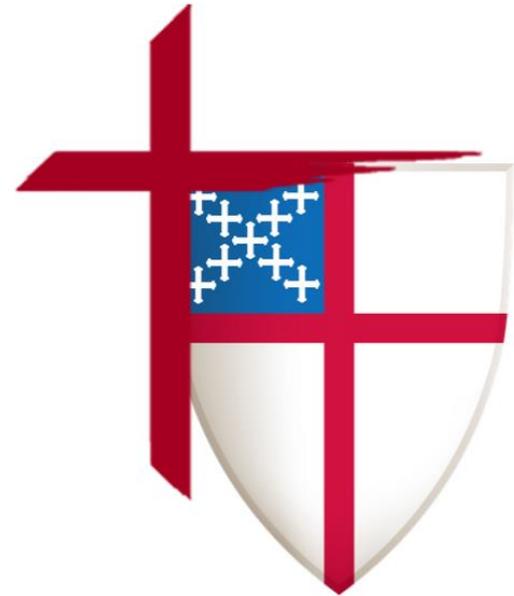


St. Martin in the Fields Episcopal Church Keller, TX

August 16, 2020



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HolyCow!
consulting

Organizational Intelligence You Can Use



Why we do what we do the way we do it.

- We all go through the report together at one time.
- We benchmark.
- We have to listen empathetically.
- We know your data, but we don't know your story.

Note: this is a presentation of the Holy Cow Consulting Service. As you read through this presentation, it is vital that you read all notes and details to understand the survey results accurately.



Key Indicators

Overall Satisfaction

On the whole, I am satisfied with how things are in our church.

Clearly agree	49%
On the fence	48%
Clearly disagree	3%
Rating of church satisfaction level	Average

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	18%
On the fence	45%
Clearly disagree	38%
Rating of church energy level	Average

Attendance Trend

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

Less	23%
Same	57%
More	20%
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	70%
On the fence	26%
Clearly disagree	4%
Rating of church activity beyond worship	Average

Top Three Priorities

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

First	Question #57	Make necessary changes to attract families with children and youth to our church.
Second	Question #59	Develop and implement a comprehensive strategy to reach new people and incorporate them into the life of the church.
Third	Question #56	Change or improve the music of the church to deepen our worship experience.

Survey Process Statistics

Number of respondents	122
Response rate as percentage of average attendance	81%

Satisfaction

Peace

**Fulfillment
Wholeness**

**Belonging
Meaningful
relationships**

**Absence
of
discord**

+

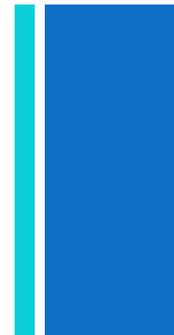
Energy

**Compelling
Sense of
Purpose**

**Force of
Engagement**

***Passion with
Intention***





Three priorities for your congregation

Where do you want to go?

Growth: Make necessary changes to attract families with children and youth to our church.



Growth: Comprehensive strategy to reach new people and incorporate them into your congregation



Worship: Change or improve the music of the church to deepen our worship experience

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	The worship services at our church are exceptional in both quality and spiritual content.	High
Driver #2	In important decisions in our church, adequate opportunity for consideration of different approaches is usually provided.	High
Driver #3	Our Interim Rector helps us accomplish our mission by bringing out the best in everyone.	High
Driver #4	Persons who serve as leaders in our church are representative of the membership.	Moderate
Driver #5	The whole spirit in our congregation makes people want to get as involved as possible.	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
Driver #1	The whole spirit in our congregation makes people want to get as involved as possible.	Moderate
Driver #2	Our church does a good job supporting persons in ministry by reminding them that they are making a difference.	Moderate
Driver #3	There is a disturbing amount of conflict in our congregation.	Moderate

+ Power focused Congregation

People gauge their experience by:

- How decisions are made
- How they feel about the people in power
- How they feel about a decision pertaining to a particular issue

Have to be mindful of:

- Dealing with conflict in healthy ways
- Win-lose mentality or polarization
- Work towards keeping the congregation to external, missional focus

Note: this page follows from the previous page, which explains our congregation's focus of satisfaction and energy.

Power

Purpose



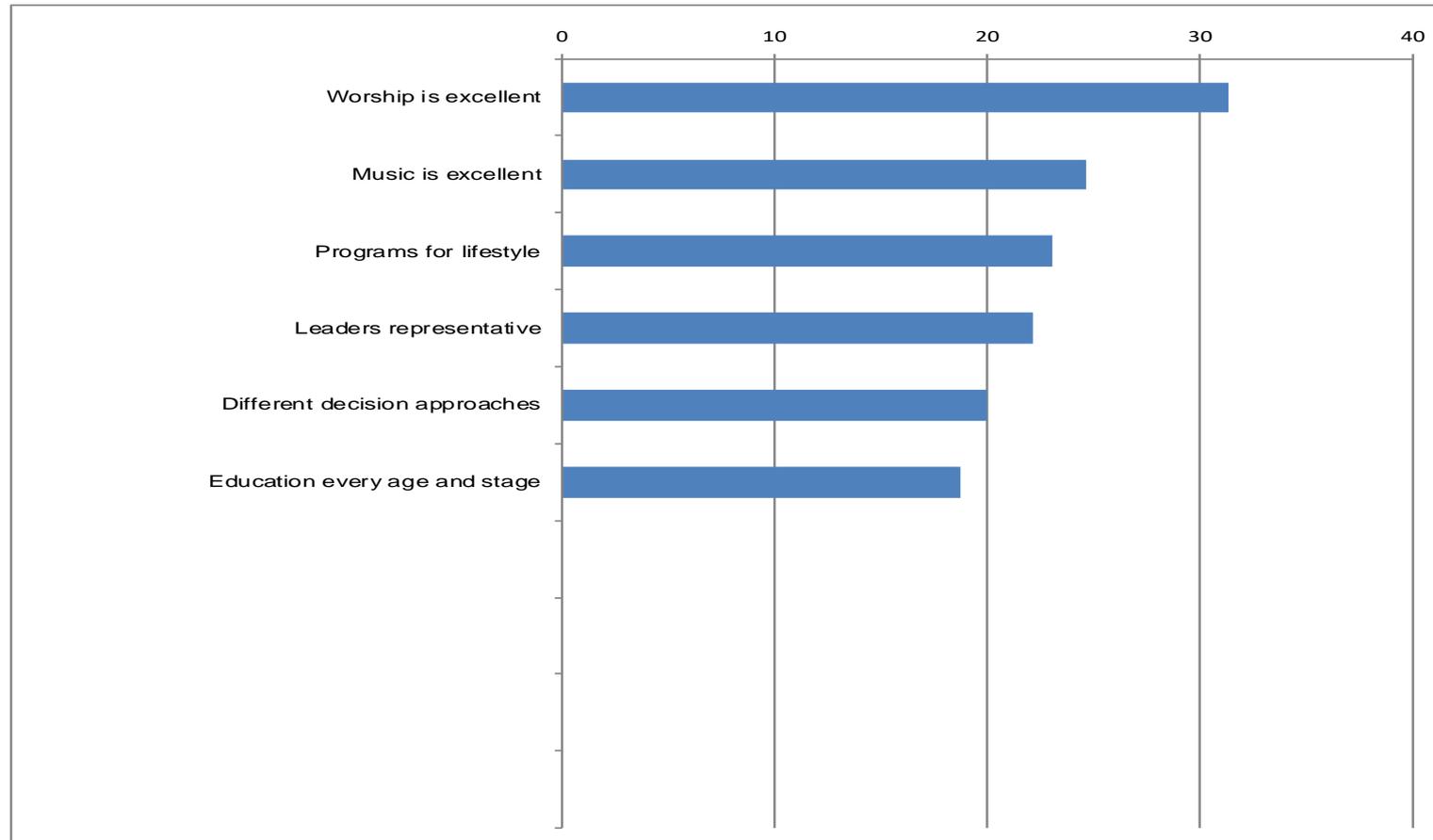
*Before you worry
about doing the thing
right, make sure you
are doing the right
thing.*

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 worki 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 **external** 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 c 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



