



Catholic Leadership  
INSTITUTE

## RELEVANT METRICS FOR MEASURING PARISH VITALITY

### Overview:

This white paper is a summary from Catholic Leadership Institute's Virtual Symposium on the Relevant Metrics for Measuring Parish Vitality. The symposium, hosted May 10-11, 2021, included 55 leaders from the United States and Western Europe. Their perspectives and experiences included that of clergy and laity. They brought experience and wisdom from the parish, diocesan, academic, philanthropic, apostolates and movement context, as well as the perspectives of various ethnic communities.

Catholic Leadership Institute intentionally invited the attendees based on their work in the fields of parish planning and vitality as well as the demonstrated vitality of their communities. Prior to inviting attendees, Catholic Leadership Institute completed comparative research on models of measuring parish vitality. Based on this research and 30 years of experience in serving the Roman Catholic Church, Catholic Leadership Institute developed a proposed framework on measuring parish vitality for attendees to review and provide comment on prior to the symposium. Attendees were invited with the following objectives outlined for the gathering:

1. Solicit feedback and input on existing models/metrics.
2. Discuss and prioritize the most relevant metrics of parish vitality.
3. Explore how parish context (communities of color, large vs. small parish, etc.) impacts the framework for measuring parish vitality.
4. Identify next steps for developing a shared framework and sharing with Church leaders and key stakeholders.

### Symposium Format and Preparation:

The format of the symposium included an opening prayer and a general overview of the proposed framework, followed by two rounds of breakout groups to maximize the dialogue and interaction. The participants gathered at the conclusion of the time to share individual comments via chat as well as high-level themes from each group. Each small group was provided a facilitator and a scribe to ensure participants could fully engage. The process repeated on the second day.

In the preparatory reflection that Catholic Leadership Institute invited each attendee to complete before participating in the symposium, participants were asked to validate the functional ministries gathered among the frameworks (e.g. Sacraments and Worship, Governance and Finance) and offer other language that they use or prefer in naming these areas. Attendees were asked whether any foundational ministries were missing and if any should be removed. Participants were also invited to comment on the additional lens of some proposed cultural/behavioral attributes that would be important to measure within each of those ministries (e.g. prayerful, co-responsible, missional) and were invited to propose or eliminate attributes. Lastly, attendees were asked to propose potential metrics that could be tracked in order to determine parish vitality. A list of these proposed metrics was provided to attendees to review and discuss on the first day of the symposium. Given the breadth and length of the suggestions,

attendees were assigned to focus on two of the foundational areas in their breakout groups. A refined list of potential metrics based on the first day's conversations was then shared on the second day and new breakout groups were likewise asked to prioritize and further refine a list of metrics for two additional foundational ministries. The last breakout session invited attendees to begin to discern what difference ministerial context may play in the validity and relevancy of these metrics. For example, do parishes in the inner city need to prioritize different metrics than those in the suburbs? Should parishes in the Northeast or Midwest be referencing a different set of metrics than those in the Southeast and Southwest?

This white paper seeks to summarize Catholic Leadership Institute's research on the topic, the proposed framework on parish vitality, the most significant themes of feedback and top recommendations that surfaced from the gathering on May 10-11, as well as some immediate next steps for Catholic Leadership Institute. This summary is the result of Catholic Leadership Institute's discernment of the dialogue and is not meant to imply universal agreement or approval by any particular attendee.

### **Context: Why This Topic?**

What makes a great parish? For many Catholics, the answer lies in a series of anecdotal, nostalgic, or highly consumeristic statements that speak to what a parishioner might receive or experience. Oftentimes these descriptions are incomplete and can include defensive rationalizations that seek to explain the current state, versus what could or should be. Given the breadth of the Church's reach and history, the "official" definition of a parish, and the standards of what constitute a fruitful one, are likewise broad and abstract. In a relatively stable landscape where resources are abundant, a broad and vague understanding of parish vitality does not present an issue. Unfortunately, the landscape of the last three decades has been anything but stable, which has significant implications on how we understand and support parishes both now and in the future.

