

Executive Summary

The Congregation Assessment Tool was recently administered in your church. 218 persons were invited to participate; of these, 172 persons responded. A response from every member is not required to provide valid results. For a complete readout, please review the Vital Signs report that was sent to your church. A summary of that report is provided below.

Overall, approximately 41% of your members are clearly satisfied with things in the church. This, along with other information, often means that groups in the church are energized, but they are energized by different things that may not be aligned with a central vision for the church.

Not every question is of equal importance to members. When asked how satisfied they are, members tend to focus on the issues addressed in the questions below. When they feel more positive in these areas, they tend to feel more positive overall.

- **Our Rector helps us accomplish our mission by bringing out the best in everyone.**
- **The worship services at our church are exceptional in both quality and spiritual content.**
- **Our Rector articulates a clear vision for our church and keeps it before the people in a compelling way.**
- **Our Rector communicates with people in a way that keeps us informed and connected.**
- **Our church prepares our members for ministry by helping them discern their gifts.**

Conversely, when your members feel less positive about the areas above, they tend to feel less satisfied with their experience in the church overall.

Every church exhibits patterns in its life that contain strengths and potential weaknesses. Your church has potential strengths related to openness and structure of religious practice. Potential weaknesses include a tendency to become tradition-bound and overwhelmed with needs.

As members look to the future, their top four goals are

- **Make necessary changes to attract families with children and youth to our church.**
- **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.**
- **Create more opportunities for people to form meaningful relationships (for example, small groups, nurtured friendships, shared meals, etc).**

In comparison to other churches, three goals that are unusually strong for your church are

- **Expand outreach ministries that provide direct services to those living on the margins of society. (i.e. homeless, immigrant, transient persons)**
- **Strengthen the management and support of persons in various ministries so that they are able to do what they do best in work that is meaningful and celebrated.**
- **Develop ministries that work toward healing those broken by life circumstances.**

These may warrant attention from the leadership even if they are mid-level priorities.

All the information in this report should be explored and validated in further conversation. **Survey data is not the end of a conversation but the beginning.**



Vital Signs for Trinity Episcopal Church, Concord, MA

generated from

The Congregation Assessment Tool
8/13/25

"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:

A Prayer of Preparation



Lord, you are the God of all truth.

You know us through and through.

You reveal to us what we do not yet know.

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

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

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

You reconcile us to our loved ones.

You deliver us from blame and accusation.

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

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

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

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

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

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

You are patient with our resistances to change.

Your judgment is always mixed with mercy.

When our minds cast a shell about our hearts,

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

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

Give us that love that casts out all fear.

AMEN

Key Indicators



Overall Satisfaction

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

Clearly agree	41%
On the fence	48%
Clearly disagree	12%
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	15%
On the fence	43%
Clearly disagree	42%
Rating of church energy level	Average

Attendance Trend

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

Less	21%
Same	65%
More	14%

Average annual change in attendance	-3%
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Value of Activity Beyond Worship

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

Clearly agree	60%
On the fence	33%
Clearly disagree	7%
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 #65	Develop ministries that work toward healing those broken by life circumstances.

Survey Process Statistics

Number of respondents	172
Response rate as percentage of average attendance	113%

Drivers (Areas of Focus)



Drivers of Member Satisfaction

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

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

Drivers of Satisfaction

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

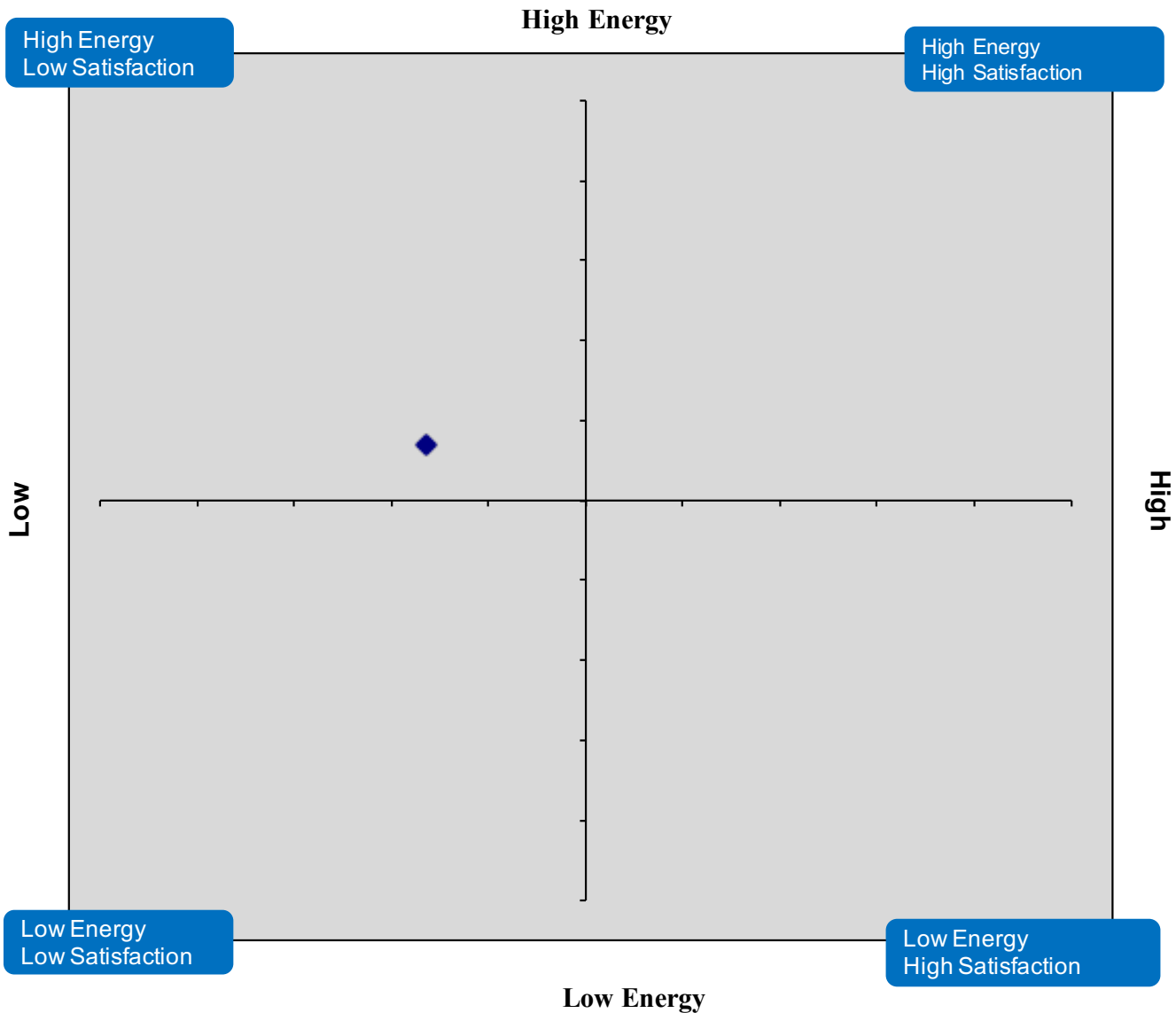
		Degree of Focus
Driver #1	Our Rector helps us accomplish our mission by bringing out the best in everyone.	High
Driver #2	The worship services at our church are exceptional in both quality and spiritual content.	High
Driver #3	Our Rector articulates a clear vision for our church and keeps it before the people in a compelling way.	High
Driver #4	Our Rector communicates with people in a way that keeps us informed and connected.	High
Driver #5	Our church prepares our members for ministry by helping them discern their gifts.	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 worship services at our church are exceptional in both quality and spiritual content.	High
Driver #2	The whole spirit in our congregation makes people want to get as involved as possible.	Moderate
Driver #3	Problems between groups in this church are usually resolved through mutual effort.	Moderate

The Energy-Satisfaction Map



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

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

The **low energy-low satisfaction** quadrant is the recovery quadrant. Churches in this quadrant require major changes in order to regain a 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.

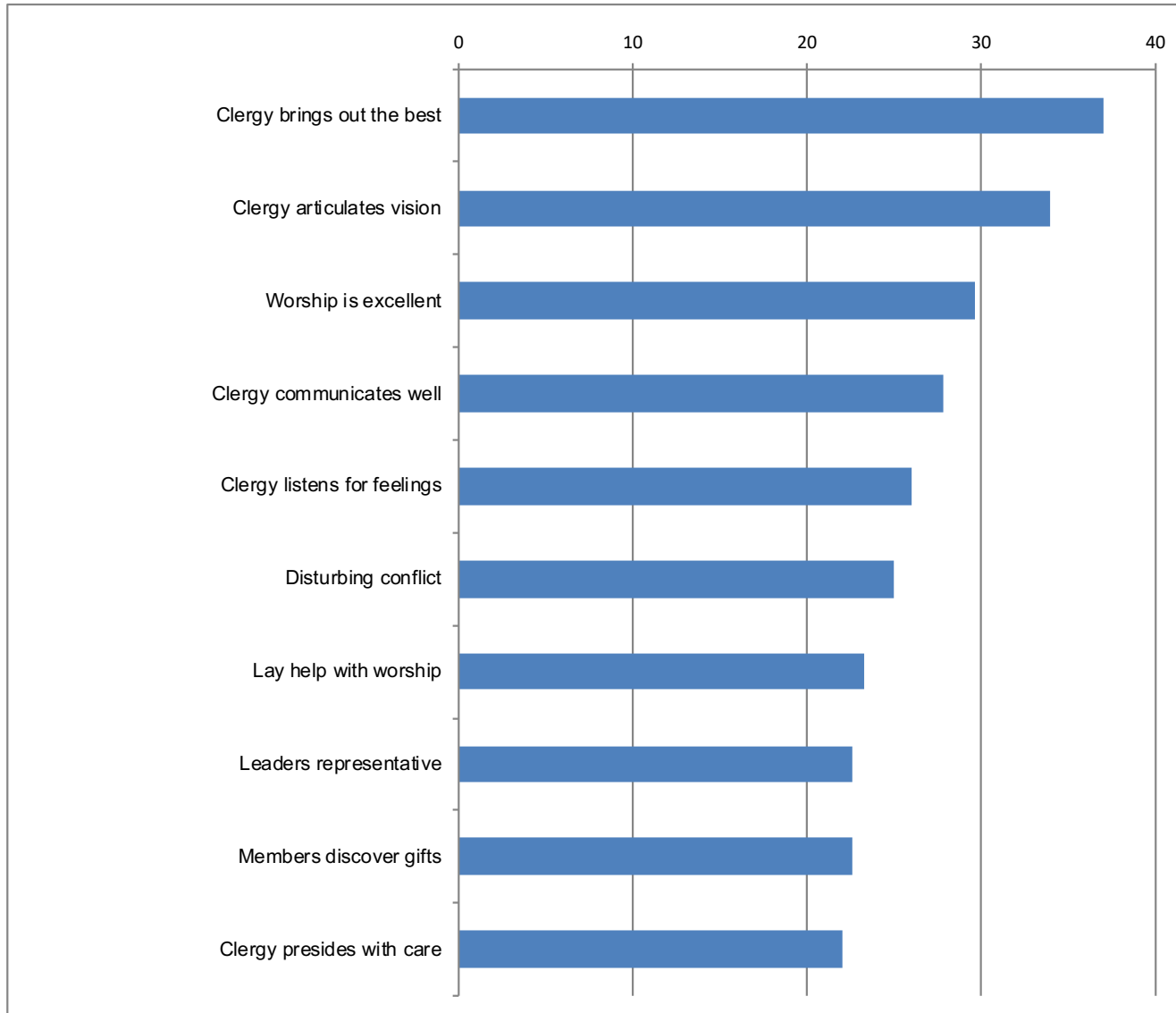
The **high energy-high satisfaction** quadrant is the transformation quadrant. Churches in this quadrant are sources of new meaning and purpose for their members. They may also serve as mentors to other churches.

