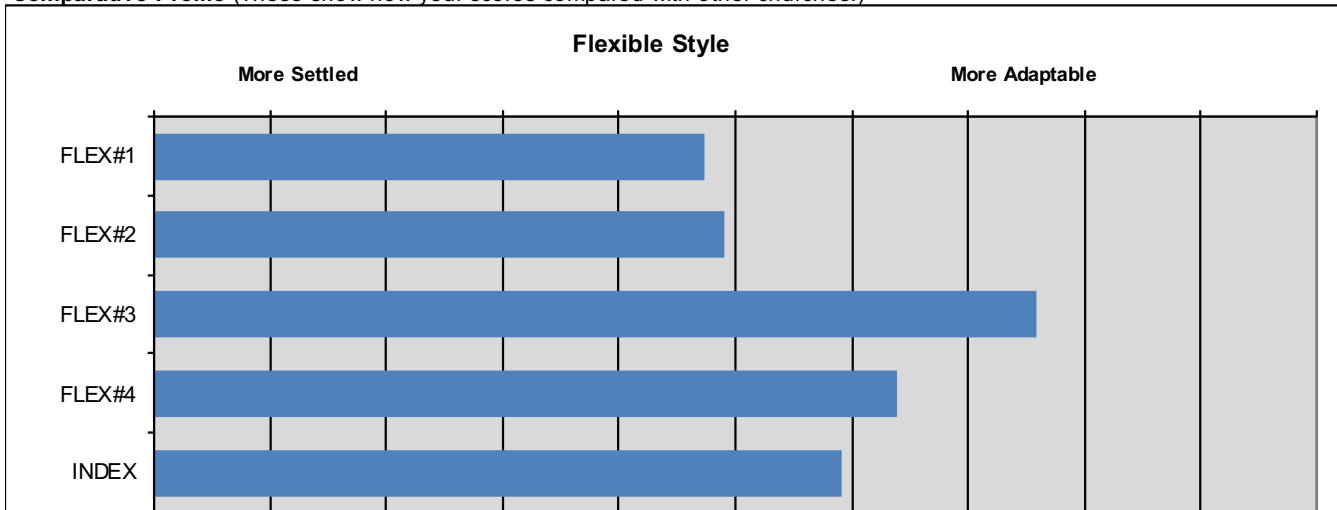
Question Text

- 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.

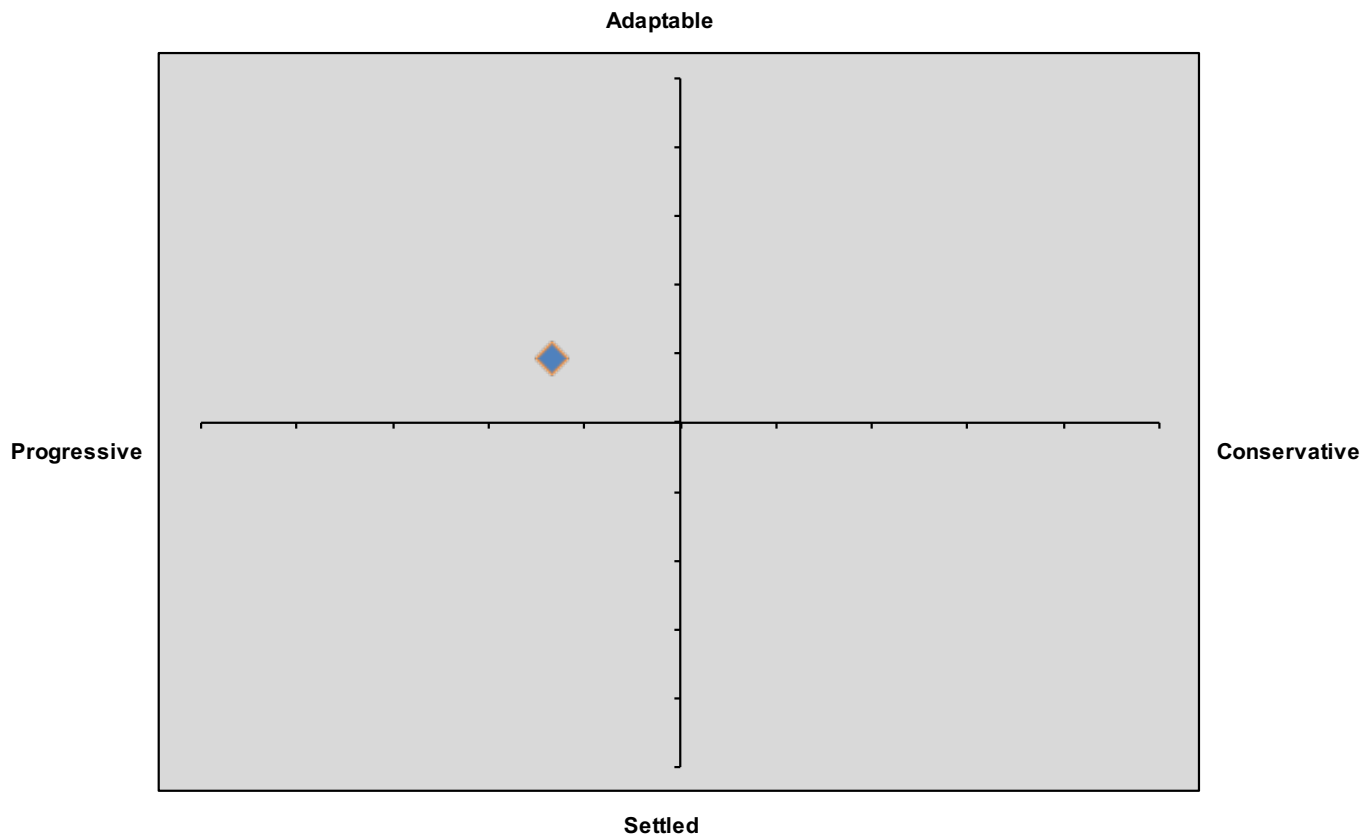
Response Percentages (These are the scores from your congregation.)