Beginning in earnest in the early 1990's, U.S. dioceses, mostly in the Northeast and Midwest, have faced the increasing challenge of adapting a parish footprint that was built for a different time. Along the southern half of the country, immigration and migration has created a different set of challenges and opportunities related to the parish experience. How does a diocese determine where to allocate increasing scarce financial and human resources? Is a parish's standing determined by demographics alone? Which parishes "deserve" the best leaders, whether they be clergy or lay professionals? And even in the contexts where financial resources should be available and the larger population is growing, what determines why one parish may thrive and one may barely survive? These are not simply rhetorical questions. They increasingly represent a heartbreaking reality for every level of Church leadership and especially for the people in the pews who often feel surprised and robbed when their parish experiences any forced change, from the need to share a pastor to a potential merger or even closure.

In the last decade, a plethora of apostolates, programs, and resources have emerged to try and equip parish leaders to achieve increased vibrancy. While these efforts provide helpful strategies and encouragement to attend to various aspects of parish life, often one of the most difficult challenges in parish transformation is convincing parish leaders and parishioners that there are objective standards against which parishes should be evaluated. A lack of understanding of the global mission of the Church as well as a lack of objective understanding of one's own parish situation, not to mention the parishes nearby, further exacerbates this barrier to evaluation and the inability to identify what opportunities exist within a given community.

In 2014, Catholic Leadership Institute introduced the Disciple Maker Index, a parish survey tool that invites parishioners to reflect on where they are in their individual discipleship and their relationship with their parish. As of 2021, the survey has reached over 300,000 Catholics from more than 1,500 parishes in over 40 dioceses, responding in 18 different languages. Because of the nature of survey collection methodology, the respondents skew heavily toward Mass-going Catholics. Since its inception, the survey findings point to one statistically significant determinant when it comes to parishioners' perceptions of vibrancy: leadership. Across all ministry contexts, parishioners are eleven times more likely to indicate their willingness to recommend their parish to a friend and four times more likely to indicate the parish is helping them grow spiritually if they are likely to recommend their pastor. Other key drivers such as a hospitality, the Sunday worship experience (inclusive of preaching), and the parish's ability to communicate effectively, are important but are dwarfed in comparison to the perceived effectiveness of leadership.

These findings, while clear, create an additional challenge for Church leaders. If the secret to parish vibrancy is having a great leader, where does that leave a U.S. Church that faces an aging and increasingly scarce presbyterate? What implications does that have for lay leadership in parishes? In what areas of parish life does co-responsibility become most important? How, and in what areas, should future priests, deacons, religious, and lay leadership be formed and trained? Without a shared vision for what constitutes parish vitality, this continues to feel like throwing darts in the dark.

Establishing a framework of clear and objective metrics can validate or challenge deeply held beliefs about some of the entrenched narratives that are part of our lived experience. Metrics can help to show what we believe does and does not work. Clarifying and prioritizing the most relevant metrics of parish vitality is not at odds with our call to be relational or with the human experience, nor do metrics limit or seek to replace the work of the Holy Spirit in our parishes. They do, however, create a heightened sense of accountability which Catholic Leadership Institute believes to be essential, though some parishes and parish leadership might object. If we can come to a shared understanding of what can and should be measured in terms of parish vitality, then we can do a better job of discerning how the Spirit is animating us in our proclamation of the Gospel.

The proposed framework for measuring parish vitality is the continuation of a conversation that Catholic Leadership Institute looks forward to expanding and deepening in the months and years ahead.