85

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 <i>Average</i>	Question #57	Make necessary changes to attract families with children and youth to our church.	3.61
Second <i>Average</i>	Question #59	Develop and implement a comprehensive strategy to reach new people and incorporate them into the life of the church.	3.56
Third <i>Very high</i>	Question #56	Change or improve the music of the church to deepen our worship experience.	3.43
Fourth <i>Average</i>	Question #58	Provide more opportunities for Christian education and spiritual formation at every age and stage of life.	3.31
Fifth <i>Average</i>	Question #64	Work to renew and revitalize the community around the church by building coalitions with partners.	3.24
Sixth <i>Low</i>	Question #65	Develop ministries that work toward healing those broken by life circumstances.	3.23
Seventh <i>Average</i>	Question #52	Develop the spiritual generosity of the people to financially support the ministry of the church.	3.21
Eighth <i>Average</i>	Question #66	Expand outreach ministries that provide direct services to those living on the margins of society.	3.21
Ninth <i>Average</i>	Question #63	Strengthen the management and support of persons in various ministries.	3.14
Tenth <i>Average</i>	Question #62	Work as an advocate for social and institutional change so that society might better reflect the values of the kingdom of God.	3.10
Eleventh <i>Low</i>	Question #51	Create more opportunities for people to form meaningful relationships (for example, small groups, nurtured friendships, shared meals, etc).	3.09
Twelfth <i>Very low</i>	Question #54	Strengthen the process by which members are called and equipped for ministry and leadership.	3.03
Thirteenth <i>Average</i>	Question #61	Adapt the opportunities provided by the church making them more accessible given the pace and schedule of my life.	2.89
Fourteenth <i>Low</i>	Question #50	Deepen our sense of connection to God and one another through stronger worship services.	2.86
Fifteenth <i>Average</i>	Question #55	Strengthen the pastoral response of the church in serving people with special needs.	2.73
Sixteenth <i>Average</i>	Question #53	Enlarge or improve the physical facilities of the church to expand or enhance our ministries.	2.71
Seventeenth <i>Average</i>	Question #60	Expand the international mission of the church with both financial resources and personal involvement.	2.40

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	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)
Second	Q#58	Provide more opportunities for Christian education and spiritual formation at every age and stage of life.
Third	Q#59	Develop and implement a comprehensive strategy to reach new people and incorporate them into the life of the 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).

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#56	Change or improve the music of the church to deepen our worship experience.
Fourth	Q#64	Work to renew and revitalize the community around the church by building coalitions with partners that share this vision and commitment.
Fifth	Q#58	Provide more opportunities for Christian education and spiritual formation at every age and stage of life.
Sixth	Q#51	Create more opportunities for people to form meaningful relationships (for example, small groups, nurtured friendships, shared meals, 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#56	Change or improve the music of the church to deepen our worship experience.
Third	Q#57	Make necessary changes to attract families with children and youth to our church.
Fourth	Q#52	Develop the spiritual generosity of the people to financially support the ministry of the church.
Fifth	Q#65	Develop ministries that work toward healing those broken by life circumstances.
Sixth	Q#58	Provide more opportunities for Christian education and spiritual formation at every age and stage of life.

Priorities by Group

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

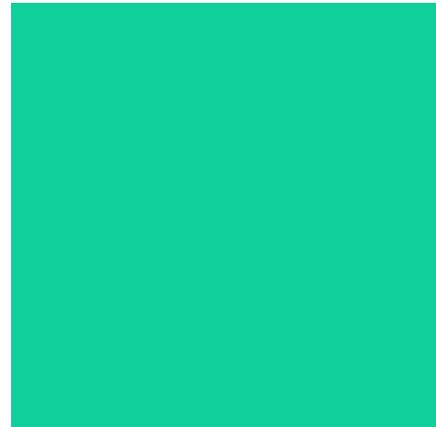
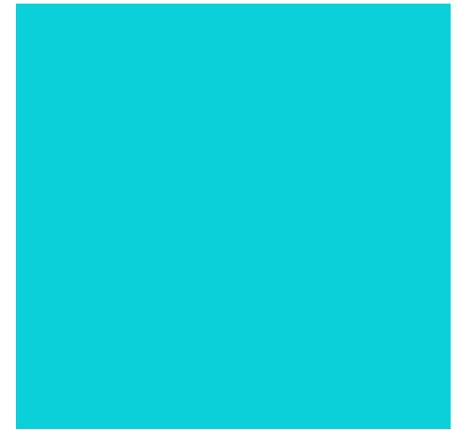
First	Q#56	Change or improve the music of the church to deepen our worship experience.
Second	Q#57	Make necessary changes to attract families with children and youth to our church.
Third	Q#61	Adapt the opportunities provided by the church making them more accessible given the pace and schedule of my life. (i.e. online education, early morning classes, lunch discussions)
Fourth	Q#59	Develop and implement a comprehensive strategy to reach new people and incorporate them into the life of the church.
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#58	Provide more opportunities for Christian education and spiritual formation at every age and stage of life.

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

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#56	Change or improve the music of the church to deepen our worship experience.
Fourth	Q#58	Provide more opportunities for Christian education and spiritual formation at every age and stage of life.
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#65	Develop ministries that work toward healing those broken by life circumstances.



Who are
we?



Descriptive Indices

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

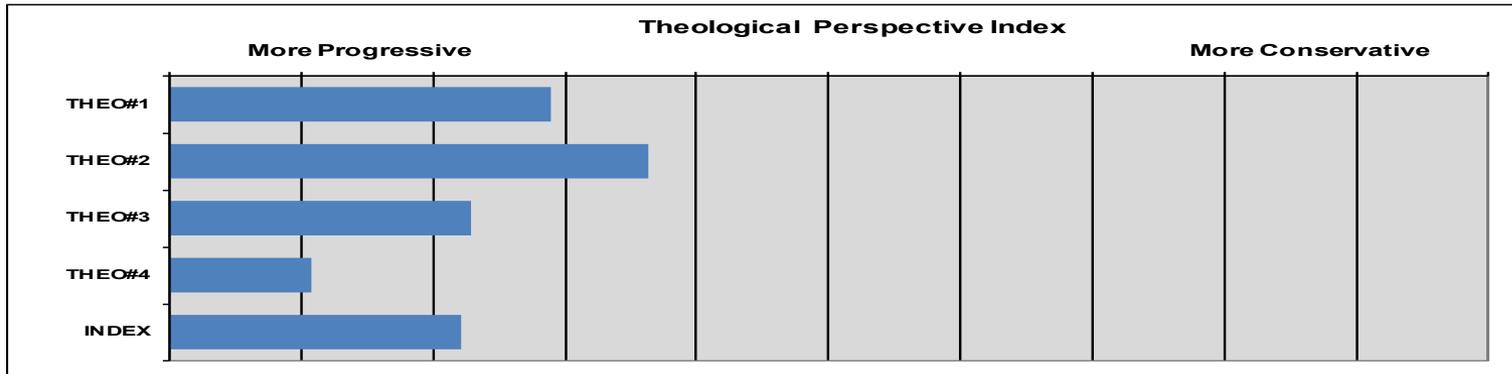
THEO#1	Converting persons to Christ must be the first step in creating a better society.
THEO#2	Our congregation is committed to abide by the unchanging, historic faith as handed down through the centuries.
THEO#3	Scripture is the literal Word of God without error, not only in matters of faith, but also 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	11.4	18.1	25.7	21.0	15.2	8.6
THEO#2	3.0	8.0	26.0	24.0	33.0	6.0
THEO#3	34.8	21.4	17.0	9.8	8.9	8.0
THEO#4	10.9	20.9	39.1	14.5	13.6	0.9

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

Compared with other churches your theological diversity is: High



It was noted in our consultation that at St. Martin's, people don't always agree, but they feel loved and accepted in our inclusive community.

Descriptive Indices

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	4.8	16.3	38.5	22.1	13.5	4.8
FLEX#2	0.9	1.8	14.4	34.2	40.5	8.1
FLEX#3	4.1	7.2	16.5	35.1	25.8	11.3
FLEX#4	1.0	6.7	14.3	37.1	34.3	6.7

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.