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 Congregation Assessment Tool did not identify any significant *internal* issues that need to be addressed. This suggests that the leadership can turn its attention to strategic options that include numeric growth, expansion of facilities or programs, replication in other locations (including mentoring of other leaders), or increased external impact.



20-34 Significant
(discuss soon)

35-50 Important
(address soon)

>50 Urgent
(address now)

Priorities

Overall Priorities



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

Rank	Question #	Priority	Mean
First Average	Question #57	Make necessary changes to attract families with children and youth to our church.	3.75
Second Average	Question #59	Develop and implement a comprehensive strategy to reach new people and incorporate them into the life of the church.	3.61
Third Average	Question #65	Develop ministries that work toward healing those broken by life circumstances.	3.13
Fourth Average	Question #51	Create more opportunities for people to form meaningful relationships (for example, small groups, nurtured friendships, shared meals, etc).	3.06
Fifth Average	Question #58	Provide more opportunities for Christian education and spiritual formation at every age and stage of life.	3.04
Sixth High	Question #66	Expand outreach ministries that provide direct services to those living on the margins of society.	2.99
Seventh Average	Question #52	Develop the spiritual generosity of the people to financially support the ministry of the church.	2.90
Eighth Average	Question #63	Strengthen the management and support of persons in various ministries.	2.83
Ninth Low	Question #64	Work to renew and revitalize the community around the church by building coalitions with partners.	2.82
Tenth 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.	2.82
Eleventh Low	Question #54	Strengthen the process by which members are called and equipped for ministry and leadership.	2.81
Twelfth Average	Question #50	Deepen our sense of connection to God and one another through stronger worship services.	2.64
Thirteenth Average	Question #55	Strengthen the pastoral response of the church in serving people in times of need.	2.53
Fourteenth Average	Question #61	Adapt the opportunities provided by the church making them more accessible given the pace and schedule of my life.	2.49
Fifteenth Average	Question #56	Change or improve the music of the church to deepen our worship experience.	2.48
Sixteenth Average	Question #60	Expand the international mission of the church with both financial resources and personal involvement.	2.20
Seventeenth Average	Question #53	Enlarge or improve the physical facilities of the church to expand or enhance our ministries.	2.06

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#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#58	Provide more opportunities for Christian education and spiritual formation at every age and stage of life.
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#65	Develop ministries that work toward healing those broken by life circumstances.

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#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#58	Provide more opportunities for Christian education and spiritual formation at every age and stage of life.
Sixth	Q#64	Work to renew and revitalize the community around the church by building coalitions with partners that share this vision and commitment.

Top Priorities for Persons 65+ 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#66	Expand outreach ministries that provide direct services to those living on the margins of society. (i.e. homeless, immigrant, transient persons)
Fourth	Q#65	Develop ministries that work toward healing those broken by life circumstances.
Fifth	Q#52	Develop the spiritual generosity of the people to financially support the ministry of the church.
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#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#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#55	Strengthen the pastoral response of the church in serving people in times of need (emotional, mental, physical, spiritual, etc.).
Sixth	Q#51	Create more opportunities for people to form meaningful relationships (for example, small groups, nurtured friendships, shared meals, etc).

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#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#58	Provide more opportunities for Christian education and spiritual formation at every age and stage of life.
Sixth	Q#66	Expand outreach ministries that provide direct services to those living on the margins of society. (i.e. homeless, immigrant, transient persons)

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 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.

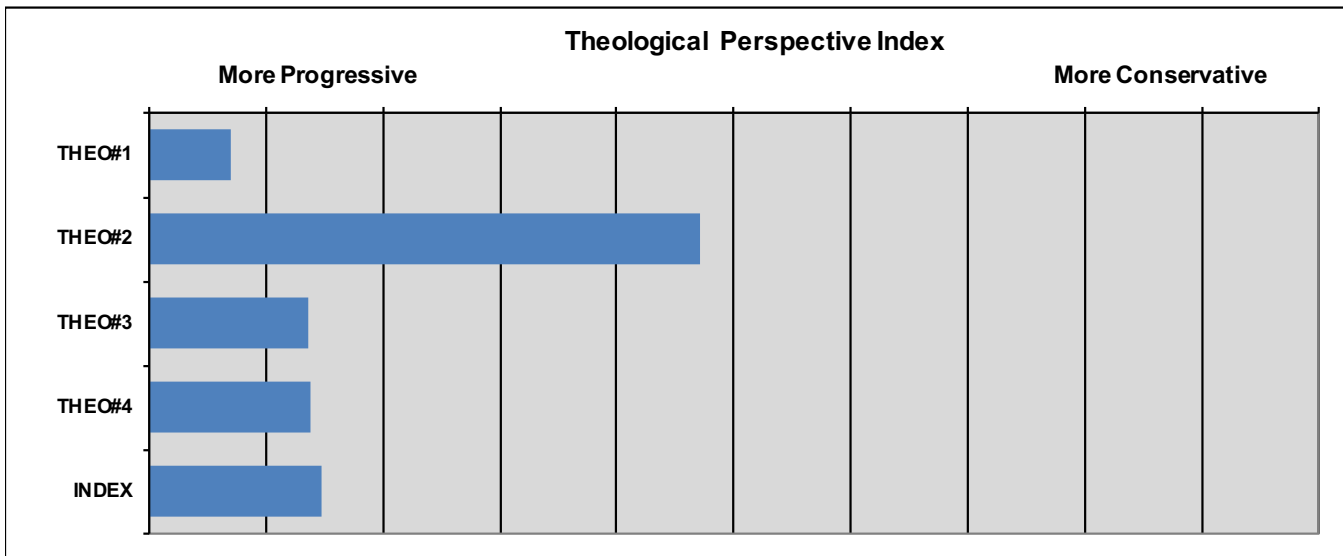
Response Percentages (These are the scores from your congregation.)

Question	Strongly Disagree	Disagree	Tend to Disagree	Tend to Agree	Agree	Strongly Agree
THEO#1	25.7	26.4	21.4	16.4	10.0	0.0
THEO#2	3.0	9.7	13.4	40.3	26.1	7.5
THEO#3	38.3	22.7	18.4	10.6	5.7	4.3
THEO#4	12.0	22.7	29.3	23.3	10.7	2.0

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

Compared with other churches your theological diversity is:

Average



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.

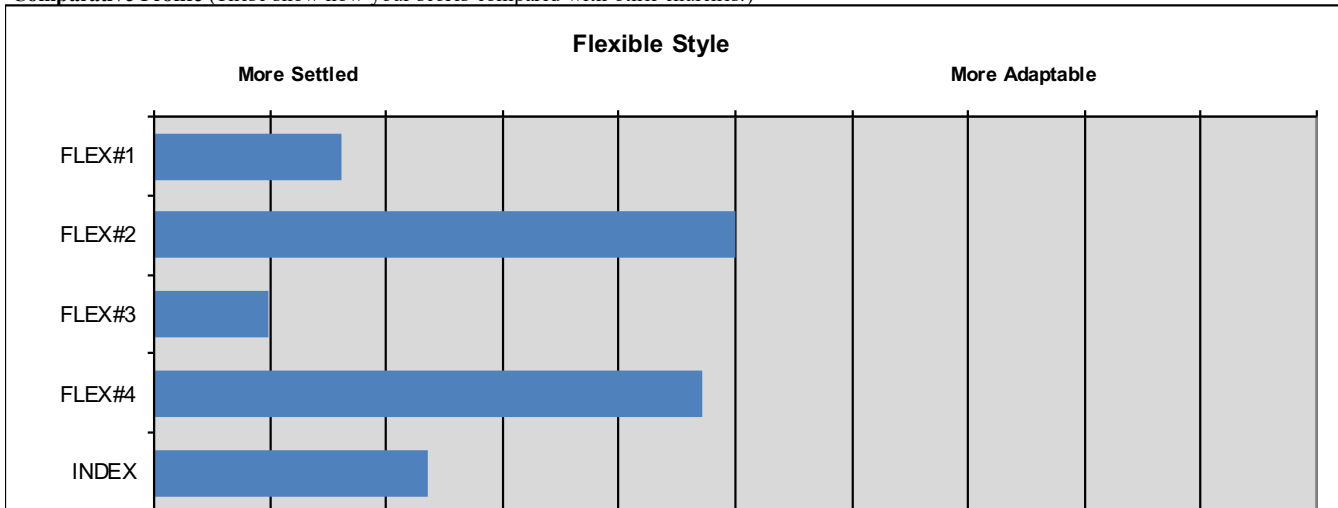
FLEX#3 We are willing to adapt our worship to the needs and circumstances of the people we want to reach in our local community.

FLEX#4 Our church changes its program from time to time to meet the changing needs of its members.