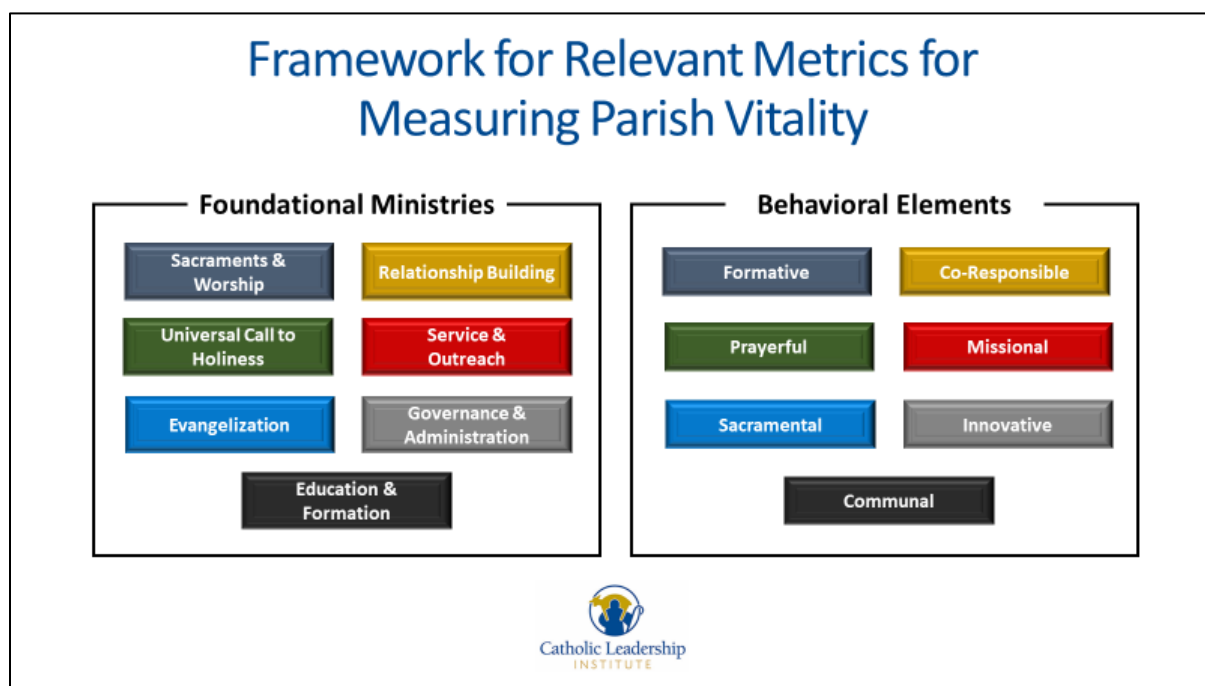
### **Comparative Research on Models of Parish Vitality**

Catholic Leadership Institute gathered existing frameworks from dioceses that have been used to guide conversation, self-study and planning for parishes. A handful were currently being used by dioceses to encourage planning, but several dioceses shared that their framework was out of date or relatively inactive in use among parishes. Diocesan leaders noted that the frameworks were overly complex and often lacked accessible ways to implement data collection and analysis at the parish level. Additionally, while many frameworks shared similar categories for the primary functions of a parish, they often also shared a lack of objective metrics or standards within those categories that would provide a helpful benchmark on vitality. Often, the frameworks relied on the subjective assessment of a body like the pastoral council to assess an area like welcome or outreach.

### **Catholic Leadership Institute's Proposed Framework: Adding Another Dimension**

The categories included in many of the diocesan and apostolate frameworks aligned well with Catholic Leadership Institute's existing list of "foundational ministries" – those ongoing functional areas that define what a parish does. Catholic Leadership Institute has been using these categories to support

parish planning since 2011. As the symposium planning committee reviewed the comparative research and considered a proposed framework, it was encouraging to see the degree of overlap and agreement that existed across dioceses and among parish leaders about what was considered foundational. This led the planning committee to ask the question, “If there is general agreement about what a parish needs to do, what is missing?” As the planning committee looked to the examples of parishes displaying vitality in a multitude of contexts, it was not primarily the presence or absence of a foundational ministry that determined vitality, but rather the presence or absence of certain behaviors or attributes that defined how these parishes fulfilled those ministries (see Appendix A). For example, there was little disagreement that one of a parish’s primary functions is the celebration of the Eucharist. However, a greater determinant of vitality is not simply whether or not the parish celebrates the Eucharist, but *how* the community engages in that worship. Is the worship intentional? Do the lay faithful fully and actively contribute to their responsibility? How well does the parish equip and form those called to lead worship? The old adage that “culture eats strategy for breakfast” seems to apply in the framework regarding which metrics are most relevant for looking at parish vitality. Among the vast majority of attendees, the multi-dimensional framework, while nuanced, provided a helpful update to the conventional functional perspective of what parishes should do.