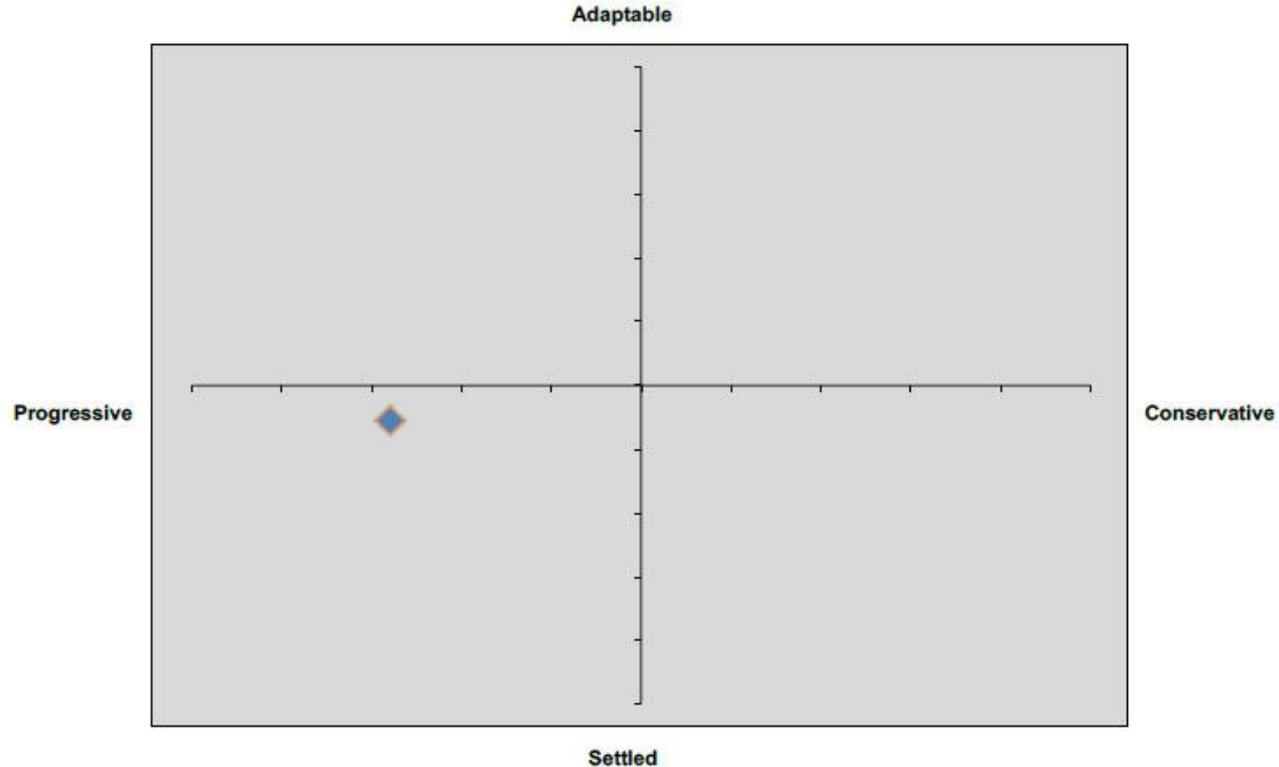
+ Flexibility is a vital part of a congregation:



© 1988 Steve Phelps. More at LeadershipJournal.net/Cartoons

The whole church watched with nervous anticipation as the visitors sat where the Martins have sat for 42 years.

Descriptive Map



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.

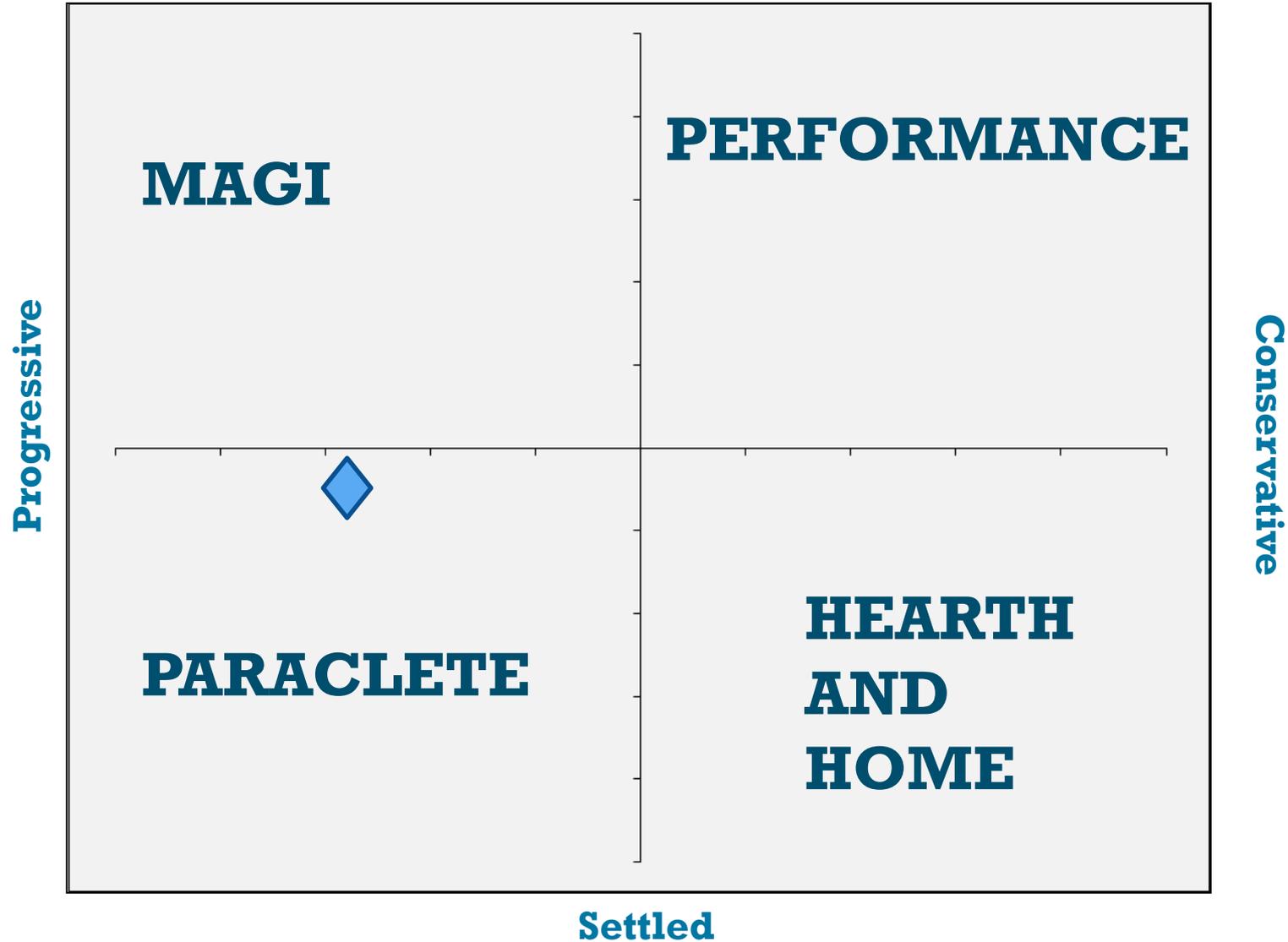
1. **Progressive-Adaptable** churches
2. **Progressive-Settled** churches
3. **Conservative-Adaptable** churches
4. **Conservative-Settled** churches

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.

Descriptive Map



Adaptable





Paraclete Culture at Its Best



- Develop communities that are intellectually open and reflective but that pays attention to structure and ritual.
- Common to hear conversation about hospitality, inclusiveness, and spiritual practice.
- Comfortable with the unique spiritual path each individual must follow but believe that there are important patterns to spiritual practice.
- Uniquely equipped to focus on ministries of healing-often engaged in front line work-when the community is warm and hospitable, it can be a haven for those in need of healing or recovery.
- Prepares members to deal with the harshness of cultural and political realities in ministry.
- Maintains a sufficient level of flexibility to prevent becoming irrelevant to the thinking of those in the community around them



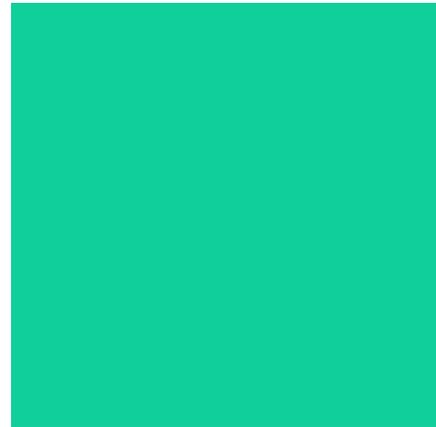
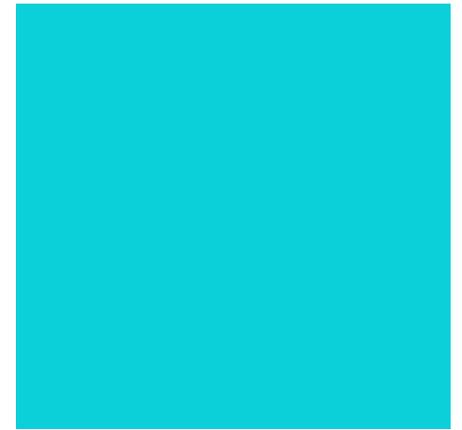
Organizational Intelligence You Can Use

Paraclete Shadow Side:

- If missional focus is lost may find themselves going through the motions of set routines, rather than finding the deeper meaning.
- Watch the temptation to overcommit to meeting the needs of others to the extent that there is burnout.
- May get trapped in the acceptance of where people are without adequate levels of accountability that can help make people whole.
- The power of the gospel to transform must remain a focus, not just its power to comfort.