Question	Strongly Disagree	Disagree	Tend to Disagree	Tend to Agree	Agree	Strongly Agree
FLEX#1	3.1	11.0	38.4	28.3	16.3	2.9
FLEX#2	0.6	3.8	14.1	42.6	30.1	8.7
FLEX#3	0.5	3.3	12.5	41.7	34.0	8.0
FLEX#4	1.0	3.4	12.3	37.5	40.6	5.3

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.



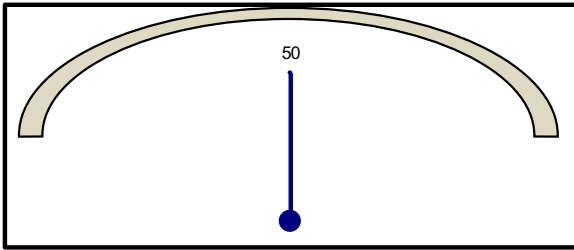
This map indicates the particular style of a church using two characteristics. The first characteristic is whether the church is theologically conservative or progressive. The second characteristic is whether the church is more adaptable or settled in its approach to its life. The combination of these 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

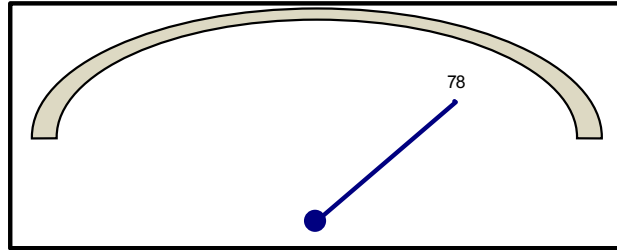
Each of these quadrants represent core values that need to be clarified relative to theology and style. It can also be helpful to explore whether strengths have been fully developed and to identify opportunities for further development. Leaders can also work to understand how the vulnerabilities inherent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

Performance Dashboard

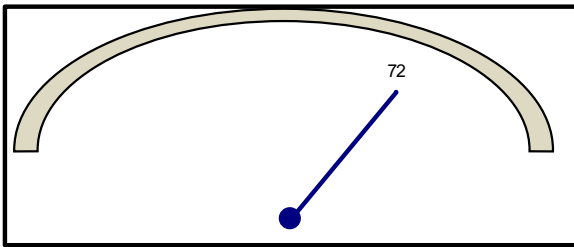
Hospitality



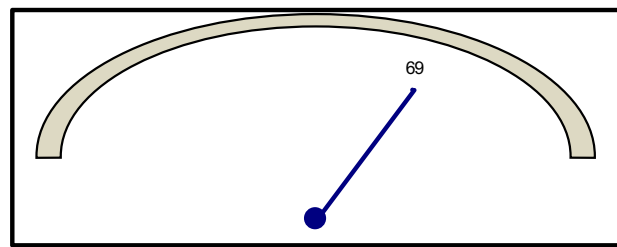
Morale



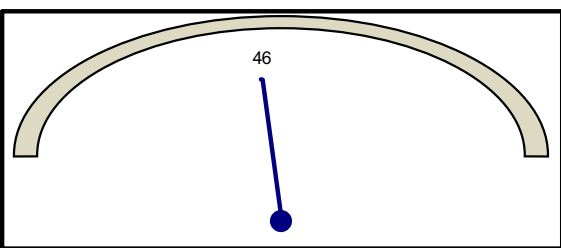
Conflict Management



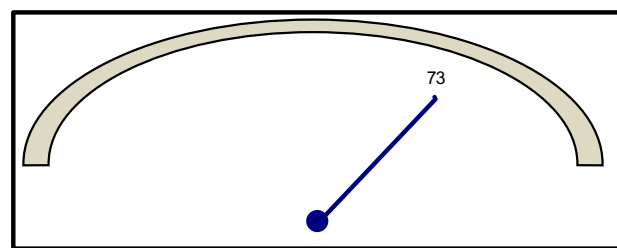
Governance



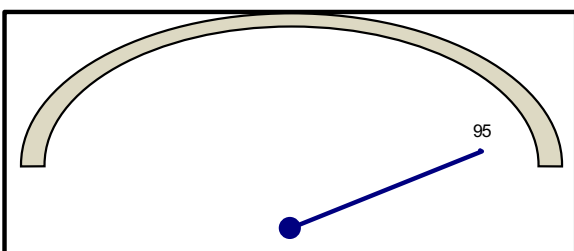
Spiritual Vitality



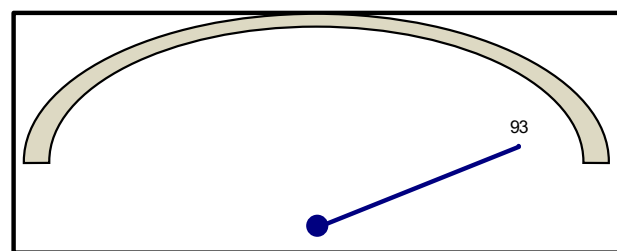
Readiness for Ministry



Engagement in Education



Worship and Music



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.