### Major Themes of Feedback from May 10-11 Virtual Symposium

Over the course of two stimulating days of dialogue, several clear themes emerged among attendees of the virtual symposium. The below section seeks to capture the themes that were present among many of the breakout groups.

- **Vitality can be objectively measured:** Among the vast majority of participants was a belief and an excitement that parish vitality can in fact be measured objectively and that finding a simple, accessible way to do so would be a helpful aide to Church leadership at every level.
- **How we do what we do is as, or maybe more, important than what we do:** Though the conversation focused on metrics within the foundational ministries, as the various breakout

groups discussed the most relevant metrics within each area, it became clear that parishioners' perceptions of how the ministries were carried out was paramount. A parish may offer a program or a ministry, however that does not necessarily mean anyone is aware of it or engaged in the life of a parish. This connection with parishioners is more than simply an unhealthy consumer mentality where the parish gives and the parishioner receives. Rather, attendees focused on metrics that would indicate how well parishioners understand, are aligned and invested in the culture and mission of the faith community.

- **The current level of understanding around measurement and the appetite among Church leaders to measure parish vitality is low:** While the symposium participants were energized by the possibility of bringing more sophistication to measuring parish vitality, it was widely shared that this would require a significant shift in mindset among Church leaders at every level. For clergy and lay professional staff at the parish level, employing objective standards of measurement would introduce a level of accountability that to date has been relatively non-existent. Complicating this history is the reality that in the United States, the average age of a diocesan priest is 61 years old, and the average age of a lay ecclesial minister is roughly only one decade younger. These dedicated leaders tend to have long and developed careers in ministry and may be toward the end of that career. Adopting a new lens through which to consider effectiveness and initiate change would be a challenge for the majority of today's parish leaders. Lack of desire aside, sustaining the effective tracking of multiple metrics over time is a specialized and highly sought-after competency in any industry. While not impossible to find, the common profile of those who seek professional opportunities in ministry do not commonly align with data-centered or results-oriented skillsets.
- **Context is important:** While attendees agreed that parish vitality can be measured in every context and that measurement is important, participants also agreed that the relevancy of various metrics is highly informed by the parish's context. The most significant contextual difference that needs to be considered according to attendees is that of primarily Caucasian parishes versus parishes predominantly comprised of a certain ethnic community or multi-ethnic community. In these contexts, cultural sensitivity is imperative when establishing proper prioritization of metrics as well as considering appropriate benchmarks for those metrics.

While ethnic and cultural consideration dominated the dialogue among attendees, a parish's life cycle also was another context that might influence the prioritization of certain metrics over others. For example, a newly formed parish or a newly combined parish may need to emphasize certain foundational ministries or behavioral attributes over a parish that is well established and experiencing a long period of stability. The same metrics are relevant, but perhaps in a different order of priority.

- **Metrics can dismantle outdated narratives:** One of the most promising and exciting themes that emerged was the power that objective metrics can have in helping break through certain unhelpful, yet dominant trains of thoughts about parishes or parish contexts. Attendees in several breakout groups represented parishes exhibiting vitality in contexts that might be considered by many to be "parish deserts." For example, an inner-city parish that was outpacing their suburban counterparts by way of the percentage of offertory spent on outreach and service.
- **Definitions are important:** Many breakout groups stressed the importance of using precise language and providing proper definition to any terms used in a measurement framework.

Because of the sensitivity involved in introducing objective standards, as well as the high degree of subjectivity that currently defines perspectives on parish vitality, language can quickly become a barrier to developing a shared framework.