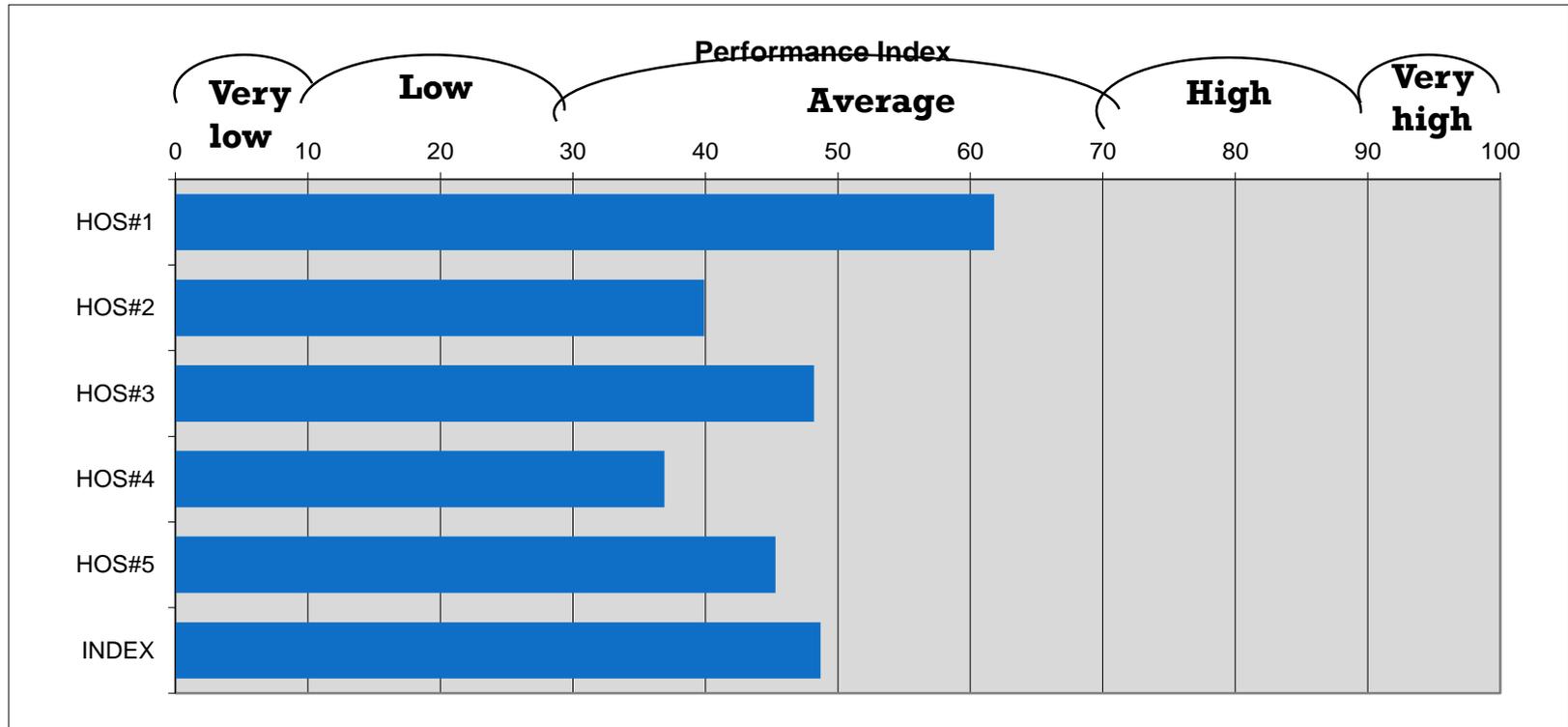


How are
we doing?



Performance Indices

Sample Benchmarking



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	1.8	0.9	3.5	9.7	36.3	47.8
HOS#2	1.8	1.8	7.1	25.0	36.6	27.7
HOS#3	0.9	0.9	2.6	20.2	31.6	43.9
HOS#4	0.9	0.9	2.7	12.6	28.8	54.1
HOS#5	0.9	0.0	9.1	11.8	34.5	43.6

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



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.

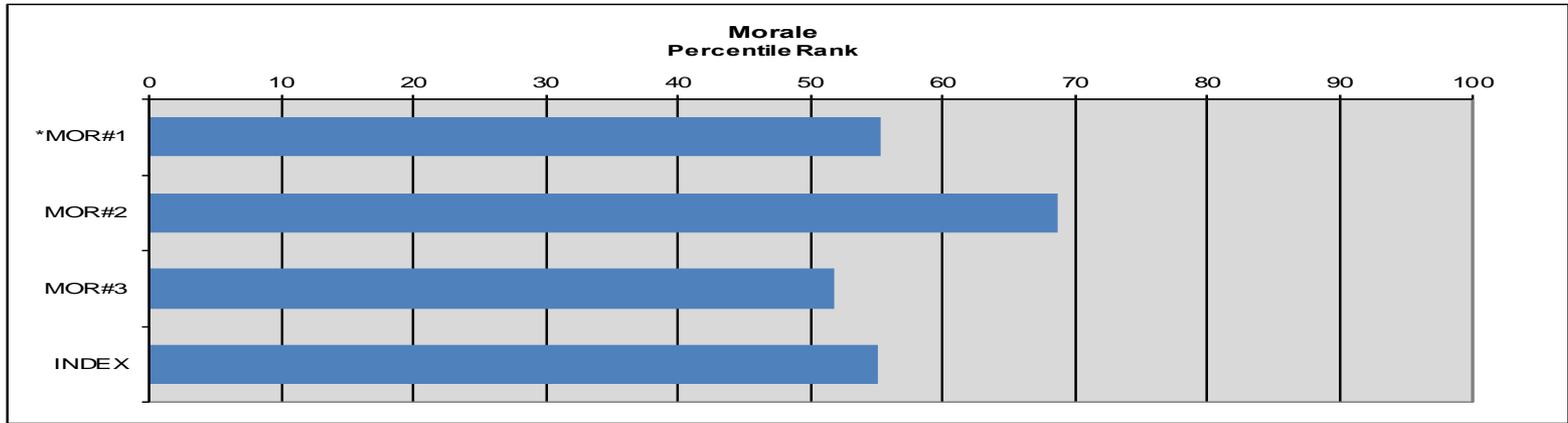
Question Text

*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	7.0	30.7	25.4	19.3	13.2	4.4
MOR#2	1.8	7.2	13.5	41.4	27.0	9.0
MOR#3	0.9	1.9	13.9	34.3	39.8	9.3

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.