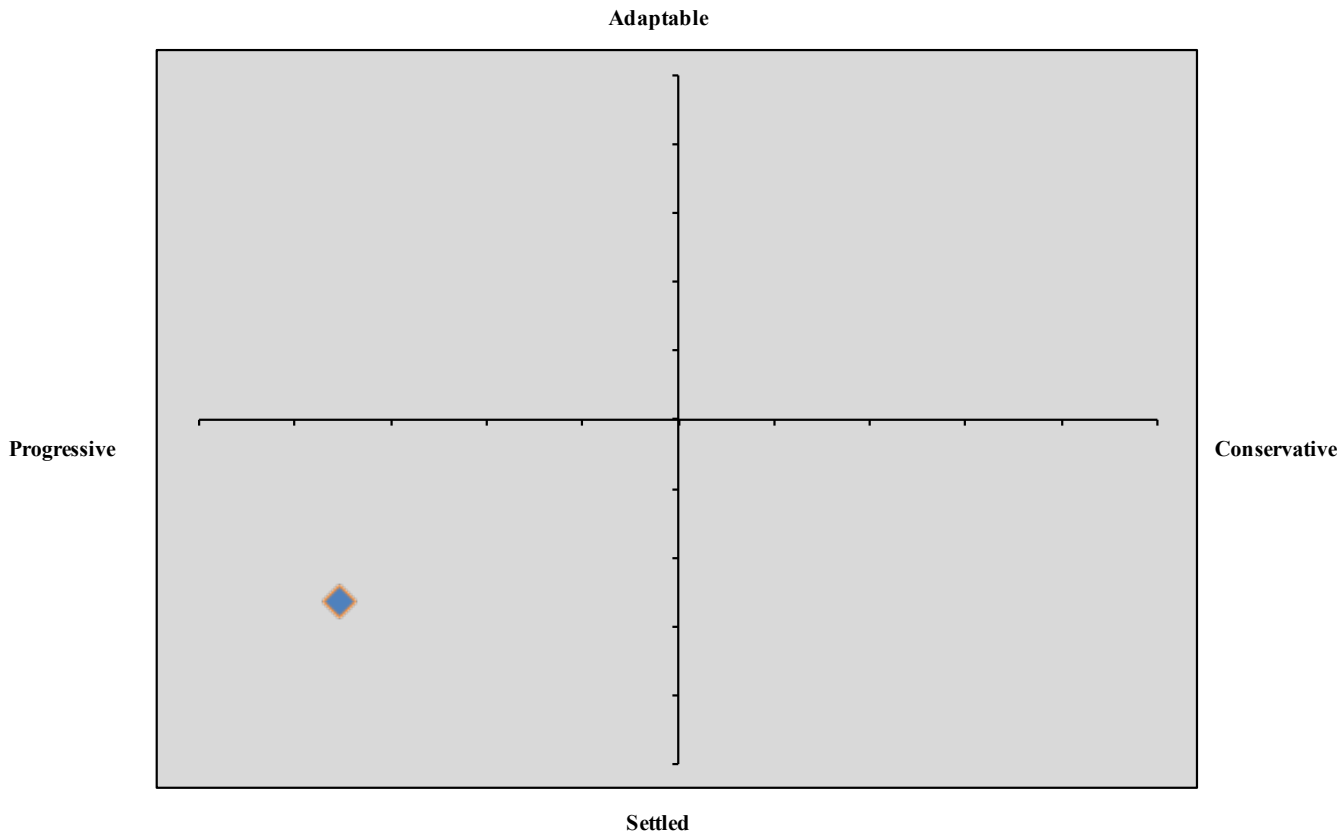
Response Percentages (These are the scores from your congregation.)

Question	Strongly Disagree	Disagree	Tend to Disagree	Tend to Agree	Agree	Strongly Agree
FLEX#1	7.9	17.5	36.5	29.4	7.9	0.8
FLEX#2	0.7	5.9	11.8	39.5	30.9	11.2
FLEX#3	7.9	10.3	28.6	31.7	19.0	2.4
FLEX#4	3.6	4.3	12.9	41.7	32.4	5.0

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.

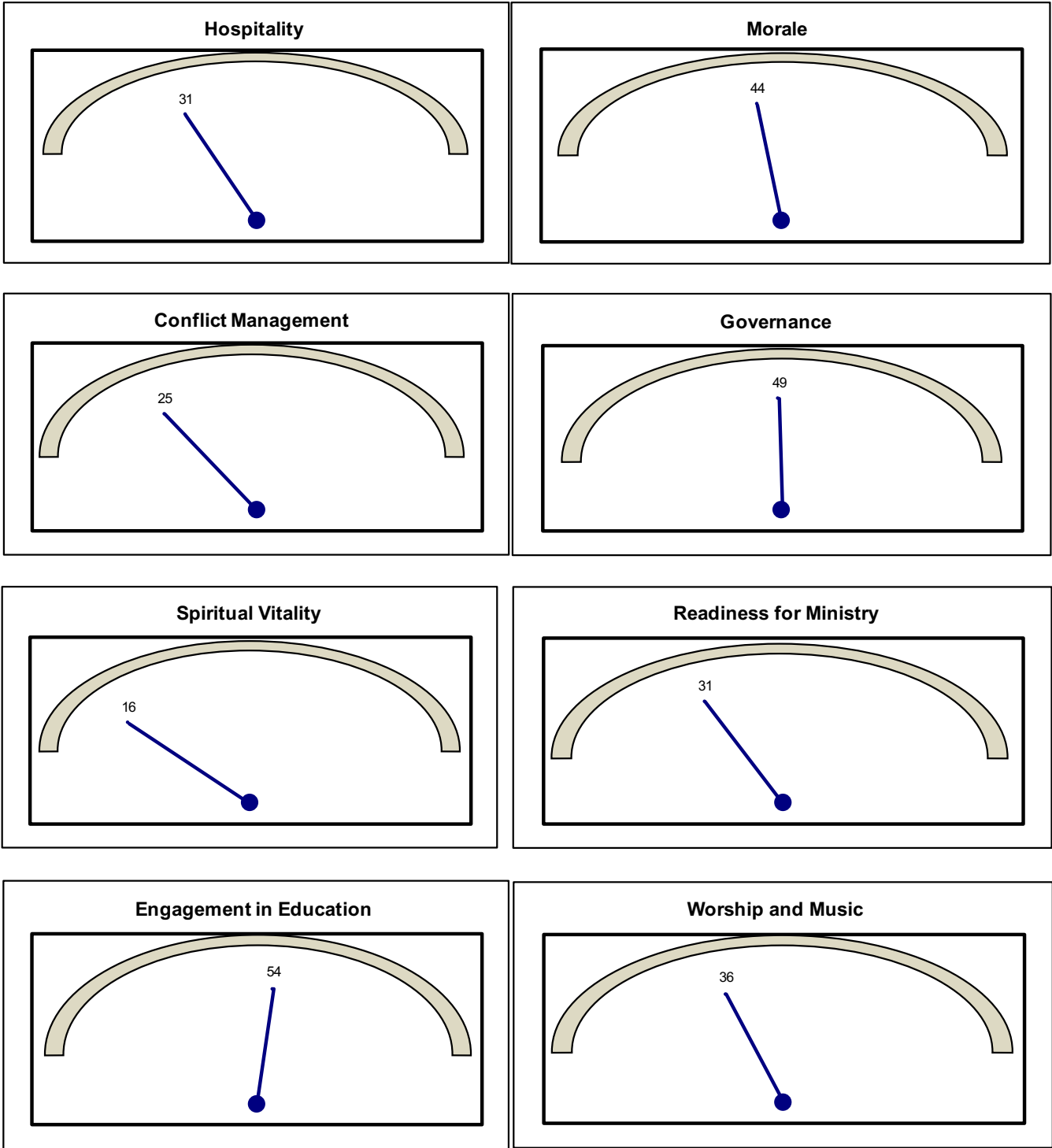


This map indicates the particular style of a church using two characteristics. The first characteristic is whether the church is theologically conservative or progressive. The second characteristic is whether the church is more adaptable or settled in its approach to its life. The combination of these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



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.

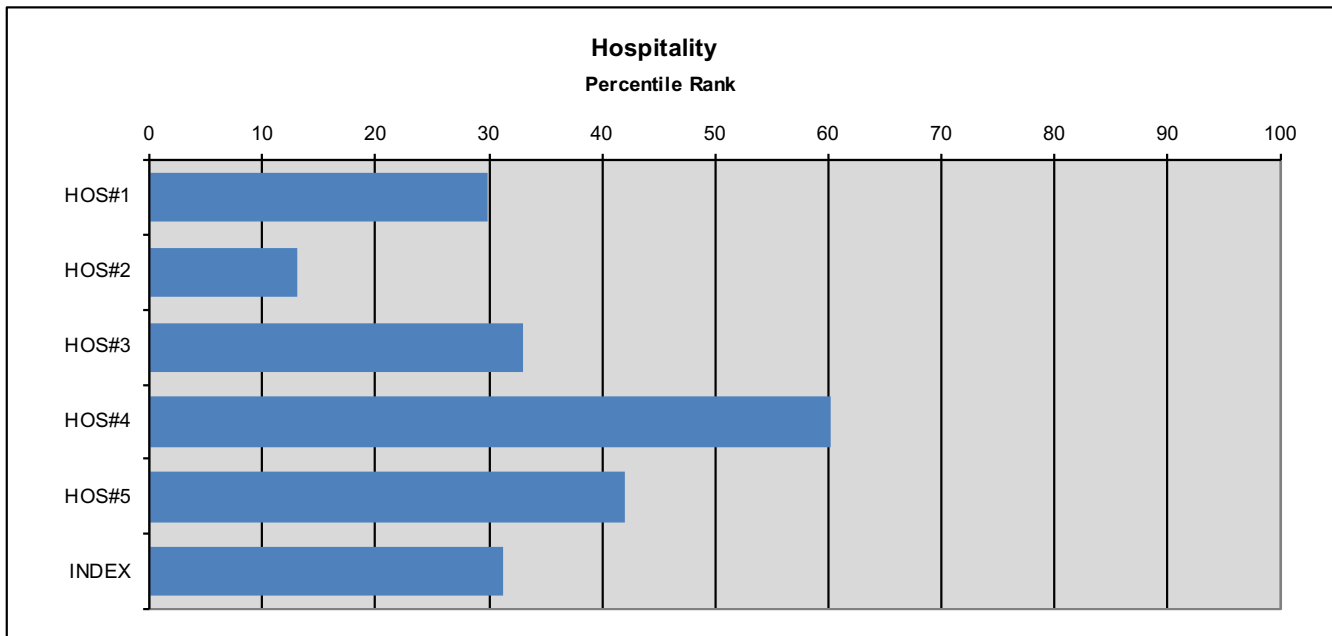
Question Text

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	2.5	3.8	8.9	25.3	40.5	19.0
HOS#2	5.0	6.2	6.2	26.7	37.9	18.0
HOS#3	0.6	1.9	1.3	20.9	47.5	27.8
HOS#4	1.3	1.9	1.3	12.9	35.5	47.1
HOS#5	2.8	7.7	6.3	26.1	37.3	19.7

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.