An example of this challenge emerged even within the dialogue among symposium participants. Two key areas of disagreement regarding the proposal framework were whether “vocations” and “community” should be considered “foundational ministries” of a parish. Some of the disagreement revolved around an “ends vs. means” debate. However, as the dialogue continued, it was clear that different implicit definitions of the terms in question were the source of most of the divide. For instance, when discussing whether or not the fostering of “vocations” was a foundational ministry, many attendees found the language limiting to calls to the priesthood, permanent diaconate or religious life. Another segment of attendees who understood vocations as more broadly encompassing a multitude of other paths advocated that vocational discernment was an essential part of Catholic life and that a parish needs to consider that discernment as an essential ministry. For both groups, focusing on the “universal call to holiness” versus “vocations” became a more helpful way to define that foundational ministry. Similarly, “community,” which was initially proposed in the model, carried a connotation for many that was equivalent with “hospitality.” While important to attendees, ‘hospitality’ and ‘community’ did not resonate with participants as much as the idea of “relationship.” Almost universally, participants agreed that a parish could provide hospitality but completely miss being in relationship with its people.

To that end, community is both a means and an end: Being in authentic relationship with its parishioners is an essential function of a parish. This relationship is a means to helping parishioners grow in relationship with the Lord. Many attendees were careful to stress that vitality can suffer when community becomes a quest to make the parish a social club and when efforts to build community are out of alignment with the larger vision of the parish.

- **The foundational ministries are interdependent in a parish exhibiting vitality:** The format of the symposium required attendees to focus on identifying the relevant metrics in two of the six proposed foundational ministries. Each group expressed the reality that the metrics for one area overlap with at least one or more additional areas. It is impossible to focus on tracking vitality in one area of parish life without acknowledging the relationship and dependencies on others. For example, “stewardship” emerged as important area to track through multiple metrics. The degree to which authentic stewardship is alive and well in a parish is a factor of the extent to which the parish forms people in understanding stewardship as part of their discipleship. While many symposium attendees expressed this overlap as a potential barrier in developing distinct metrics for all the foundational ministries, others saw it as an opportunity to prioritize those metrics that are relevant across different foundational ministries. If the metric is repeated or relevant across multiple areas, it further validates the prioritization of the metric in evaluating parish vitality.
- **The framework for measurement needs to be accessible:** Attendees held in tension both the complexity of parish life and the multitude of parish contexts that deserved attention and sensitivity while at the same acknowledging the limits on capacity of parish leaders to be able to measure vitality. Whatever frameworks are developed need to be robust enough to capture the totality of what vitality requires, but simple enough to be maintained as well as shared and understood by a wide cross-section of individuals.
- **Leadership is essential to vitality and measurement:** As symposium attendees generated potential metrics for parish vitality, it became increasingly evident that many of the metrics

proposed were “leading” metrics – interventions or approaches that give early indication of fruitfulness (“If we do these things, we should get these results”). Whether it was regular reporting of the parish finances, or performance reviews of staff and volunteers, or the training and formation of council members, all leading metrics require leaders to initiate the practice, assess its effectiveness, and respond to what is needed. A recalcitrant pastor, parish staff member, or key volunteer are in and of themselves leading metrics, but will also become significant barriers to gathering other helpful data points to understanding vitality. Therefore, tracking metrics of parish vitality is best introduced in alignment with a larger strategic and pastoral direction for the community and the larger local diocese. Without proper understanding and buy-in as to the need for relevant metrics, parish leaders will be less likely to track the necessary information and, more importantly, less likely to introduce the required practices to bear fruit.

- **There is value in bringing together a diverse group for dialogue:** Overwhelmingly, symposium attendees commented that one of the richest parts of the experiences was to hear and learn from fellow attendees who had a very different vantage point from their own. Among one of the most insightful and interesting perspectives was that of the European participants whose current experience of parish life provided a helpful foreshadowing of where U.S. parish trend lines are leading. Beyond that, their experience helped to illustrate some points of similarity and connection among different contexts within the United States experience. The rich diversity of experience among participants added different dimensions to considering the relevancy of metrics as well as lifting up challenges and potential solutions to introducing a more metrics-focused approach to parish vitality. One attendee commented, “I spent hours listening to people who I would normally never encounter. Not because I am opposed to doing so, but because my day-to-day life just doesn’t make a space for it. There is great value in creating this space!” Indeed, beyond the recommendations and concrete next steps that come from the symposium, there was value simply in the experience for Catholic leaders to feed each other and to encourage continued effort along our individual paths.