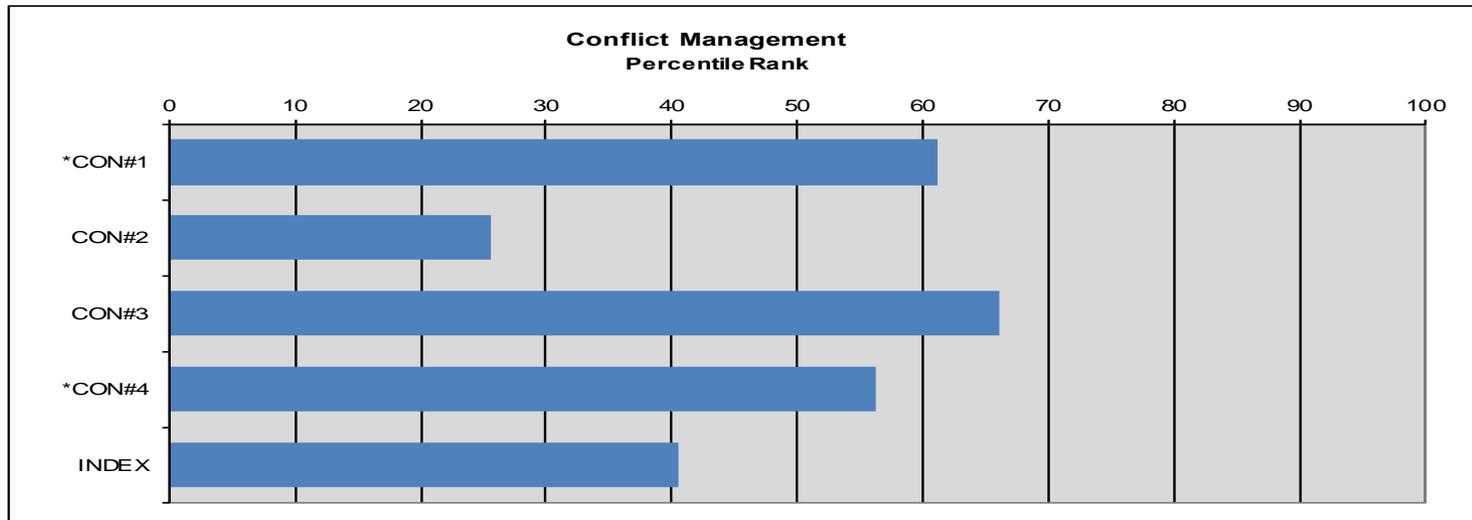
Question Text

- *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	12.2	32.7	26.5	21.4	5.1	2.0
CON#2	3.8	6.3	10.1	48.1	24.1	7.6
CON#3	0.9	1.9	9.3	36.1	36.1	15.7
*CON#4	2.5	22.8	25.3	31.6	13.9	3.8

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.

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.

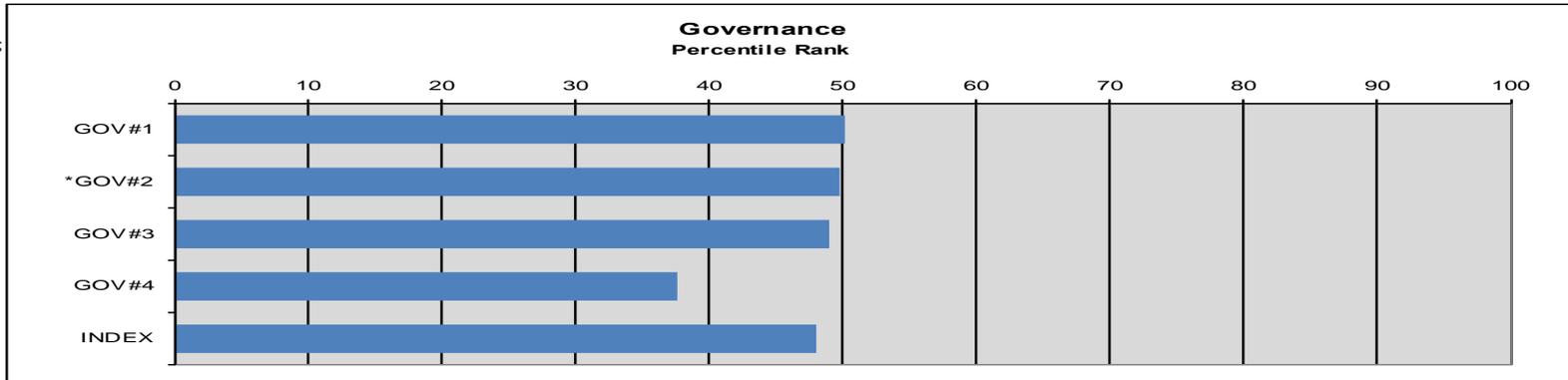
Question Text

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	1.8	0.0	15.2	27.7	32.1	23.2
*GOV#2	1.9	8.4	11.2	32.7	27.1	18.7
GOV#3	3.1	2.1	17.7	29.2	32.3	15.6
GOV#4	0.0	2.0	11.8	27.5	45.1	13.7

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

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."

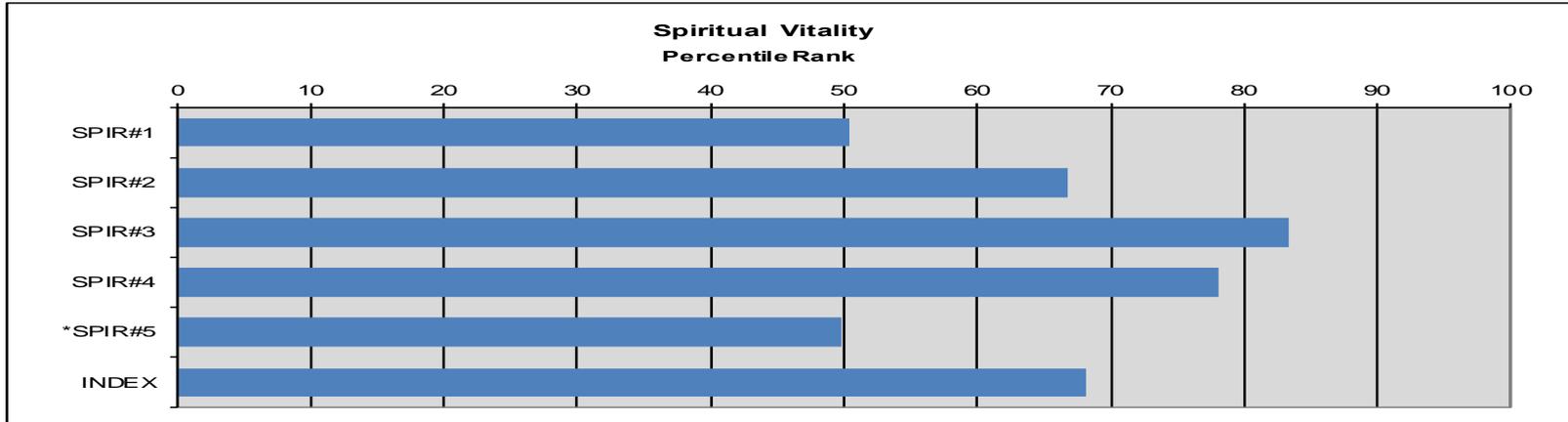
Question Text

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	3.3	0.0	3.3	12.5	35.0	45.8
SPIR#2	0.0	1.7	6.6	22.3	38.8	30.6
SPIR#3	0.0	0.0	1.7	9.2	37.0	52.1
SPIR#4	0.0	0.9	2.7	21.4	41.1	33.9
*SPIR#5	13.8	25.7	31.2	19.3	8.3	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

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.