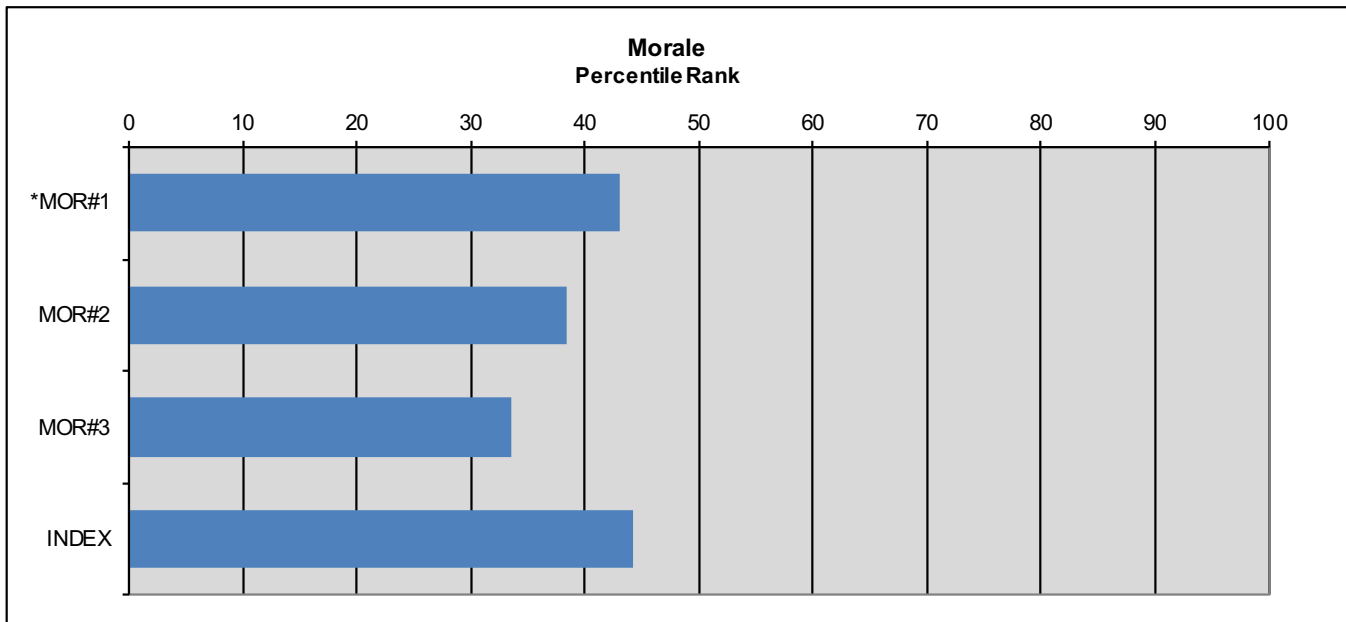
Question Text

*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	12.9	29.0	29.0	14.2	8.4	6.5
MOR#2	3.6	9.3	25.0	36.4	21.4	4.3
MOR#3	3.9	7.7	14.8	32.9	30.3	10.3

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.

Performance Indices

Conflict Management Index

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

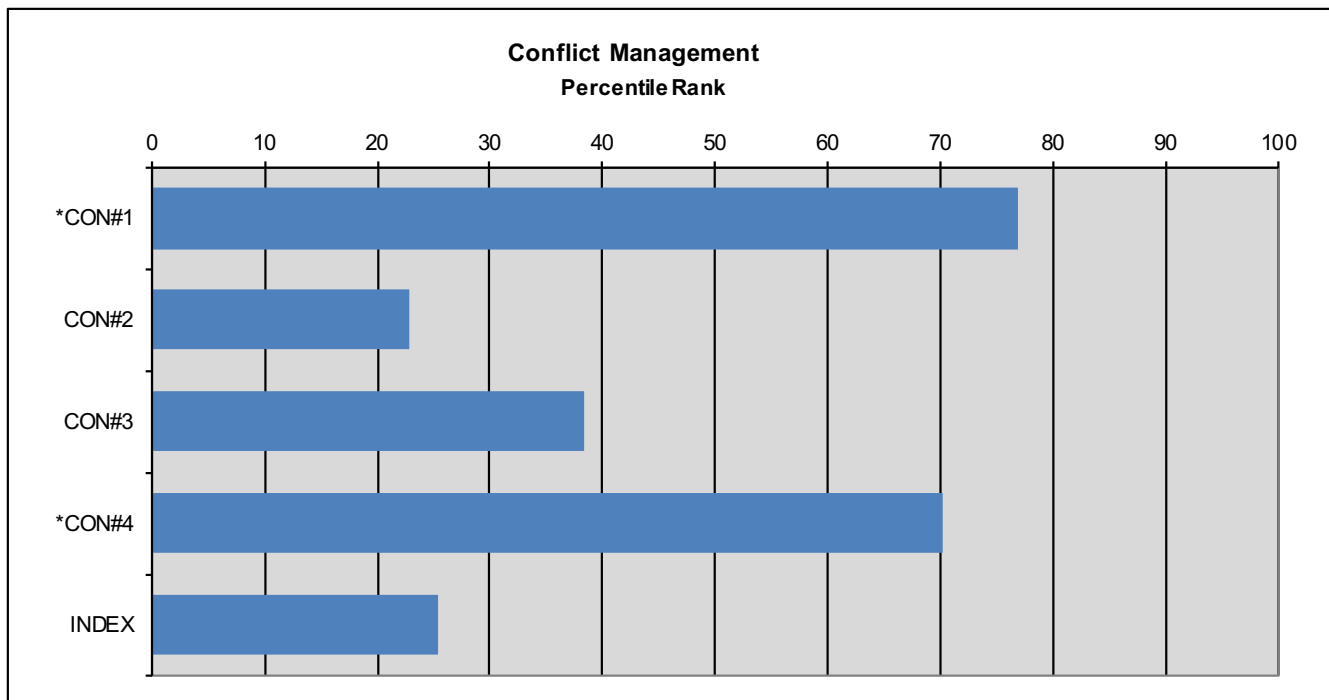
Question Text

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

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

Question	Strongly Disagree	Disagree	Tend to Disagree	Tend to Agree	Agree	Strongly Agree
*CON#1	6.3	36.7	21.1	18.8	11.7	5.5
CON#2	4.3	5.2	12.9	42.2	31.0	4.3
CON#3	2.0	4.8	14.3	29.3	43.5	6.1
*CON#4	6.8	20.5	21.6	27.3	17.0	6.8

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.

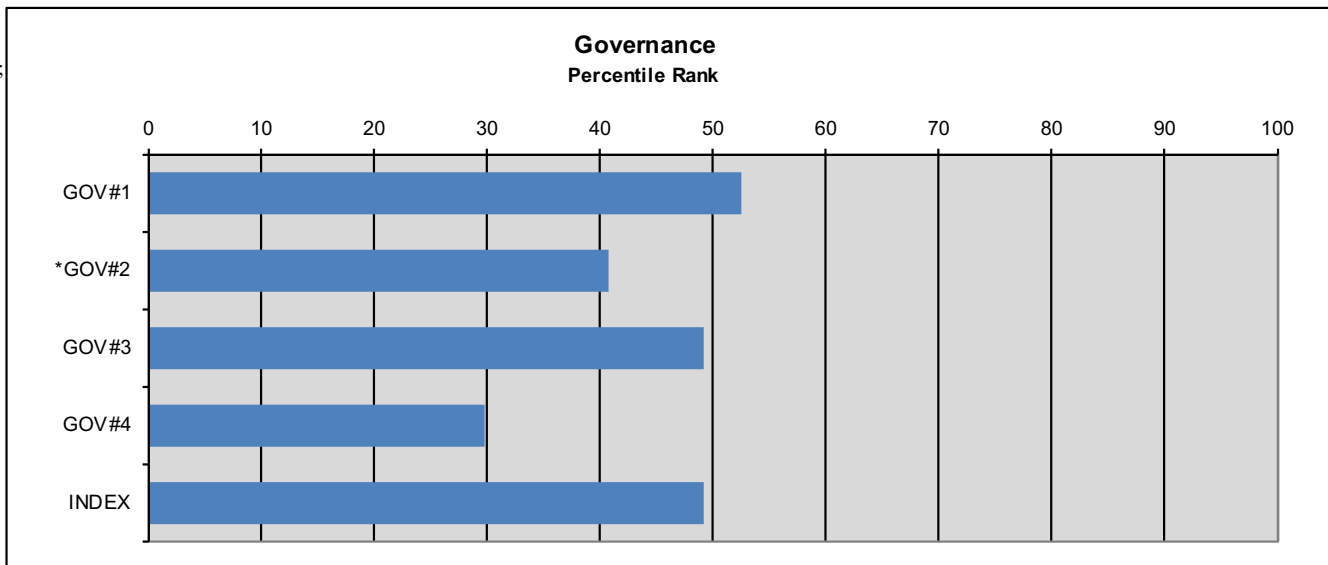
GOV#3 In important decisions in our church, adequate opportunity for consideration of different approaches is usually provided.

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	1.9	4.5	8.3	23.7	40.4	21.2
*GOV#2	0.8	1.6	21.7	38.0	24.8	13.2
GOV#3	2.9	6.6	11.0	31.6	34.6	13.2
GOV#4	2.8	2.8	2.8	36.6	42.1	13.1

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."

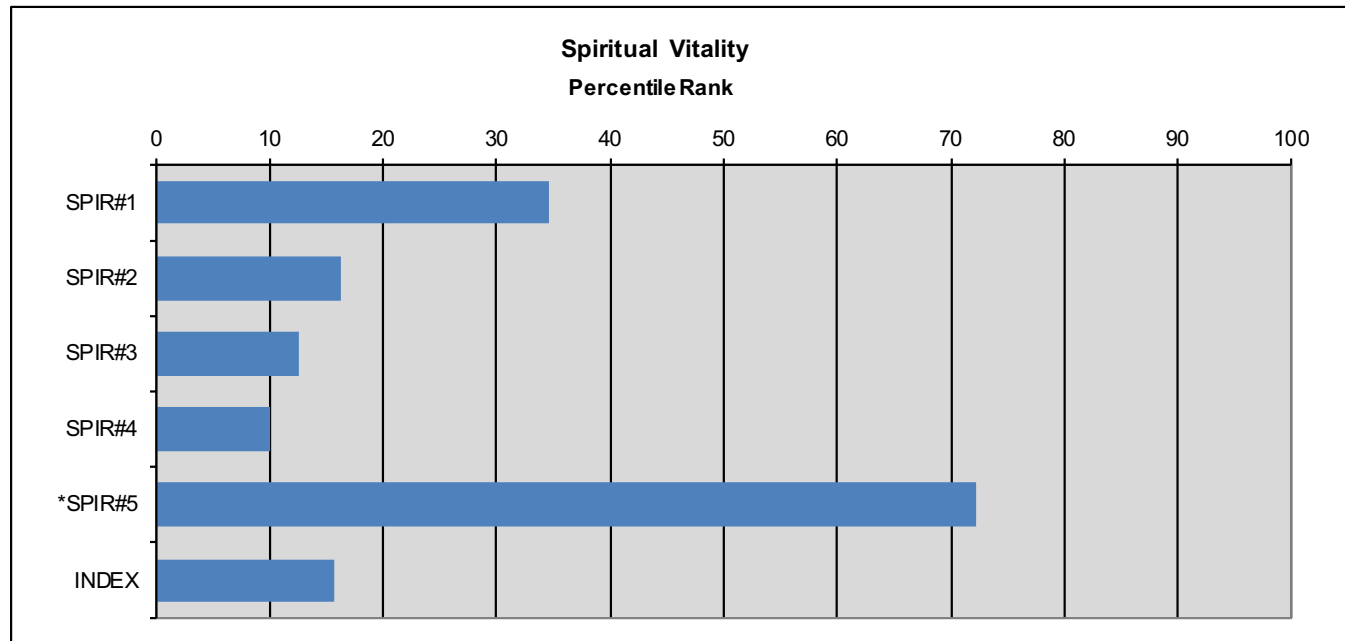
Question Text

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	3.0	0.0	1.8	21.1	37.3	36.7
SPIR#2	1.2	4.9	12.9	23.3	35.0	22.7
SPIR#3	0.6	3.0	2.4	25.0	32.1	36.9
SPIR#4	1.9	2.6	9.1	27.9	35.7	22.7
*SPIR#5	7.3	29.1	30.5	19.9	9.9	3.3

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.