### **Recommendations and Next Steps:**

As a result of the May 10-11 symposium, Catholic Leadership Institute is committed to partnering with willing attendees and other future partners to implement the following recommendations:

1. **Refining the framework for relevant metrics (2021-2022):** Catholic Leadership Institute will continue to incorporate the feedback shared during the May symposium and refine the model, attempting to strike the right balance of flexibility for parish context and objective and universally relevant metrics. A current draft of the model based on the feedback is included in this paper.
2. **Pilot a tool for parish/diocesan use (2022-2023):** In support of the framework that emerges, Catholic Leadership Institute will create an accessible tool designed for parish leaders to pilot that allows a parish to review the list of relevant metrics, prioritize those metrics for their context, and track the metrics over time to monitor and plan for vitality. As with any tool creation, this will involve continued research and development, dialogue with end-users and refinement over time. Catholic Leadership Institute believes collaboration with key diocesan partners will also be important to ensure alignment and integration with the larger local church.
3. **Engage a broader audience of parish/diocesan leadership in continuing the conversation (2021-2023):** As was evident from the symposium, creating a space for dialogue among parish

and diocesan leadership from a diverse set of contexts can only help to deepen individual leaders' awareness, comfort, and competency with the concept of measuring parish vitality. Catholic Leadership Institute will look to partner with other ministries and dioceses to host localized conversations that will serve to 1) gather more feedback and insight into the evolving framework, and 2) provide an opportunity for formation of parish leaders (e.g. council members, key volunteers) to consider parish vitality and how it might be measured. These are currently envisioned as either in-person roundtable discussions or virtual formats similar to the symposium.

4. **Test the most relevant metrics that emerge with a pilot set of parishes (2021-2025):** As Catholic Leadership Institute continues to identify parishes that are exhibiting vitality and/or looking to increase vitality, Catholic Leadership Institute will employ this model and tools with partner dioceses and parishes in order to see how effective the model proves over time.

### **Conclusion:**

Catholic Leadership Institute is extremely grateful to the Porticus Foundation and the incredible women and men who contributed to this conversation. Their passion for the Church, their individual vitality and commitment to the importance of parish life provided great inspiration to the facilitators, scribes, and organizers of the symposium. There is a sacred weight to the topic of the most relevant metrics for measuring parish vitality. The attendees of the symposium understood the significance of the conversation. With so many parishes experiencing great challenge, identifying objective metrics of vitality can seem like administering a test that few will pass. However, by identifying what is most important, clearly indicating the priorities for a parish community and holding ourselves accountable to those, Catholic Leadership Institute sees a path for life, a path for the fullest realization of the potential that God instills in His people when they gather in His name.



# APPENDIX A

## METRICS FOR BEHAVIORAL ELEMENTS

### Overview:

The symposium encouraged participants to suggest metrics that could be used to measure the effectiveness of the foundational ministries through the lens of behavioral elements. This added dimension could give further insight to the vitality of a parish. Below, each foundational ministry is listed along with the behavioral elements suggested by participants of the symposium. This listing is not intended to be exhaustive, but rather a starting point for conversation. It is evident that metrics could apply to several behavioral elements. For simplicity, metrics are listed with the behavioral element where it is most applicable. Additionally, there are certain behavioral elements where metrics are not identified. This will require further thought and conversation.

Each metric is categorized as follows:

- **Perception:** parishioner indicates on a likert scale (e.g. 1-5, strongly agree – strongly disagree) the extent to which they agree with an attitude or belief stated in a survey.
- **Practice:** process, habit, or discipline that one can observe tangibly (e.g. documentation, calendar, agendas).
- **Quantitative:** numeric value that can be tracked over time.