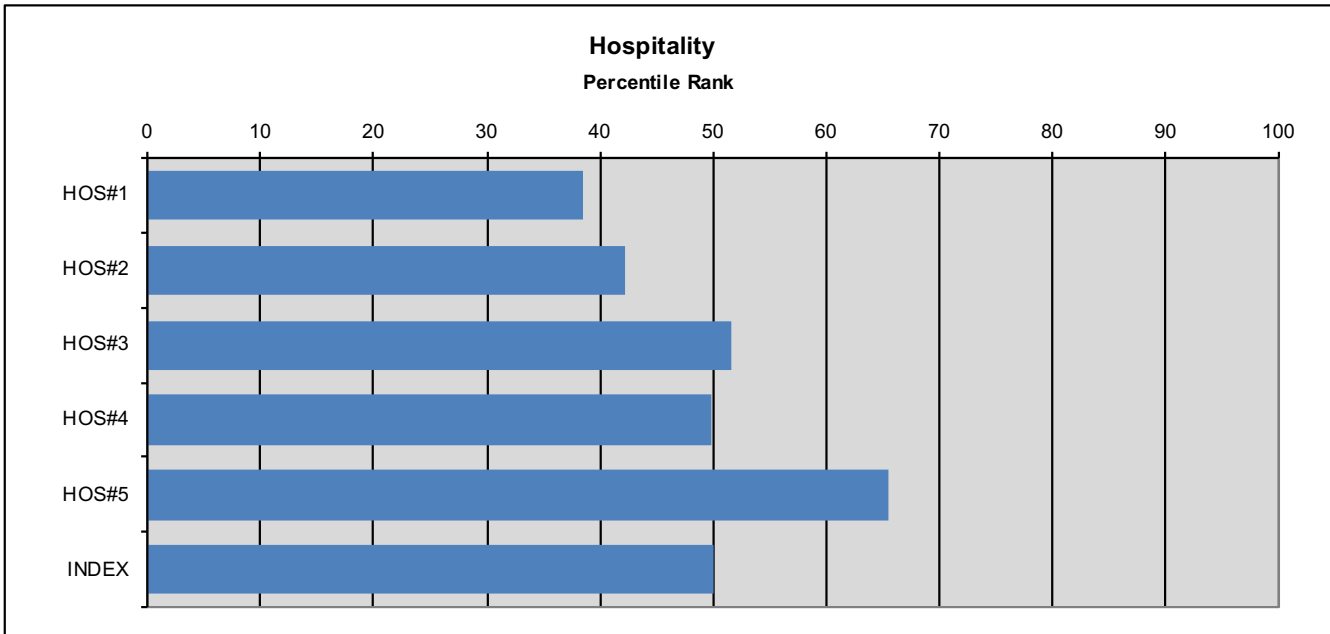
Question Text

- 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	1.4	3.0	9.8	23.0	41.1	21.8
HOS#2	0.8	4.0	8.3	26.2	34.7	26.0
HOS#3	0.6	1.0	2.6	16.9	42.5	36.3
HOS#4	0.9	0.9	2.4	16.3	35.3	44.3
HOS#5	1.8	1.3	7.1	28.3	42.2	19.4

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.

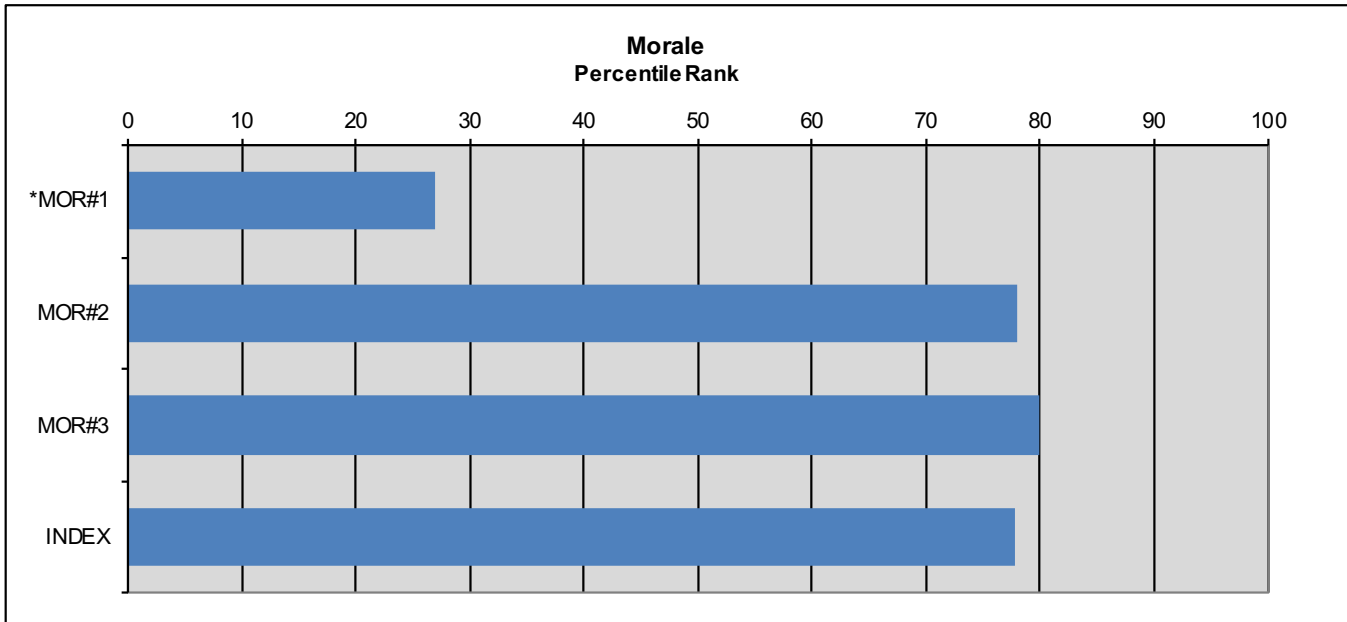
Question Text

- *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	15.5	34.6	25.3	15.5	7.1	2.0
MOR#2	0.2	5.8	14.8	36.3	33.3	9.5
MOR#3	0.2	2.9	9.0	20.0	42.7	25.2

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.

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.