Performance Indices

Readiness for Ministry Index

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

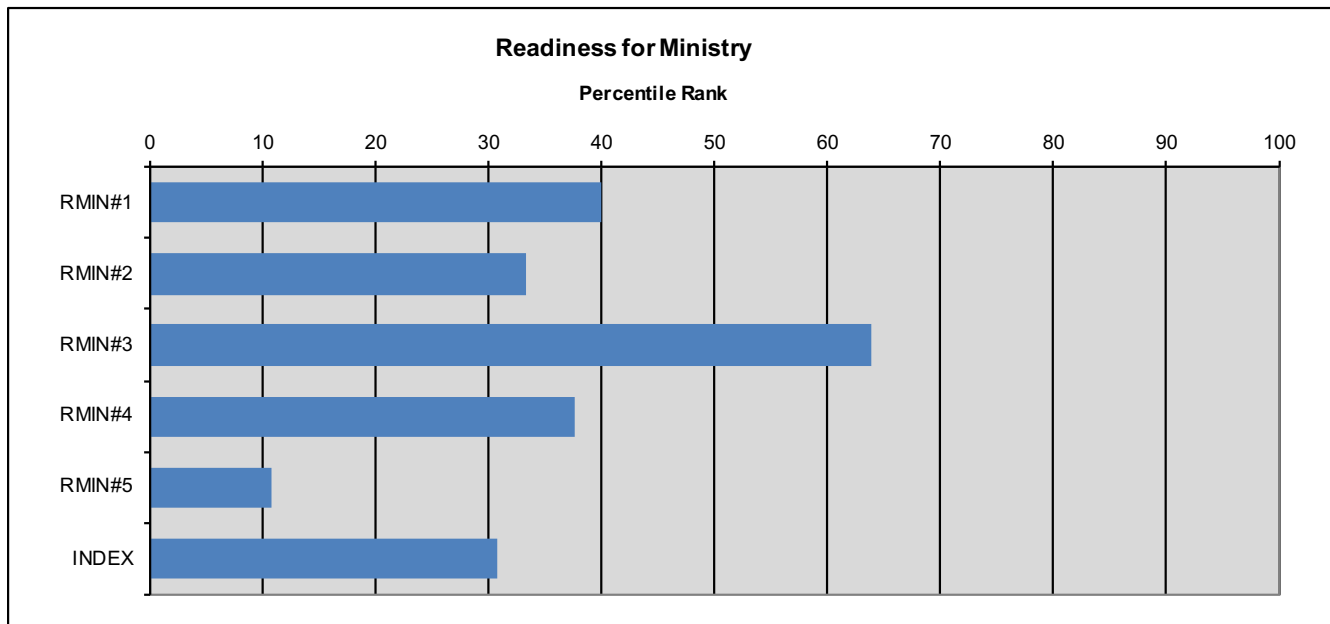
Question Text

- RMIN#1 Our church does a good job helping each member understand that he or she is called to ministry.
- RMIN#2 Our church prepares our members for ministry by helping them discern their gifts.
- RMIN#3 Our church provides opportunities for members to engage in active ministry within the church and to the world.
- RMIN#4 Our church does a good job supporting persons in ministry by reminding them that they are making a difference.
- RMIN#5 In our congregation lay people work with the 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	2.3	6.8	21.1	37.6	24.1	8.3
RMIN#2	1.7	12.4	25.6	37.2	21.5	1.7
RMIN#3	0.0	2.0	0.7	27.2	44.9	25.2
RMIN#4	1.7	8.3	5.0	33.1	41.3	10.7
RMIN#5	8.0	13.4	14.3	22.3	32.1	9.8

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



Performance Indices

Educational Engagement Index

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

Question Text

EDU#1 Our members understand that they have a spiritual responsibility for life-long learning and formation.

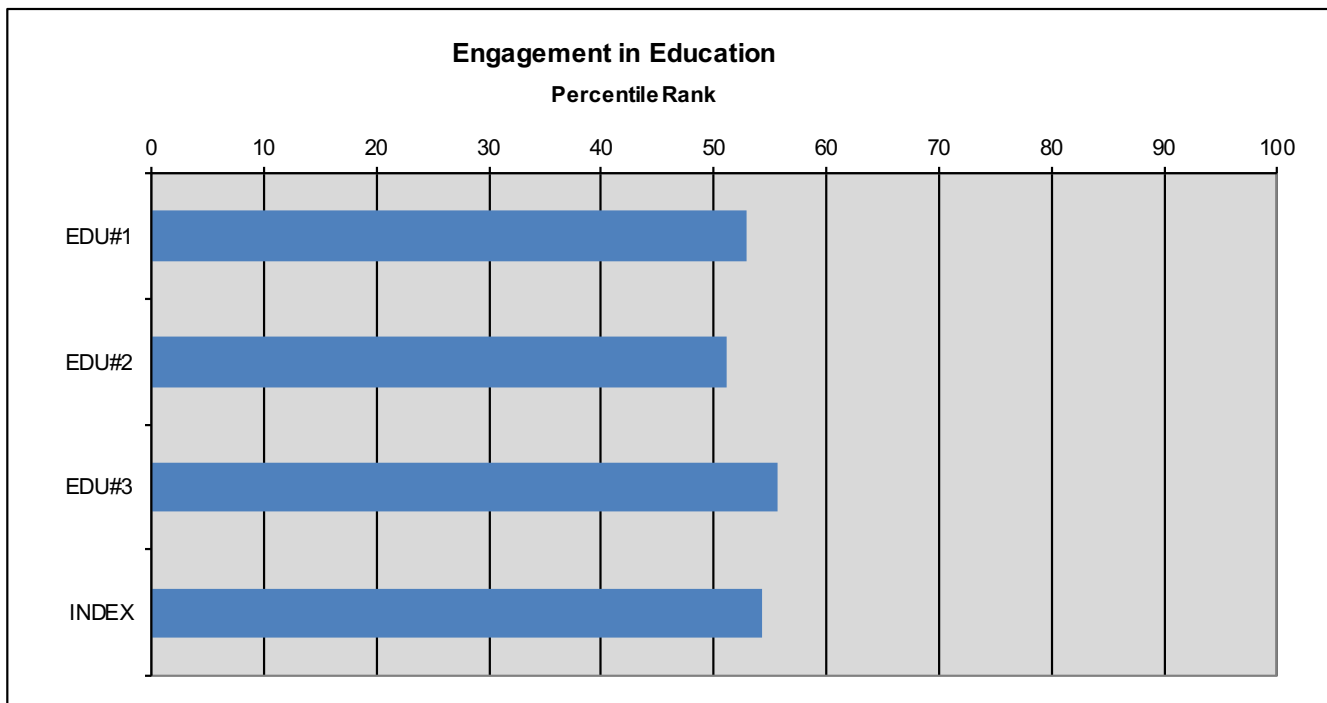
EDU#2 Our church provides opportunities for education and formation in a variety of ways so that I can find one that fits my complex lifestyle.

EDU#3 Our church provides high quality education that is appropriate to every age and stage of life.

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

Question	Strongly Disagree	Disagree	Tend to Disagree	Tend to Agree	Agree	Strongly Agree
EDU#1	1.5	1.5	7.4	38.2	41.2	10.3
EDU#2	1.3	6.4	11.5	33.1	38.9	8.9
EDU#3	2.1	7.6	13.1	37.2	33.1	6.9

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

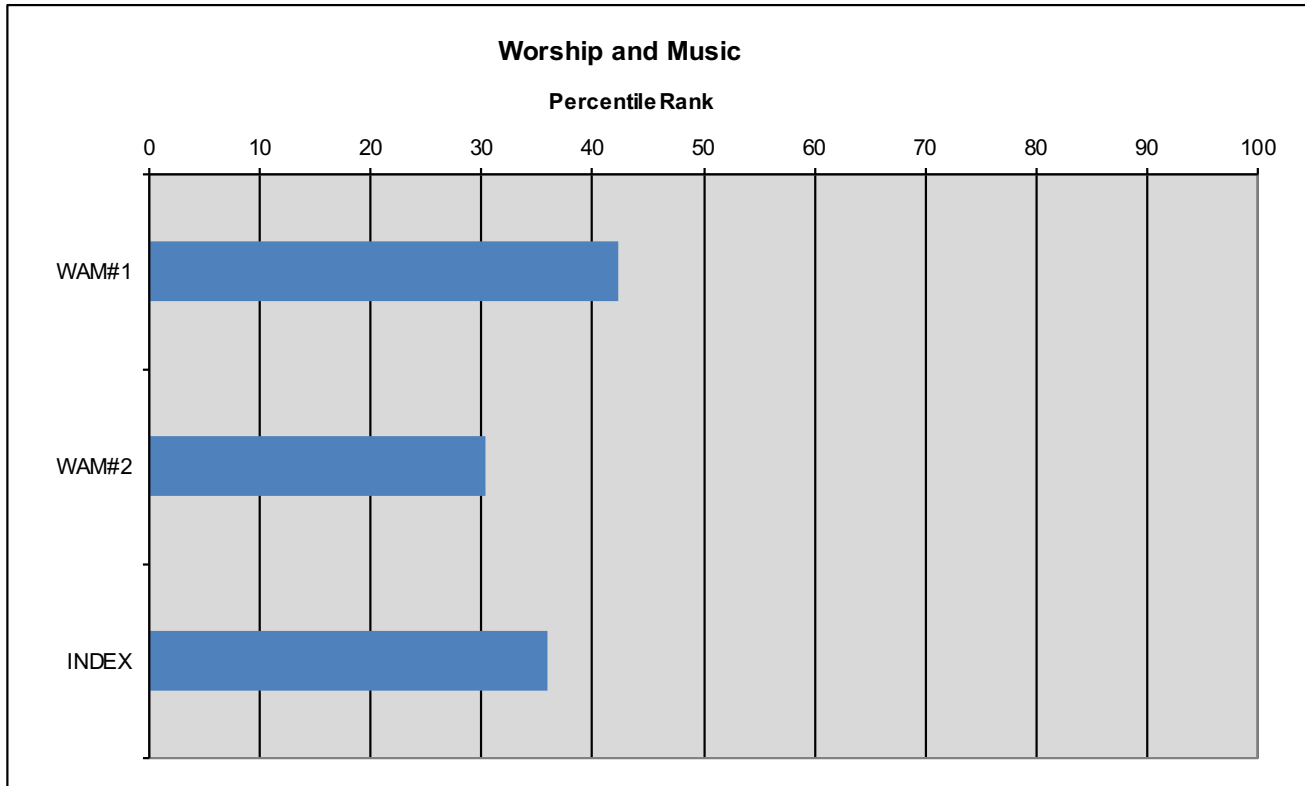
WAM#1 The music at our church is outstanding in quality and appropriate in style to our congregation.