### Sacraments & Worship

Behavioral Element	Suggested Metrics
<b>Formative</b>	<ul style="list-style-type: none"> <li>• Practice: Clear process for recruitment and formation of liturgical ministers</li> <li>• Practice: Training in place on a X basis (minimally annually) for any “first impression” individuals (ushers, office staff)</li> <li>• Quantitative: Liturgical and worship (prayer, language, music) reflects the diversity of the parish’s geographical territory</li> <li>• Practice: Training and accommodations in place to welcome differently-abled parishioners</li> <li>• Quantitative: Sacramental preparation is provided by trained/formed fellow parishioners</li> <li>• Quantitative: Frequency with which parishioners participate in formation opportunities</li> </ul>
<b>Prayerful</b>	<ul style="list-style-type: none"> <li>• Practice: General intercessions reflect the needs of the parish community as well as the larger world</li> </ul>

## Sacraments & Worship

Behavioral Element	Suggested Metrics
<b>Sacramental</b>	<ul style="list-style-type: none"> <li>Practice: Availability/frequency of Mass, Daily Mass, Confession, Adoration, other practices</li> <li>Perception: Parishioners indicate growth in spiritual maturity over time</li> <li>Perception: Parishioners/families indicate growth in prayer life, faith practices</li> <li>Quantitative: Number of hosts purchased</li> <li>Quantitative: Number sacramental trends over time</li> </ul>
<b>Communal</b>	<ul style="list-style-type: none"> <li>Practice: Multiple formats are used to engage people in prayer and worship (e.g. livestream, zoom)</li> <li>Quantitative: Number of parishioners who linger/stay for fellowship after prayer and worship experiences</li> </ul>
<b>Co-Responsible</b>	<ul style="list-style-type: none"> <li>Practice: parishioners provide feedback on homilies on a X basis</li> </ul>
<b>Missional</b>	<ul style="list-style-type: none"> <li>Quantitative: Frequency with which parishioners invite others to participate in prayer and worship experiences</li> <li>Practice: Accessibility of “gateway moments” (Baptisms, Weddings, First Communion, Funerals)</li> </ul>
<b>Innovative</b>	

## Universal Call to Holiness

Behavioral Element	Suggested Metrics
<b>Formative</b>	<ul style="list-style-type: none"> <li>Practice: Opportunities for vocational discernment are available and accessible.</li> <li>Quantitative: Number of opportunities to experience life in a seminary, monastery, or convent</li> </ul>
<b>Prayerful</b>	
<b>Sacramental</b>	<ul style="list-style-type: none"> <li>Perception: Parishioners understand the universal call to holiness.</li> </ul>
<b>Communal</b>	
<b>Co-Responsible</b>	

## Universal Call to Holiness

Behavioral Element	Suggested Metrics
<b>Missional</b>	<ul style="list-style-type: none"> <li>Quantitative: Number of individuals who enter seminary formation or consecrated life.</li> <li>Quantitative: Number of vocations to the priesthood and religious life.</li> <li>Quantitative: Number of couples married in the parish.</li> </ul>
<b>Innovative</b>	

## Evangelization

Behavioral Element	Suggested Metrics
<b>Formative</b>	<ul style="list-style-type: none"> <li>Quantitative: Number of small Christian communities present in the parish.</li> <li>Quantitative: Number of opportunities for “shallow” entry points for parishioners to invite seekers to learn about the parish and/or Jesus.</li> <li>Practice: Parishioners regularly hear compelling stories of discipleship and faith sharing.</li> <li>Practice: Parishioners are invited to identify and learn more about their God-given gifts.</li> <li>Practice: Leaders of small Christian communities are formed and equipped with appropriate training to effectively lead.</li> </ul>
<b>Prayerful</b>	<ul style="list-style-type: none"> <li>Perception: Parishioners are formed in the practice of discernment for all stages of the discipleship.</li> </ul>
<b>Sacramental</b>	<ul style="list-style-type: none"> <li>Quantitative: Number of new Catholics received into the Church.</li> <li>Quantitative: Number of lapsed Catholics who return to the Church.</li> <li>Quantitative: Number of baptisms.</li> <li>Quantitative: Number of newly married couples who are participating in parish life</li> </ul>
<b>Communal</b>	<ul style="list-style-type: none"> <li>Practice: Evangelization efforts are tangible and visible as a priority within the parish.</li> </ul>
<b>Co-Responsible</b>	