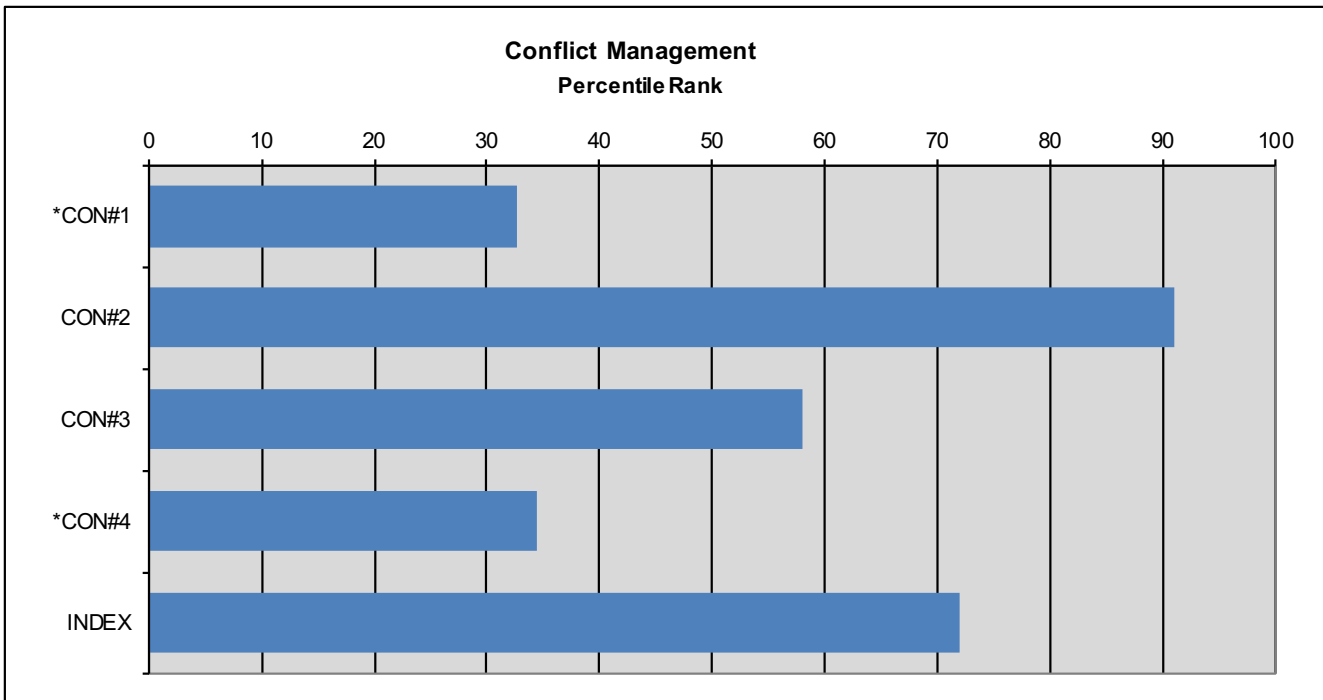
Question Text

- *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	18.4	46.1	21.1	10.0	2.9	1.5
CON#2	0.0	1.6	4.1	28.4	52.4	13.6
CON#3	0.5	2.1	9.2	36.7	43.6	7.9
*CON#4	7.6	27.6	24.4	27.1	11.6	1.8

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.

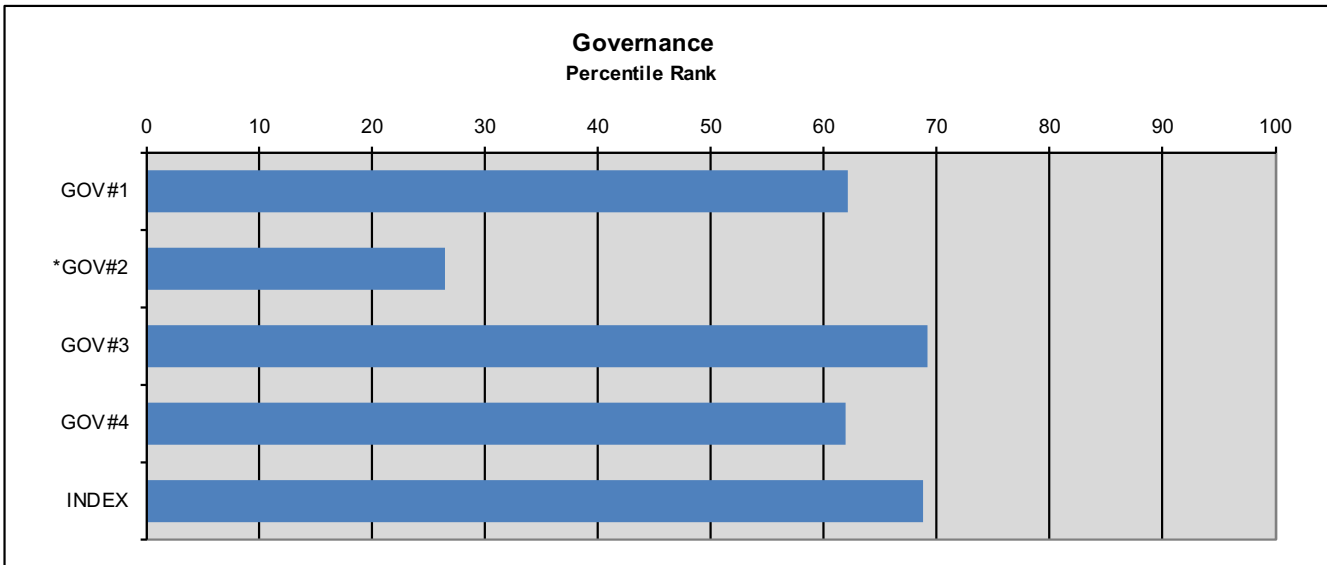
Question Text

- 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	1.1	3.5	6.6	26.8	39.4	22.6
*GOV#2	2.5	7.2	20.0	34.4	22.3	13.6
GOV#3	0.5	4.3	10.3	30.2	38.3	16.4
GOV#4	0.0	1.4	7.9	25.8	47.1	17.9

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.

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."