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.)

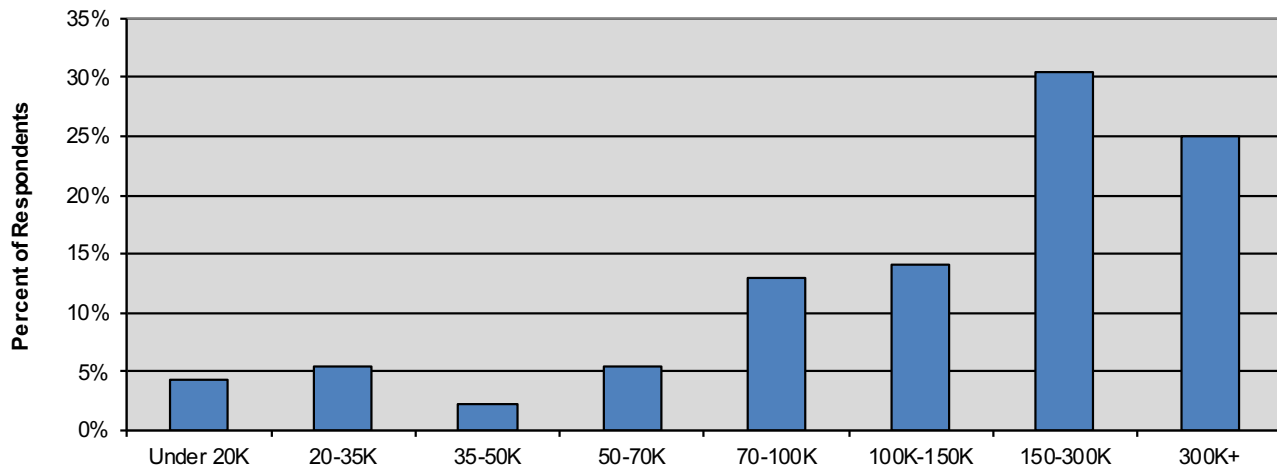
Question	Strongly Disagree	Disagree	Tend to Disagree	Tend to Agree	Agree	Strongly Agree
WAM#1	3.8	4.5	7.0	16.6	20.4	47.8
WAM#2	2.6	4.5	13.5	32.9	27.7	18.7

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

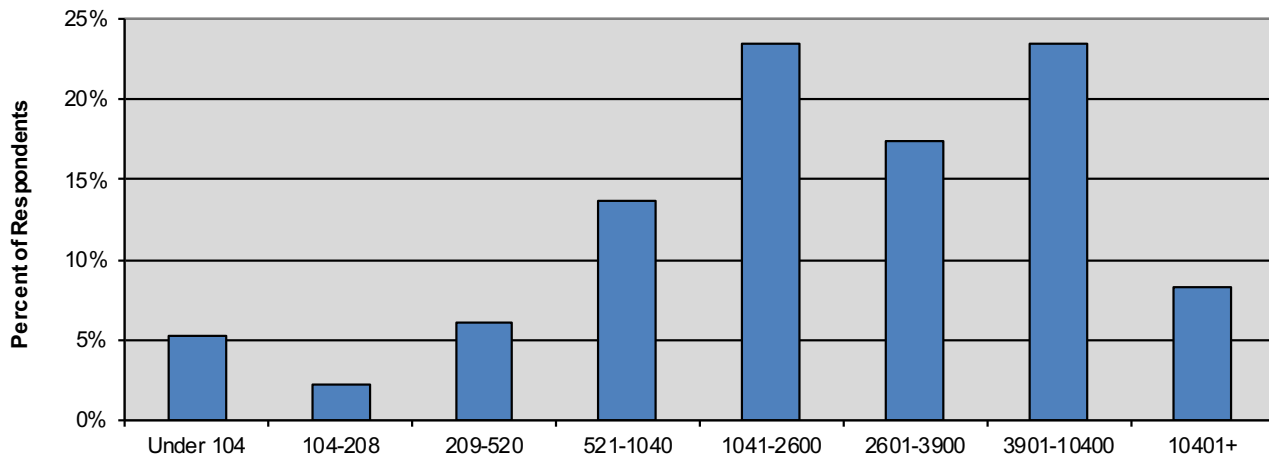


Financial Information

Income



Contributions



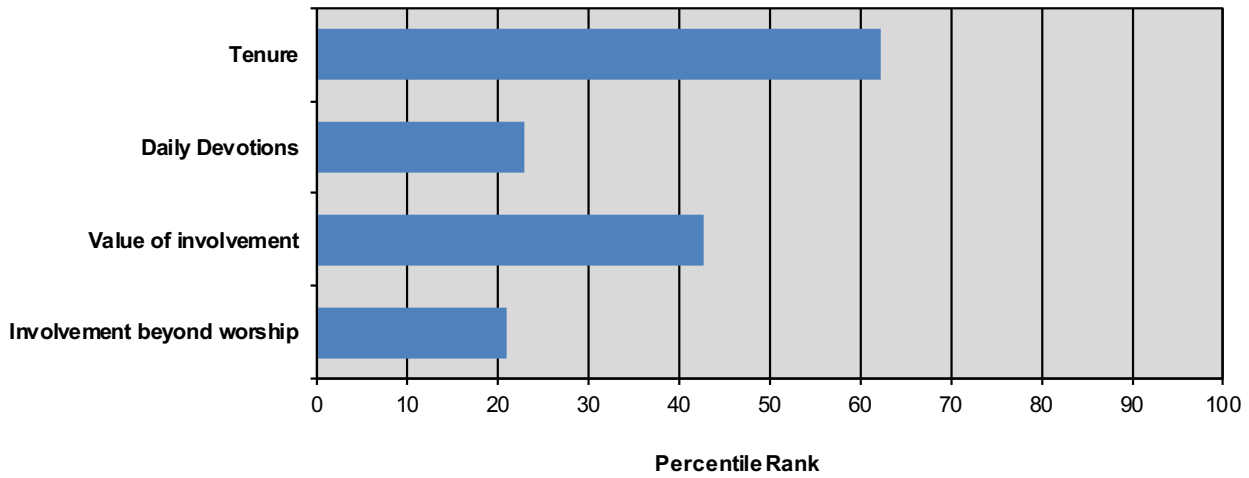
Total church income	\$678,517
Contribution per household	\$4,406
Average household income	\$190,842
Average percent of income given	2.31%
Percentile rank	48

Demographic Data

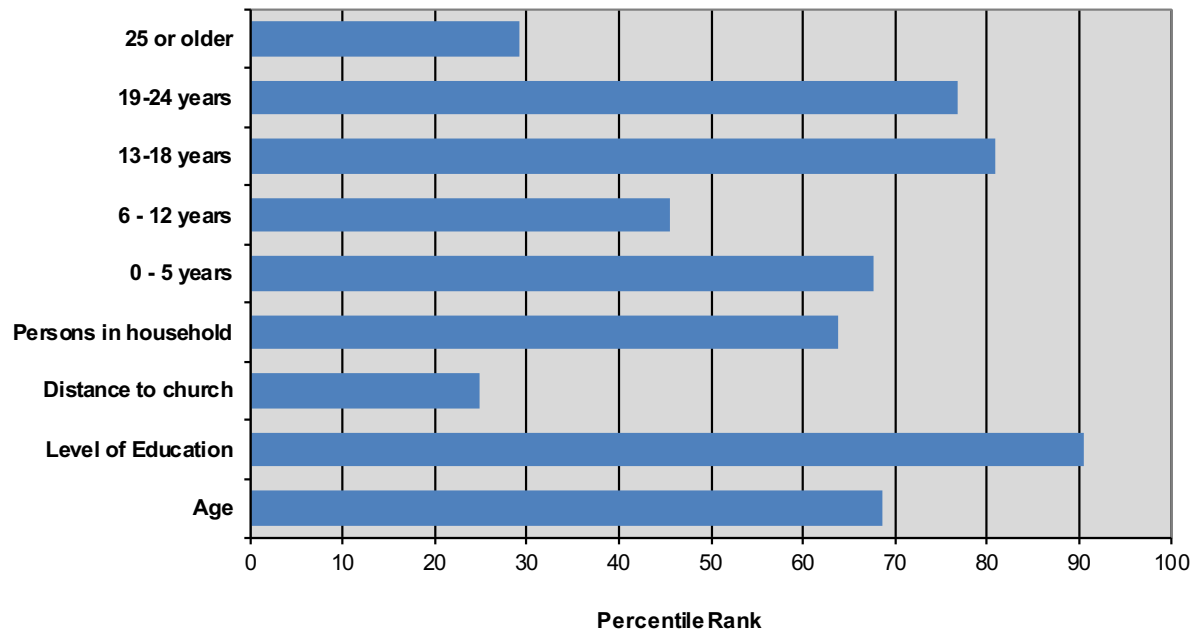
Age	Below 19 1%	19-24 2%	25-34 2%	35-44 3%	45-54 10%	55-64 16%	65+ 65%
Tenure	Under one year 5%	1-2 years 5%	3-4 years 7%	5-10 years 11%	11-15 years 8%	16-20 years 13%	Over 20 years 52%
Distance to Church	Under 4 blocks 6%	5-8 blocks 6%	1-2 miles 26%	3-4 miles 21%	5-9 miles 24%	10-15 miles 12%	Over 15 miles 4%
Attendance	None 3%	1-4 times 6%	Once per month 11%	Twice per month 15%	Three times a month 23%	All but 4 weeks 25%	Every week 16%
Attendance Trend*	Third as much 6%	Half as much 1%	Somewhat less 14%	Same 65%	Somewhat more 6%	Twice as much 2%	Three times as much 5%
Ethnic Background	Black/ African American 0%	White 95%	American Indian/ Alaskan Native 1%	Latino/ Hispanic/ Spanish origin 1%	Asian 1%	Multi-ethnic 3%	
Level of Education	Less than high school 0%	Some high school 1%	High school grad 2%	Some college 8%	College graduate 22%	Some post graduate 9%	Graduate degree 58%
Persons in Household Total	One 24%	Two 47%	Three 8%	Four 13%	Five 5%	Six or more 3%	
0 - 5 years	None 93%	One 5%	Two 0%	Three 2%	Four 0%	Five 0%	Six or more 0%
6 - 12 years	92%	5%	2%	1%	0%	0%	0%
13-18 years	84%	9%	6%	1%	0%	0%	0%
19-24 years	87%	8%	5%	0%	0%	0%	0%
25 or older	33%	17%	41%	7%	2%	0%	1%

Activity and Demographic Data

Activity



Household



Church Data Form

Most recent membership	847
One year earlier	839
Two years earlier	1120
Three years earlier	1514
Most recent new members	12
One year earlier	8
Two years earlier	21
Three years earlier	5
Most recent average Sunday attendance	152
One year earlier	142
Two years earlier	161
Three years earlier	67
Church Assessment Roll	218
Number of households	154
Givers of record	168
Letters sent out	218
Number returned/participated	172
Total receipts most recent	\$ 678,517
Total receipts one year earlier	\$ 786,439
Total receipts two years earlier	\$ 710,088

Community

Population trend

A church where the community within one mile of the church has a population that has been relatively stable over the last three years

Income trend

A church where the income in the neighborhood within one mile of the church has increased at the same rate as the larger community over the last three years

Strategic Planning Profile

*STGP#3 How much change is required to realize your vision for the church?