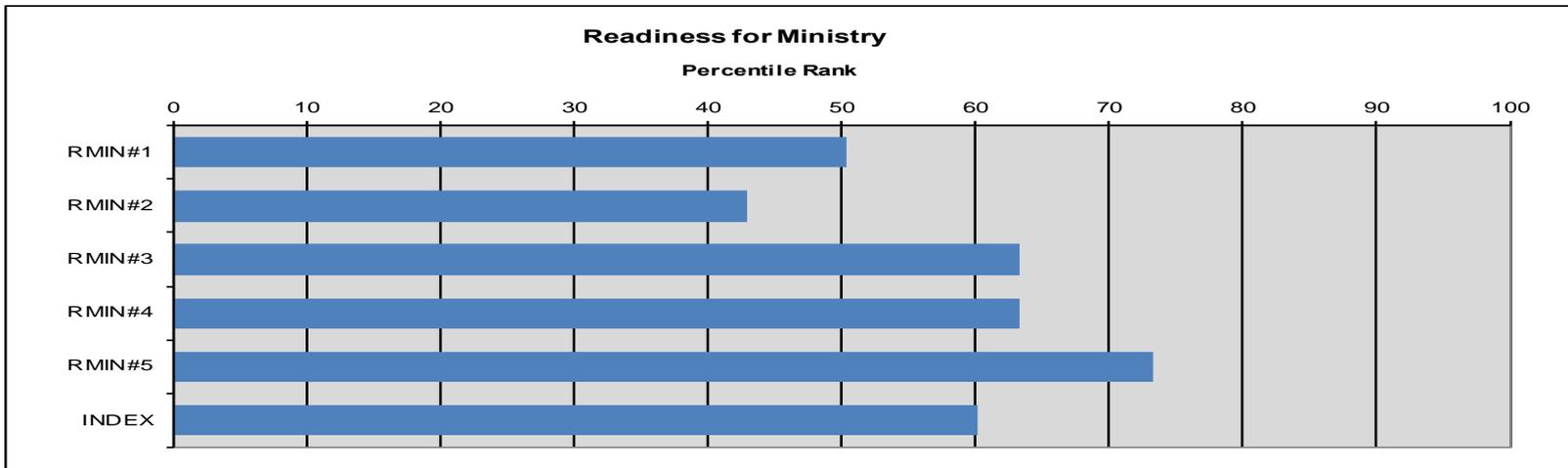
Question Text

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 Rector 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	0.0	4.7	18.9	40.6	30.2	5.7
RMIN#2	0.0	7.1	32.7	31.6	23.5	5.1
RMIN#3	0.9	1.9	3.7	18.5	43.5	31.5
RMIN#4	1.1	1.1	10.8	25.8	44.1	17.2
RMIN#5	0.0	3.6	9.5	23.8	42.9	20.2

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.

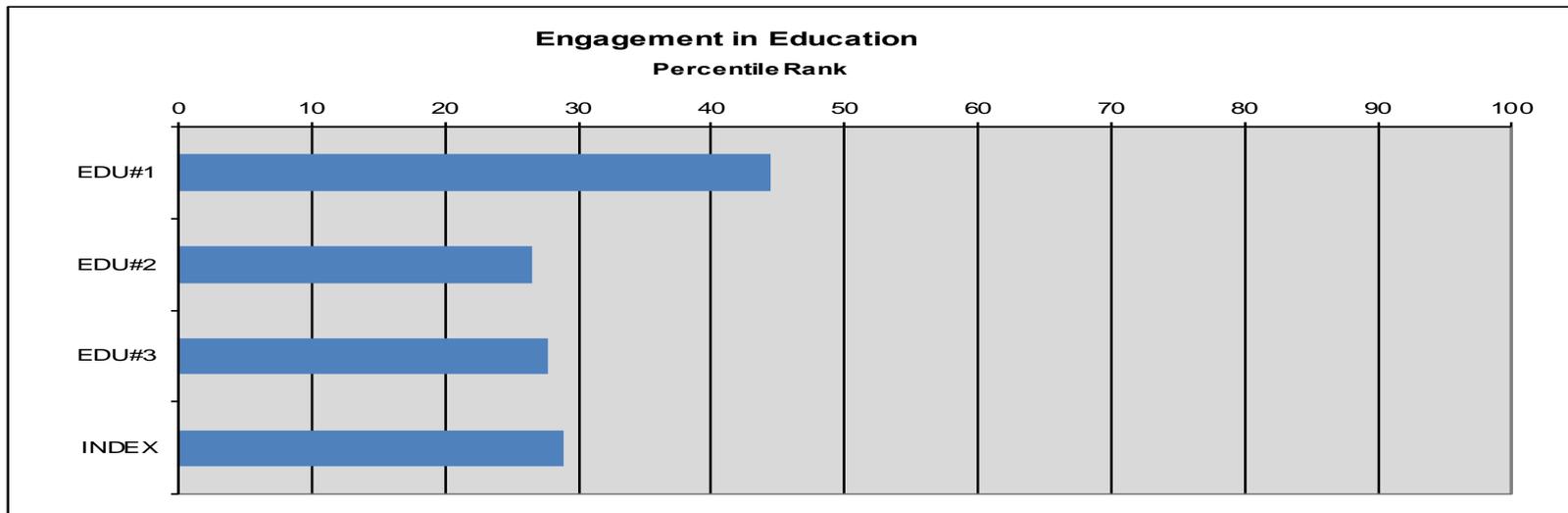
Question Text

- 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	2.9	13.6	32.0	42.7	8.7
EDU#2	3.6	7.1	17.9	30.4	33.9	7.1
EDU#3	3.8	9.6	24.0	32.7	26.0	3.8

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

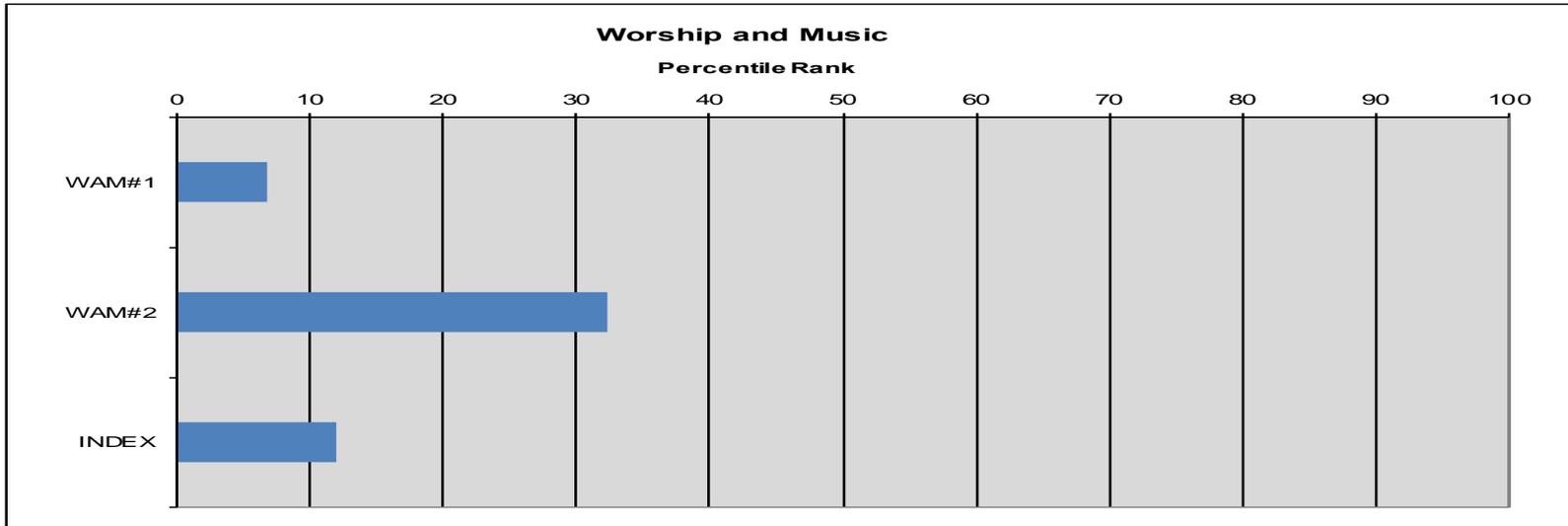
WAM#1 The music at our church is outstanding in quality and appropriate in style to our congregation.

WAM#2 The worship services at our church are exceptional in both quality and spiritual content.