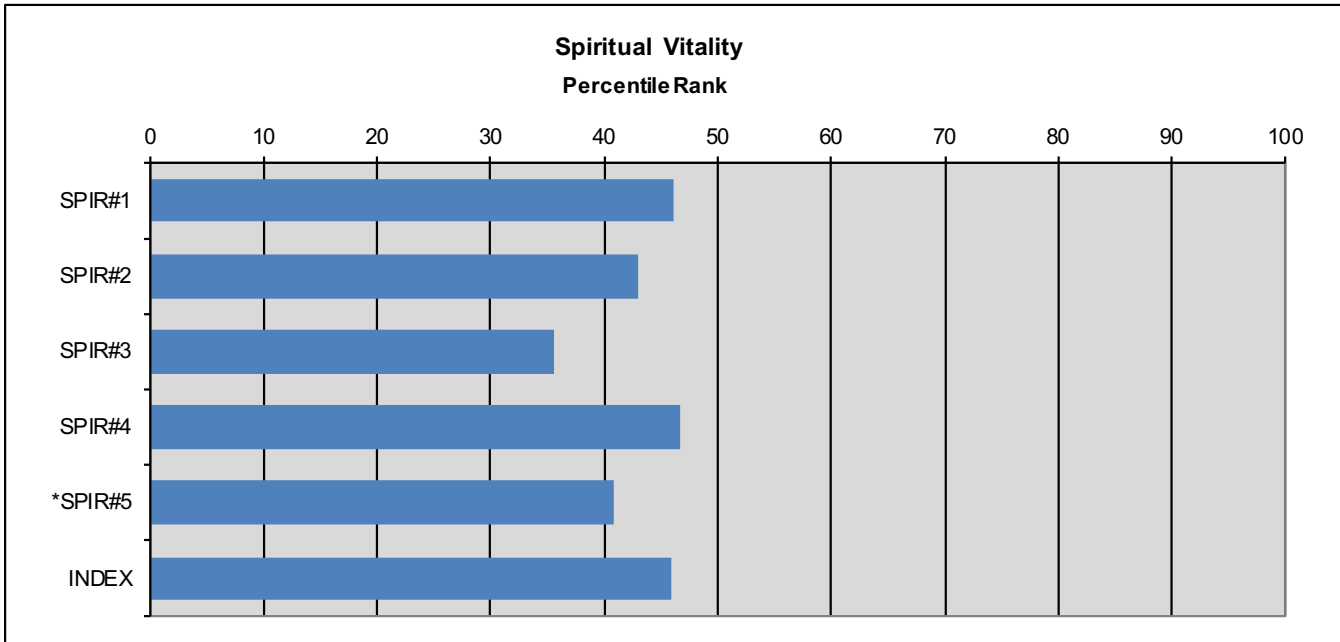
Question Text

- 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	0.4	1.3	17.1	35.6	43.3
SPIR#2	0.9	1.3	6.0	29.5	34.6	27.6
SPIR#3	1.7	0.4	1.0	15.0	37.5	44.4
SPIR#4	1.0	0.8	5.6	24.0	37.5	31.1
*SPIR#5	13.2	31.6	25.3	21.5	6.5	1.9

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.

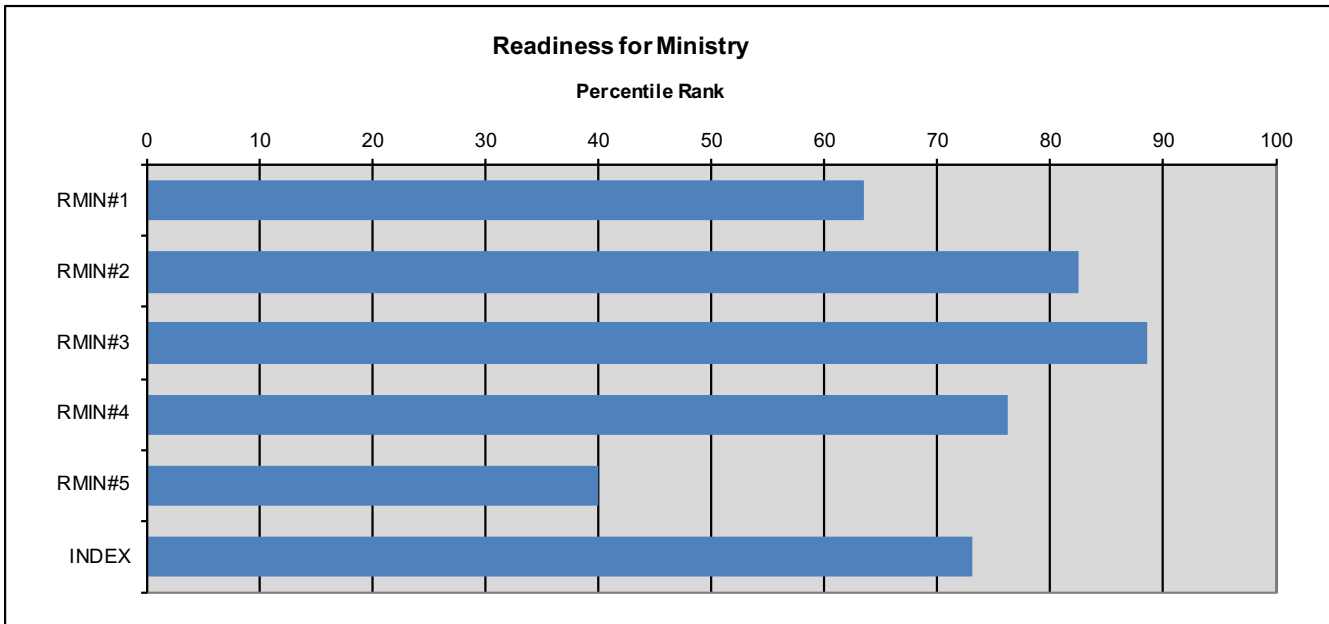
Question Text

- 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 the laity 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	0.2	3.4	17.1	39.0	32.0	8.2
RMIN#2	0.3	3.8	14.9	40.0	33.1	7.9
RMIN#3	0.2	0.4	2.3	13.9	43.9	39.2
RMIN#4	0.0	1.3	5.3	30.0	45.0	18.4
RMIN#5	1.8	7.8	13.8	23.3	40.3	13.1

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



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.