No change	9%
Some change	38%
Moderate change	35%
Substantial change	17%
Change nearly everything	2%

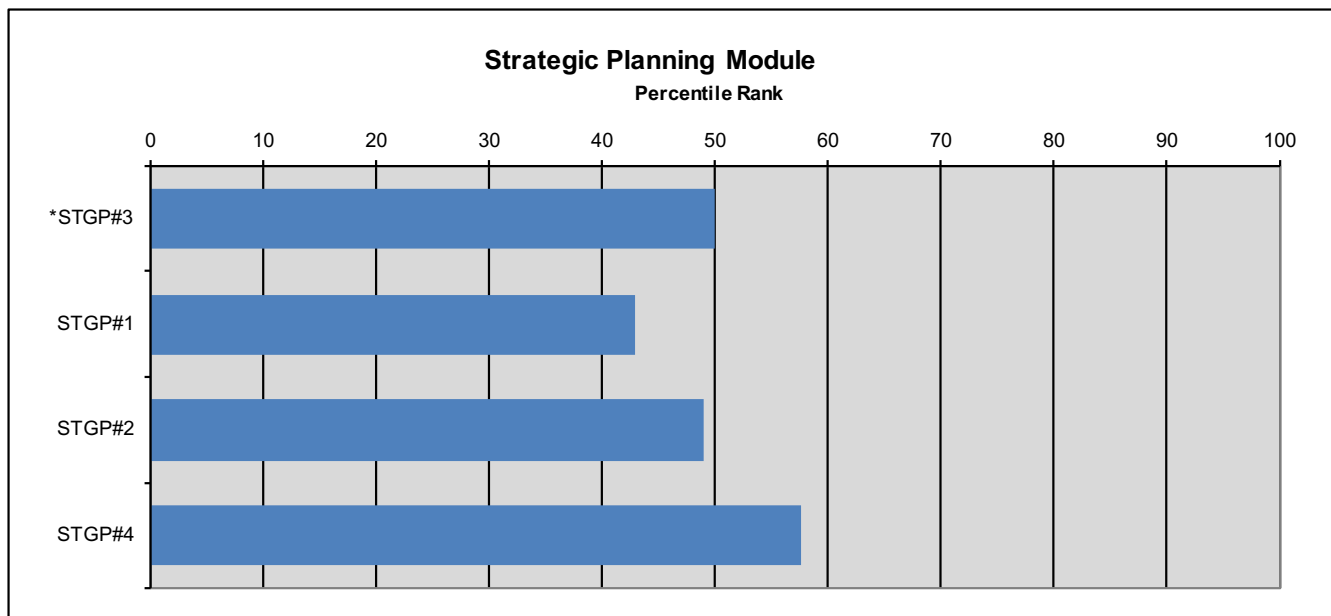
STGP#1 Our church has been effective in fulfilling the mission as expressed in our current mission statement.

STGP#2 Our church needs to rethink its basic purpose and mission if it is to be effective in the future.

STGP#4 I often feel like I have something to give the church, but don't know how to give it.

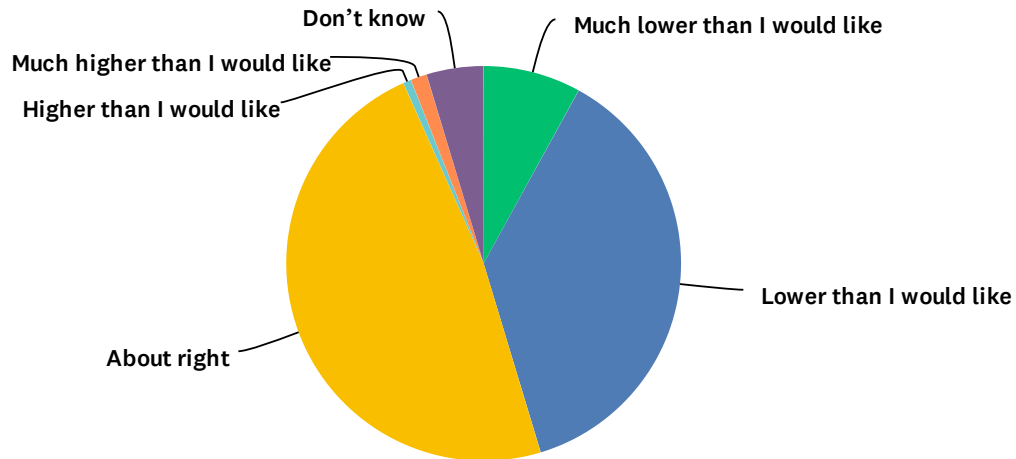
Response Percentages (These are the scores from your congregation.)

Question	Strongly Disagree	Disagree	Tend to Disagree	Tend to Agree	Agree	Strongly Agree
STGP#1	2%	3%	4%	36%	50%	5%
STGP#2	4%	21%	25%	25%	15%	9%
STGP#4	14%	25%	29%	21%	7%	3%



Q92 On the whole, I would say that my current level of engagement to impact the world as an expression of my Christian discipleship is

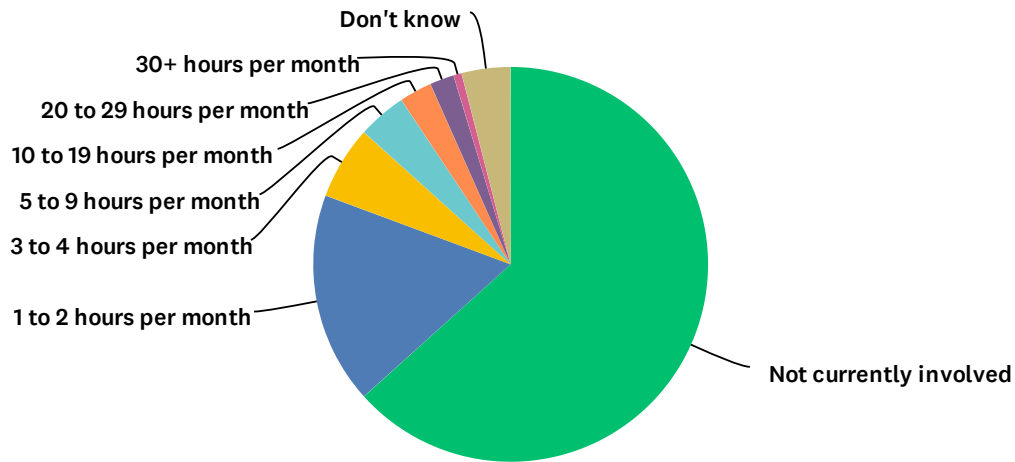
Answered: 150 Skipped: 22



ANSWER CHOICES	RESPONSES	
Much lower than I would like	8.00%	12
Lower than I would like	37.33%	56
About right	48.00%	72
Higher than I would like	0.67%	1
Much higher than I would like	1.33%	2
Don't know	4.67%	7
TOTAL		150

Q93 How many hours do you spend a month volunteering services to the community and world that are sponsored by your church? (Examples: food pantry, homeless shelter, scouts, mission teams, tutoring)

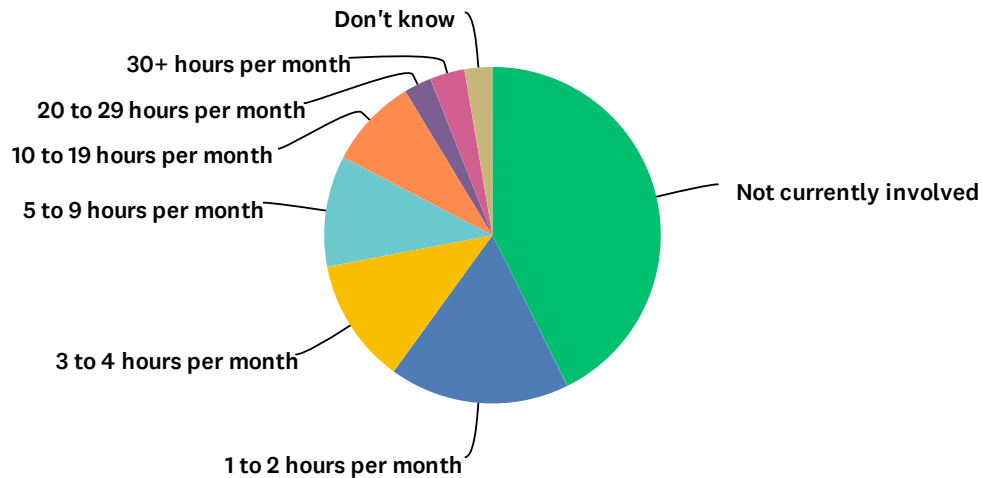
Answered: 150 Skipped: 22



ANSWER CHOICES	RESPONSES	
Not currently involved	63.33%	95
1 to 2 hours per month	17.33%	26
3 to 4 hours per month	6.00%	9
5 to 9 hours per month	4.00%	6
10 to 19 hours per month	2.67%	4
20 to 29 hours per month	2.00%	3
30+ hours per month	0.67%	1
Don't know	4.00%	6
TOTAL		150

Q94 How many hours do you spend a month volunteering services to the community and world through activities that are NOT sponsored by your church? (Examples: Habitat for Humanity, prison ministry, hospital board, Young Life)

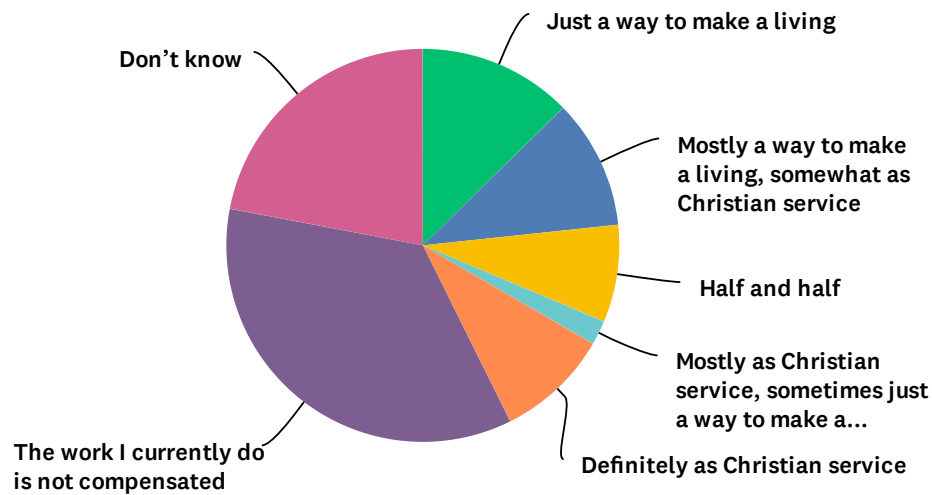
Answered: 150 Skipped: 22



ANSWER CHOICES	RESPONSES	
Not currently involved	42.67%	64
1 to 2 hours per month	17.33%	26
3 to 4 hours per month	12.00%	18
5 to 9 hours per month	10.67%	16
10 to 19 hours per month	8.67%	13
20 to 29 hours per month	2.67%	4
30+ hours per month	3.33%	5
Don't know	2.67%	4
TOTAL		150

Q95 If you have a job for which you are compensated to what extent do you experience your work simply as a way to make a living and to what extent do you experience your work as an opportunity for Christian service?