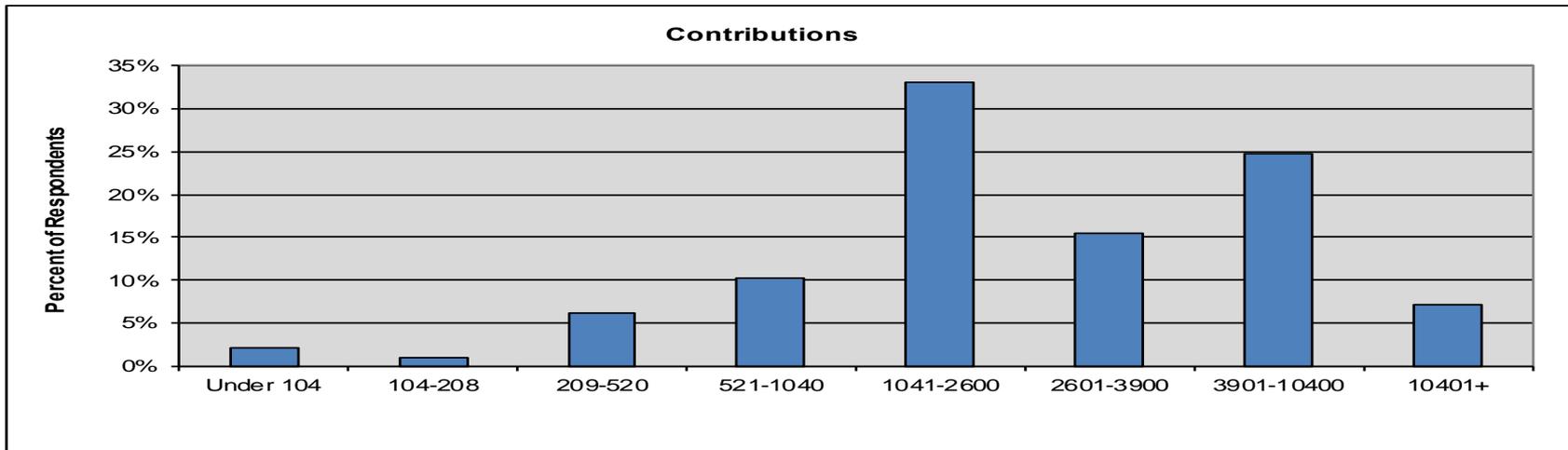
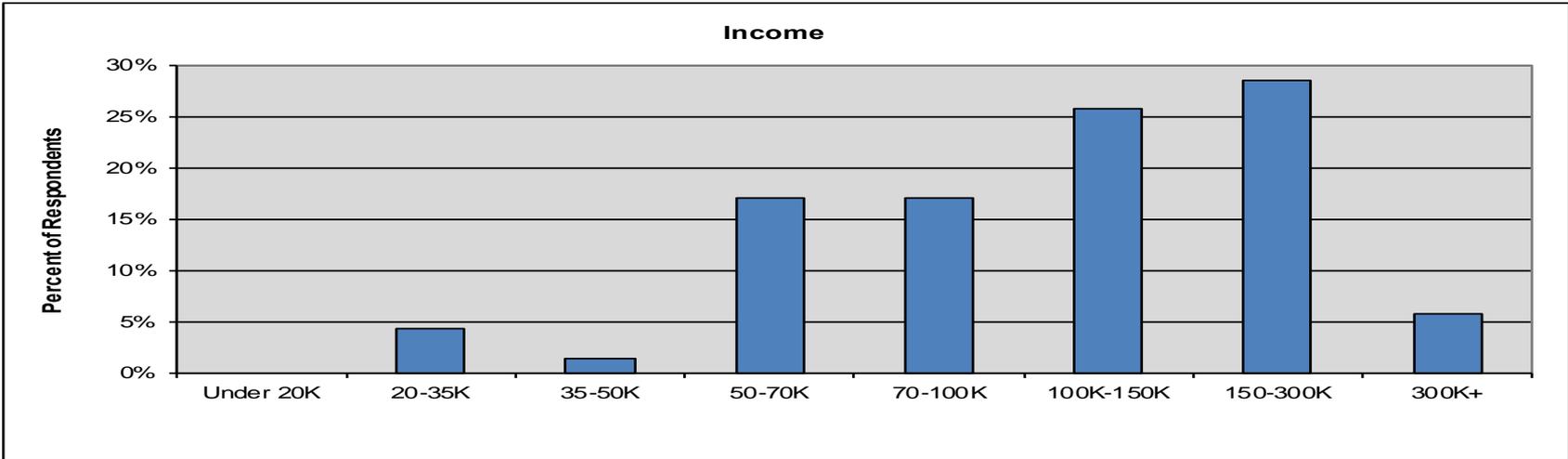
Response Percentages (These are the scores from your congregation.)

Question	Strongly Disagree	Disagree	Tend to Disagree	Tend to Agree	Agree	Strongly Agree
WAM#1	5.8	9.7	17.5	22.3	29.1	15.5
WAM#2	0.9	4.7	12.1	30.8	41.1	10.3

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



Financial Information

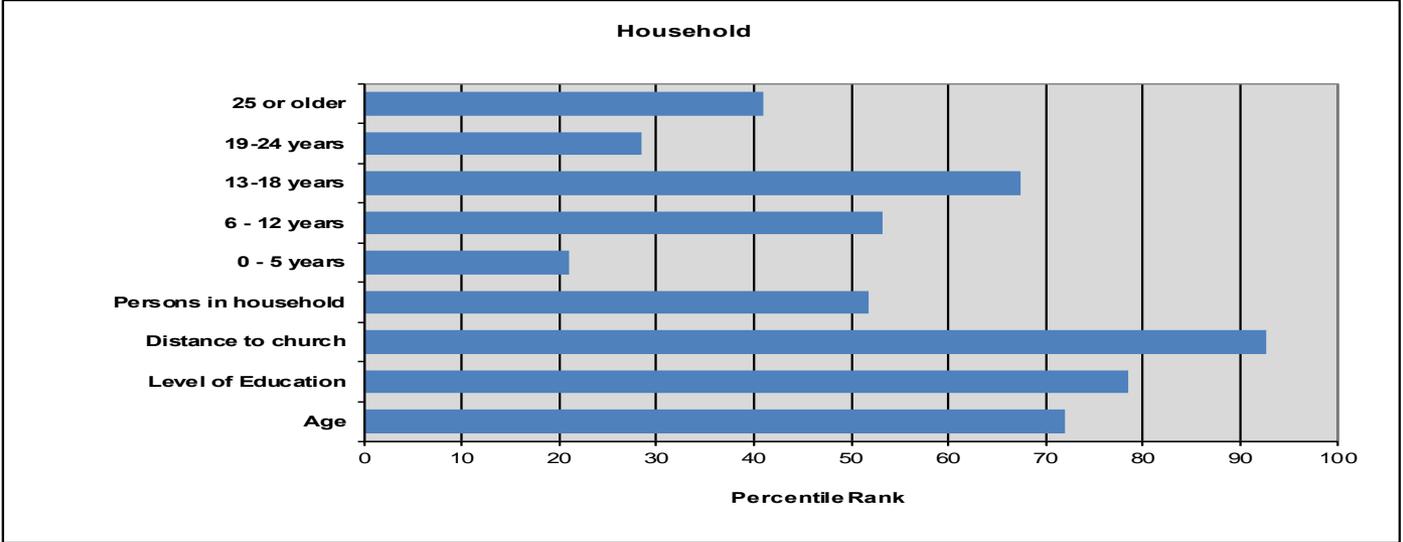
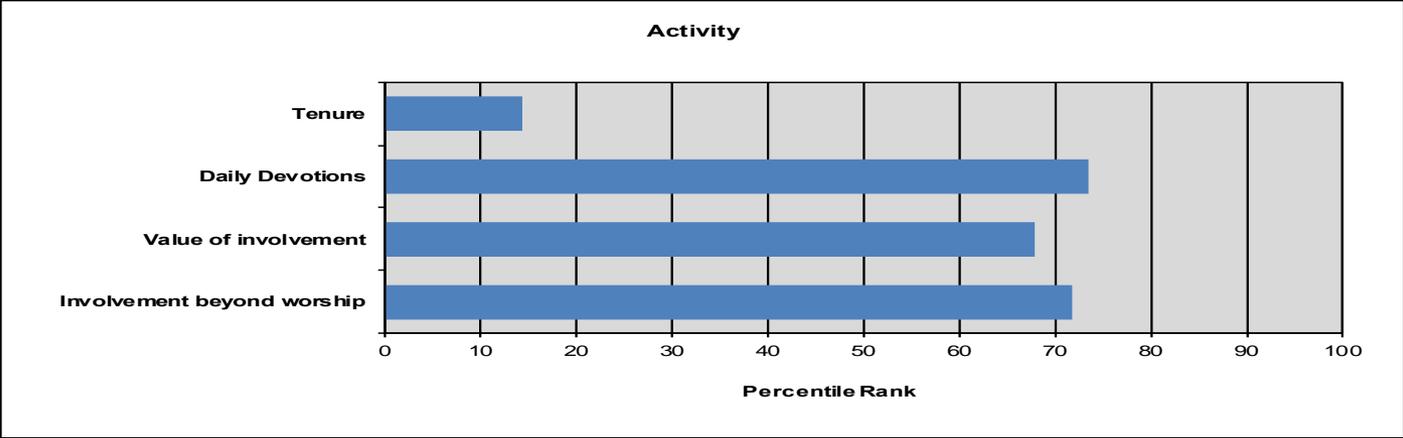