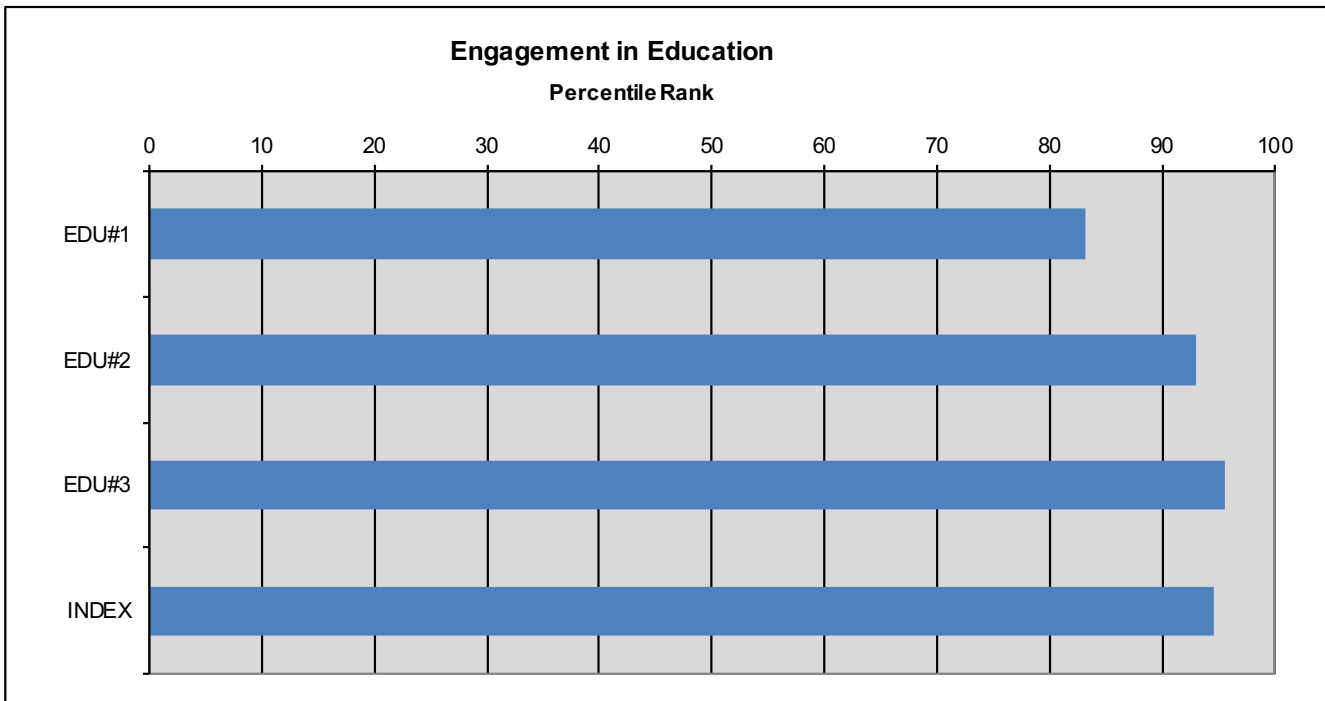
EDU#2 Our church provides opportunities for education and formation in a variety of ways so that I can find one that fits my complex lifestyle.

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	0.6	5.4	34.8	48.1	11.2
EDU#2	0.6	1.8	4.8	21.4	41.8	29.6
EDU#3	1.3	1.3	5.3	19.9	43.0	29.2

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

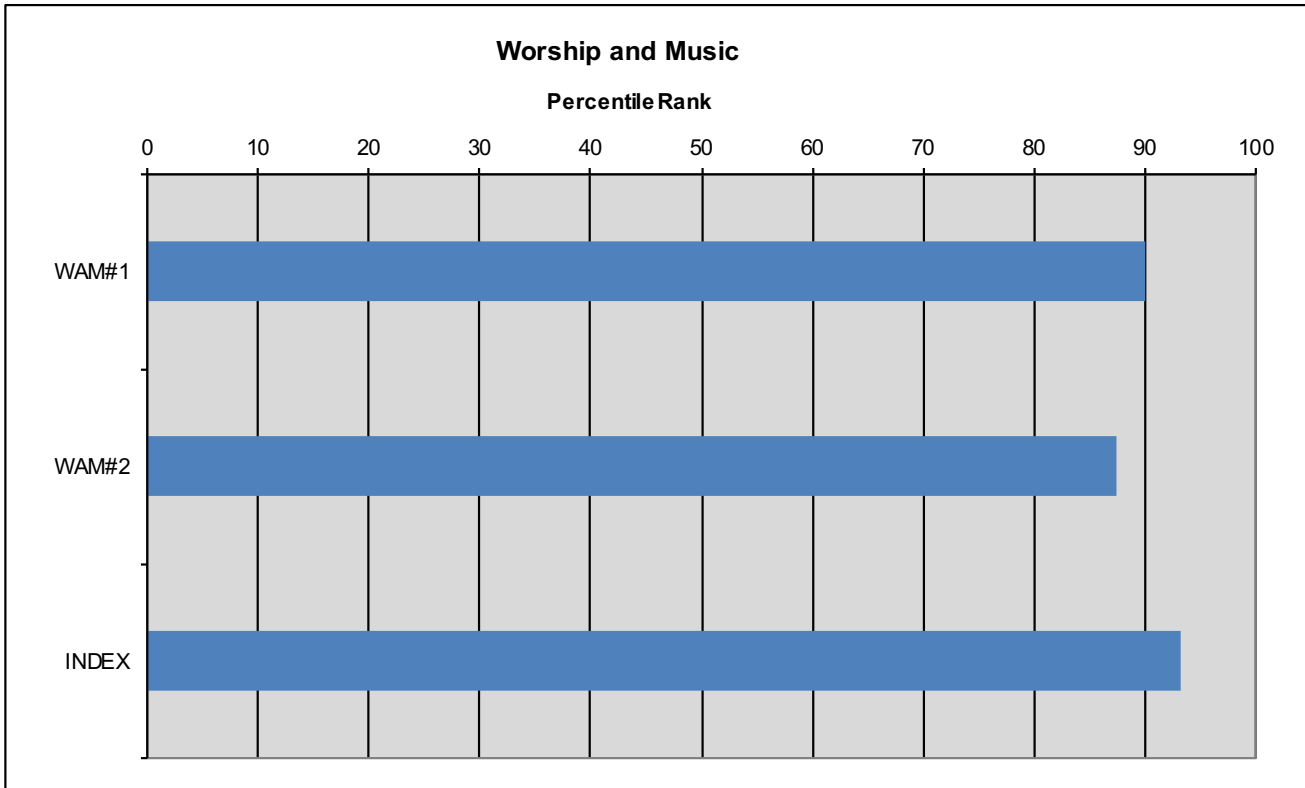
WAM#1 The music at our church is outstanding in quality and appropriate in style to our congregation.

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.)