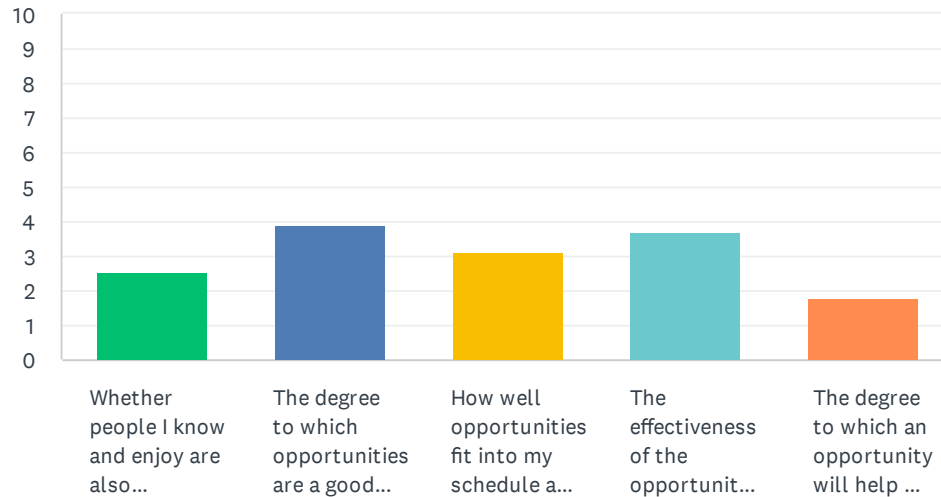
Answered: 150 Skipped: 22



ANSWER CHOICES	RESPONSES	
Just a way to make a living	12.67%	19
Mostly a way to make a living, somewhat as Christian service	10.67%	16
Half and half	8.00%	12
Mostly as Christian service, sometimes just a way to make a living	2.00%	3
Definitely as Christian service	9.33%	14
The work I currently do is not compensated	35.33%	53
Don't know	22.00%	33
TOTAL		150

Q96 As you think about ways you might become involved in impacting your community and the world, what influences your decision making? Please RANK the influences below by order of importance. Note: You can only use each ranking option once.

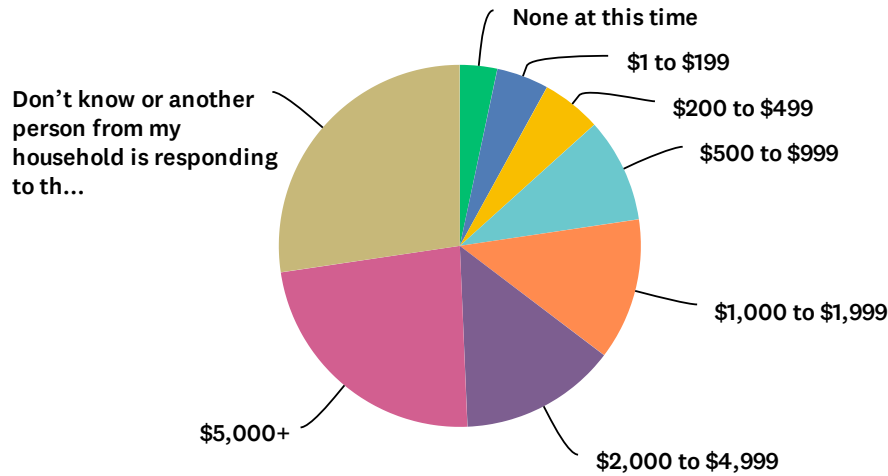
Answered: 150 Skipped: 22



	LEAST IMPORTANT	4TH MOST IMPORTANT	3RD MOST IMPORTANT	2ND MOST IMPORTANT	MOST IMPORTANT	TOTAL
Whether people I know and enjoy are also involved, such as family, friends, and associates.	30.00% 45	28.00% 42	13.33% 20	14.00% 21	14.67% 22	150
The degree to which opportunities are a good fit for my gifts and interests.	2.00% 3	9.33% 14	20.00% 30	32.00% 48	36.67% 55	150
How well opportunities fit into my schedule and lifestyle.	11.33% 17	18.67% 28	32.00% 48	22.67% 34	15.33% 23	150
The effectiveness of the opportunity in making a real difference in my life and in the lives of others.	2.00% 3	18.00% 27	19.33% 29	28.67% 43	32.00% 48	150
The degree to which an opportunity will help me develop the skills and abilities to be a more effective disciple.	55.33% 83	22.67% 34	12.67% 19	4.00% 6	5.33% 8	150

Q97 How much money PER YEAR does your household contribute to charitable causes OTHER THAN your church? Include all contributions you make to charitable causes OTHER THAN your church including contributions to other churches or church ministries. Please have only one person per household respond to this question.

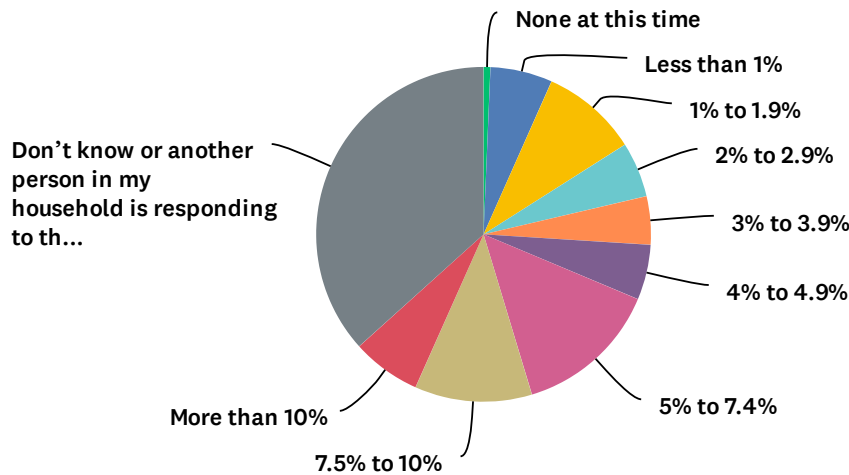
Answered: 150 Skipped: 22



ANSWER CHOICES	RESPONSES	
None at this time	3.33%	5
\$1 to \$199	4.67%	7
\$200 to \$499	5.33%	8
\$500 to \$999	9.33%	14
\$1,000 to \$1,999	12.67%	19
\$2,000 to \$4,999	14.00%	21
\$5,000+	23.33%	35
Don't know or another person from my household is responding to this question	27.33%	41
TOTAL		150

Q98 What percentage of your total household income would you estimate that you contribute to ALL charitable causes, including your church?
Please have only one person in your household respond to this question.

Answered: 150 Skipped: 22



ANSWER CHOICES	RESPONSES	
None at this time	0.67%	1
Less than 1%	6.00%	9
1% to 1.9%	9.33%	14
2% to 2.9%	5.33%	8
3% to 3.9%	4.67%	7
4% to 4.9%	5.33%	8
5% to 7.4%	14.00%	21
7.5% to 10%	11.33%	17
More than 10%	6.67%	10
Don't know or another person in my household is responding to this question	36.67%	55
TOTAL		150

Q105 "In a few words, please describe the most important goals you would like included in Vision150, Trinity's two-year plan taking us to our 150th anniversary in 2035."	
Themes:	Number of people:
*Fostering connection	39
Fostering community, finding ways for parishioners to share their stories, fostering connections with one another	12
More activities outside of Sunday services (small home discussion groups; book or Bible discussion groups, social occasions)	6
Collaboration with other parishes to do events with the community, communicate/share events with other Episcopal churches in neighboring towns	5
More outside musical artists, speakers, offer classes-- and advertise! Attract folks from beyond Concord.	5
Make opportunities for members/attendees to join a small group for fellowship and support	5
Focus on challenges members of our congregation are experiencing (death, illness, mental health, loneliness)	2
*Updating the sanctuary	35
New organ	20
Fix acoustic/sound/lighting in main sanctuary	14
Kneeling pads at altar	1
*Attract new members	30
Attracting families	17
Recruit new members, especially young adults	13

*Education of youth and adults	26
Put more energy into youth and youth life/ Do more to engage with teens, youth programs, get a youth minister, invigorate youth ministry	8
Adult education for faith formation/ ministry. Consider weeknights to accommodate those who work during day	8
Spiritual growth of members, how to strengthen our discipleship, how to connect everyday life with God's teachings	9
Join with other parishes to do youth activities like "FOCUS"	1
*Growing our external ministries and engagement	24
More outreach (including at home, in facilities, parish care, at home, pastoral care, caring for the needy, being of service to others)	
*Bringing more joy	19
Create more joy, have church be more vibrant and energetic	8
Be more welcoming	8
More engagement of parishioners, increase the energy of the parish	3
*Concerns about church leadership	19
The fit of our rector	7
Communication around decision making	3
Rethinking the number of clergy staff	3
Desire for more energy from clergy	3
Increasing trust in vestry and clergy	2
*Changes to the music ministry	14
Dissatisfaction with music education/improve music/consider newer hymns/make music selections more accessible/more modern music, other instruments besides organ once a month	

*Financial planning	10
Strategic plan for financial stability given decline in attendance and financial giving	6
More fundraisers outside of the pledges to keep us solvent	2
Increase outside organizations that use space at Trinity to meet and welcome them	2
Other Topics that didn't fit into the themes and had 1-2 respondents:	Number of people:
Replace the organ in the chapel	2
Creating a more inclusive environment	1
Avoid discussion of politics because will divide	2
Incorporate what is going on in the outside world into sermons	1
Make services less Anglican but still Christian	1
Keep the prayers the same as their consistency is comforting to, longtime Episcopalians and Trinity parishioners	3
Be innovative	1
Opportunity for contemplative Eucharist, quiet Eucharist, evening Eucharist, like 5:00pm	1
Respond to the challenges we face as a nation in the area of social justice	1
More interesting weekly forums	1
More daytime activities for those who don't drive at night	1
Continue to maintain strong music program, involving children and adults	1
Offer opportunities for international mission work	2
Limit our portfolio of outreach to a more manageable size	1
More diversity	1