Total church income	\$443,675
Contribution per household	\$3,215
Average household income	\$143,071
Average percent of income given	2.25%
Percentile rank	48

Demographic Data

Age	Below 19 0%	19-24 0%	25-34 3%	35-44 11%	45-54 14%	55-64 16%	65+ 56%
Tenure	Under one year 7%	1-2 years 10%	3-4 years 13%	5-10 years 25%	11-15 years 6%	16-20 years 10%	Over 20 years 29%
Distance to Church	Under 4 blocks 1%	5-8 blocks 1%	1-2 miles 8%	3-4 miles 12%	5-9 miles 42%	10-15 miles 27%	Over 15 miles 8%
Attendance	None 0%	1-4 times 3%	Once per month 7%	Twice per month 17%	Three times a month 21%	All but 4 weeks 18%	Every week 34%
Attendance Trend*	Third as much 1%	Half as much 8%	Somewhat less 14%	Same 57%	Somewhat more 6%	Twice as much 6%	Three times as much 9%
Gender	Male 34%	Female 66%					
Ethnic Background	Black/ African American 1%	White 95%	American Indian/ Alaskan Native 0%	Latino/ Hispanic/ Spanish origin 2%	Asian 0%	Other 2%	
Level of Education	Less than high school 0%	Some high school 0%	High school grad 4%	Some college 10%	College graduate 30%	Some post graduate 17%	Graduate degree 39%
Persons in Household Total	One 16%	Two 54%	Three 13%	Four 9%	Five 7%	Six or more 0%	
0 - 5 years	None 95%	One 5%	Two 0%	Three 0%	Four 0%	Five 0%	Six or more 0%
6 - 12 years	89%	7%	3%	1%	0%	0%	0%
13-18 years	84%	13%	1%	1%	1%	0%	0%
19-24 years	94%	3%	3%	0%	0%	0%	0%
25 or older	29%	11%	54%	5%	1%	0%	0%

Activity and Demographic Data



Church Data Form

Most recent membership	282
One year earlier	260
Two years earlier	519
Three years earlier	579
Most recent new members	54
One year earlier	42
Two years earlier	22
Three years earlier	33
Most recent average Sunday attendance	151
One year earlier	166
Two years earlier	187
Three years earlier	239
Church Assessment Roll	216
Number of households	138
Givers of record	248
Letters sent out	216
Number returned/participated	122
Total receipts most recent	\$ 443,675
Total receipts one year earlier	\$ 454,835
Total receipts two years earlier	\$ 521,076

Community

Population trend	A church where the community within one mile of the church has a population that has been rapidly increasing over the last three years
Income trend	A church where the income in the neighborhood within one mile of the church has increased at the same rate as 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	1	0	2	3	10	10	28	39
Strategic leadership	2	5	2	4	8	17	31	24
Change management	3	11	4	13	21	24	13	4
Teaching/Training	5	8	19	21	15	16	4	5
Pastoral care	1	5	9	15	18	18	12	15
Negotiate/resolve conflict	4	20	35	14	13	4	0	3
Administration	14	31	15	19	5	4	3	2
Community catalyst	63	13	7	4	3	0	2	1

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	637.00	Average
Second	Strategic leadership - Capacity to cast a vision and lead the church toward realization of the vision	585.00	Average
Third	Pastoral care - Capacity to engage people empathetically and care for persons in times of need	500.00	Average
Fourth	Change management - Capacity to lead a church through a significant and necessary period of change	461.00	Average
Fifth	Teaching/Training - Capacity to deepen understanding, form character, and equip members with new skills	401.00	Average
Sixth	Negotiate/resolve conflict - Capacity to help a church deal with conflict through training, negotiation, and mediation	318.00	Average
Seventh	Administration - Capacity to manage a church operationally including facilities, finances and staff	283.00	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	163.00	Average

Strategic Planning Profile

*STGP#3	How much change is required to realize your vision for the church?	No change	2%
		Some change	51%
		Moderate change	33%
		Substantial change	14%
		Change nearly everything	0%

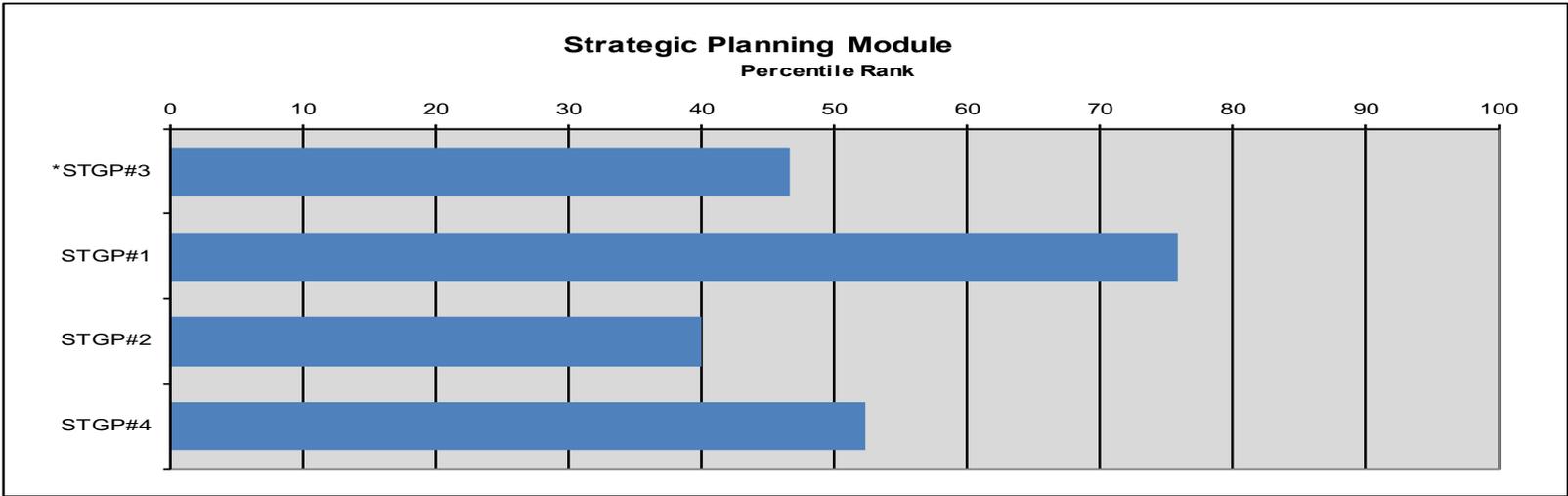
STGP#1 Our church has been effective in fulfilling the mission as expressed in our current mission statement.

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	0%	1%	6%	27%	51%	15%
STGP#2	1%	27%	30%	28%	9%	5%
STGP#4	10%	36%	25%	17%	10%	4%



+ COVID-19 AND CONGREGATIONS - WHAT OVER 3,000 CONGREGANTS TOLD US:

July 27, 2020



What they miss:

46% WORSHIP

30% Seeing other congregation members and friends

There is no close 3rd place. The data shows that if people have worship and interpersonal connections that is far more important than any programming (ministries, education, etc.)

39% HAVE A MENTAL HEALTH CONCERN FOR THEMSELVES OR A MEMBER OF THEIR HOUSEHOLD.

OVER 70% CLEARLY AGREE THEIR CHURCH HAS DONE A GOOD JOB ADAPTING TO HELP PEOPLE STAY CONNECTED AND 74% SAY THIS TIME AWAY HAS MADE THEM MORE GRATEFUL FOR THEIR CHURCH.

RESPONDERS CREDIT THEIR FRIENDS AND FAMILY FOR THEIR CURRENT SPIRITUAL HEALTH AND GROWTH AT A HIGHER RATE THAN THEIR WORSHIP OR OTHER CHURCH OFFERINGS.

WHAT ABOUT REGATHERING?

22% of the responders will not be returning to church at this time regardless of the measures that are taken. Most of those are waiting for a vaccine or a decrease in COVID cases.

Of those who would attend over 64% of attenders would require masks and social distancing. Over 52% would be willing to give more to cover the costs of sanitation and other COVID measures for their church.