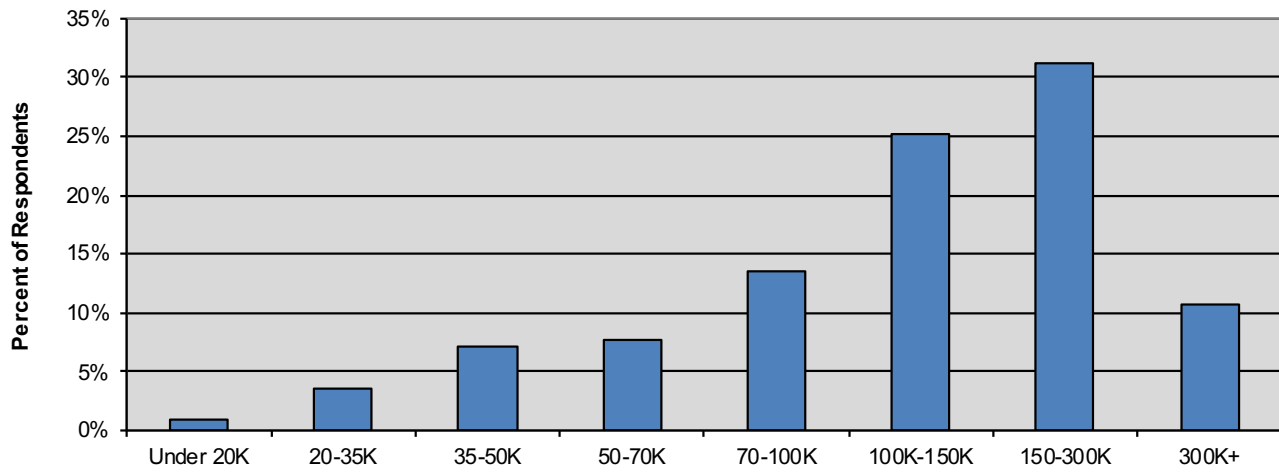
Question	Strongly Disagree	Disagree	Tend to Disagree	Tend to Agree	Agree	Strongly Agree
WAM#1	1.2	0.8	1.4	7.0	20.1	69.4
WAM#2	0.2	1.0	4.4	21.5	36.0	36.9

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

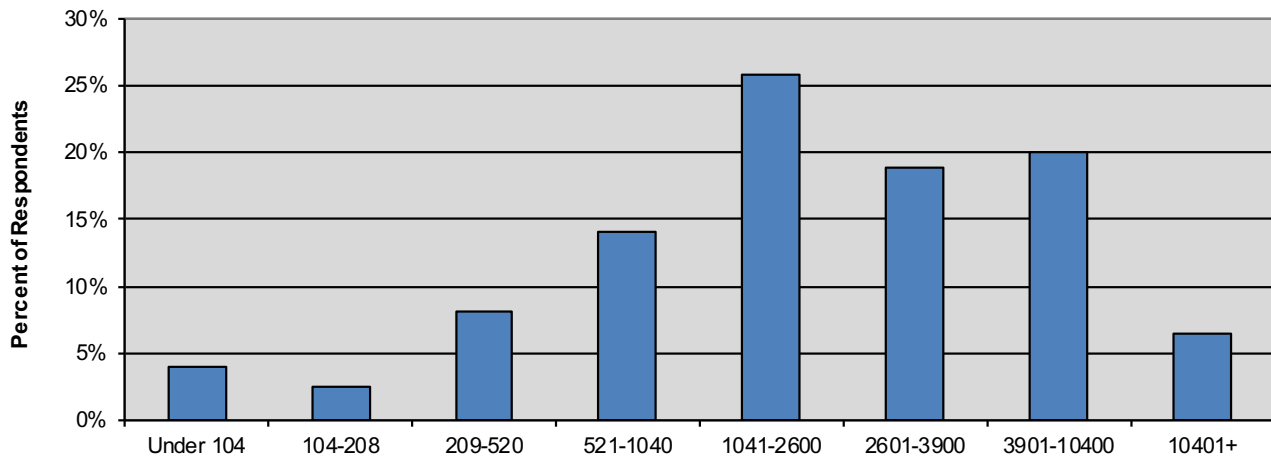


Financial Information

Income



Contributions



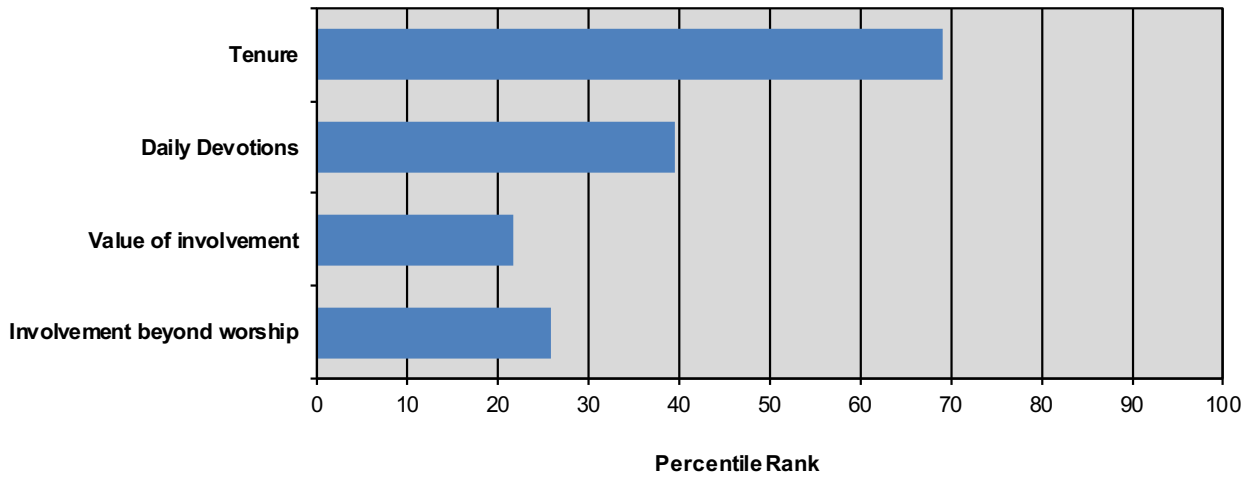
Total church income	\$2,943,023
Contribution per household	\$3,872
Average household income	\$159,363
Average percent of income given	2.43%
Percentile rank	57

Demographic Data

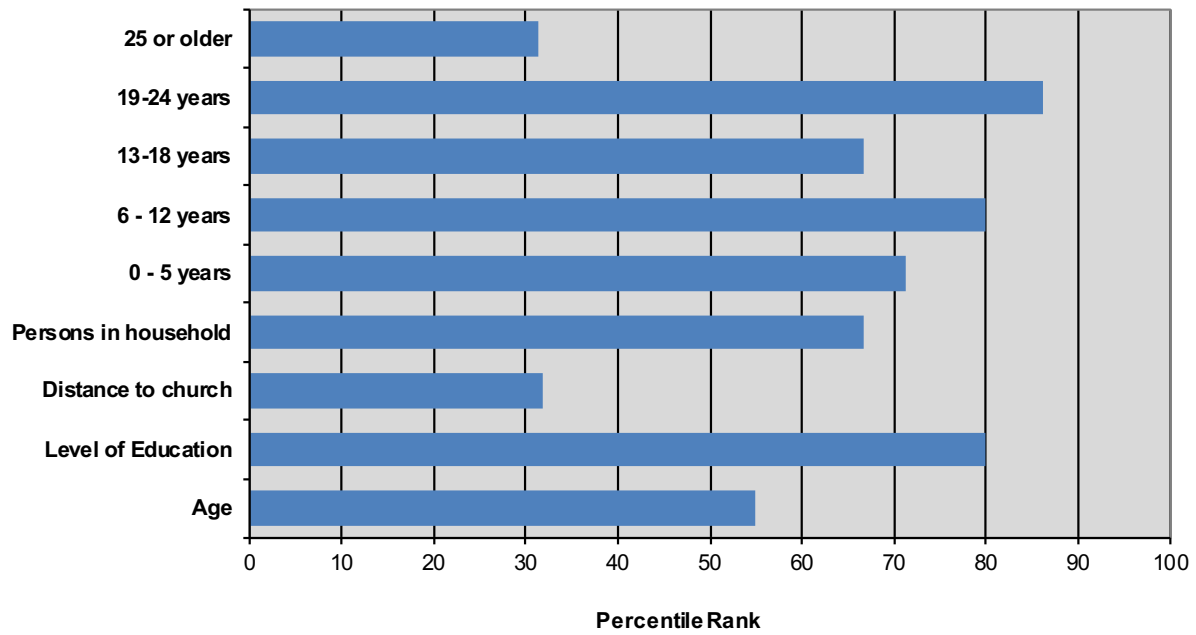
Age	Below 19	19-24	25-34	35-44	45-54	55-64	65+
	1%	2%	4%	11%	15%	21%	47%
Tenure	Under one year	1-2 years	3-4 years	5-10 years	11-15 years	16-20 years	Over 20 years
	1%	6%	7%	16%	11%	12%	48%
Distance to Church	Under 4 blocks	5-8 blocks	1-2 miles	3-4 miles	5-9 miles	10-15 miles	Over 15 miles
	4%	2%	28%	30%	27%	7%	3%
Attendance	None	1-4 times	Once per month	Twice per month	Three times a month	All but 4 weeks	Every week
	1%	7%	10%	16%	28%	16%	21%
Attendance Trend*	Third as much	Half as much	Somewhat less	Same	Somewhat more	Twice as much	Three times as much
	4%	4%	9%	67%	10%	3%	4%
Gender	Male	Female					
	37%	63%					
Ethnic Background	Black/African American	White	American Indian/Alaskan Native	Latino/Hispanic/Spanish origin	Asian	Other	
	0%	98%	0%	0%	1%	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%	2%	12%	33%	11%	42%
Persons in Household Total	One	Two	Three	Four	Five	Six or more	
	20%	43%	11%	16%	8%	2%	
0 - 5 years	None	One	Two	Three	Four	Five	Six or more
	91%	6%	2%	0%	0%	0%	0%
6 - 12 years	84%	10%	4%	2%	0%	0%	0%
13-18 years	86%	9%	4%	1%	0%	0%	0%
19-24 years	85%	9%	3%	2%	0%	0%	0%
25 or older	28%	14%	54%	2%	0%	1%	0%

Activity and Demographic Data

Activity



Household



Church Data Form

Most recent membership	1724
One year earlier	1751
Two years earlier	1765
Three years earlier	1789
Most recent new members	33
One year earlier	79
Two years earlier	48
Three years earlier	72
Most recent average Sunday attendance	538
One year earlier	552
Two years earlier	0
Three years earlier	0
Church Assessment Roll	1234
Number of households	760
Givers of record	833
Letters sent out	1234
Number returned/participated	539
Total receipts most recent	\$ 2,943,023
Total receipts one year earlier	\$ 2,135,845
Total receipts two years earlier	\$ 2,138,301

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 not changed 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	6	4	3	3	14	31	84	301
Strategic leadership	8	23	20	38	53	73	156	75
Change management	55	50	60	65	59	106	29	22
Teaching/Training	29	37	67	92	117	67	31	6
Pastoral care	39	41	73	92	80	56	57	8
Negotiate/resolve conflict	55	123	118	64	54	14	18	0
Administration	36	100	62	56	43	75	53	21
Community catalyst	218	68	43	36	26	24	18	13

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	3287.00	Average
Second	Strategic leadership - Capacity to cast a vision and lead the church toward realization of the vision	2661.00	Average
Third	Teaching/Training - Capacity to deepen understanding, form character, and equip members with new skills	1924.00	Very high
Fourth	Pastoral care - Capacity to engage people empathetically and care for persons in times of need	1907.00	Average
Fifth	Change management - Capacity to lead a church through a significant and necessary period of change	1905.00	Average
Sixth	Administration - Capacity to manage a church operationally including facilities, finances and staff	1850.00	High
Seventh	Negotiate/resolve conflict - Capacity to help a church deal with conflict through training, negotiation, and mediation	1391.00	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	1131.00	Average