## Evangelization

Behavioral Element	Suggested Metrics
<b>Missional</b>	<ul style="list-style-type: none"> <li>• Perception: Parishioners feel comfortable sharing their witness of their relationship with Jesus.</li> <li>• Perception: Parishioners actively engage with others and invite them to a relationship with Jesus.</li> <li>• Quantitative: Number of opportunities for evangelization to the wider community, not only Catholics.</li> <li>• Quantitative: Number of individuals invited to be Catholic.</li> </ul>
<b>Innovative</b>	

## Education & Formation

Behavioral Element	Suggested Metrics
<b>Formative</b>	<ul style="list-style-type: none"> <li>• Quantitative: Number of regularly scheduled faith formation opportunities.</li> <li>• Perception: The content of faith formation opportunities is high-quality.</li> <li>• Perception: There is an increase in parishioners seeking out and participating in more opportunities for education and formation on their own.</li> </ul>
<b>Prayerful</b>	<ul style="list-style-type: none"> <li>• Perception: Parishioners feel as if they have a relationship with God.</li> <li>• Perception: Parishioner's relationship with God has increased over the past two years.</li> </ul>
<b>Sacramental</b>	<ul style="list-style-type: none"> <li>• Quantitative: Number of people participating in the sacramental life of the Church.</li> <li>• Quantitative: What is the percentage of children who attend Sunday Mass who are enrolled in Catholic School?</li> </ul>
<b>Communal</b>	<ul style="list-style-type: none"> <li>• Perception: Parents of children after baptism and before Kindergarten are connected with the parish.</li> </ul>
<b>Co-Responsible</b>	<ul style="list-style-type: none"> <li>• Perception: Parents understand their role as primary catechist of their children.</li> </ul>

## Education & Formation

Behavioral Element	Suggested Metrics
<b>Missional</b>	<ul style="list-style-type: none"> <li>• Perception: Parishioners feel empowered and equipped to talk about their faith with others.</li> <li>• Perception: Parishioners invite others to participate in faith formation opportunities.</li> <li>• Quantitative: Number of people entering the Church through RCIA.</li> <li>• Quantitative: Number of newly baptized children who either participate in Faith Formation or Catholic School over time.</li> </ul>
<b>Innovative</b>	<ul style="list-style-type: none"> <li>• Practice: The parish offers a variety (e.g. topics, format) of faith formation opportunities.</li> <li>• Perception: Participation in faith formation opportunities has inspired participation in other aspects of parish life.</li> <li>• Practice: Faith formation opportunities are available to parishioners based on and at all points of the journey of discipleship.</li> <li>• Practice: The parish schedules faith formation opportunities at times and locations that make it easier for parishioners to attend.</li> </ul>

## Relationship Building

Behavioral Element	Suggested Metrics
<b>Formative</b>	<ul style="list-style-type: none"> <li>• Quantitative: Number of opportunities annually offered to welcome and engage specific communities (families, singles, etc)</li> <li>• Quantitative: Number of parishioners participating in a small Christian community</li> </ul>
<b>Prayerful</b>	
<b>Sacramental</b>	
<b>Communal</b>	<ul style="list-style-type: none"> <li>• Perception: Parishioners feel as if they are welcome and accepted and that they belong</li> </ul>
<b>Co-Responsible</b>	<ul style="list-style-type: none"> <li>• Perception: Parishioners feel as if they parish exhibits care for them in times of need</li> <li>• Practice: Process in place for exhibiting care to members of the community that are in need</li> <li>• Practice: Process in place for relationship management and to reach out individually parishioners who have not been seen or heard</li> </ul>

## Relationship Building

Behavioral Element	Suggested Metrics
<b>Missional</b>	<ul style="list-style-type: none"> <li>• Perception: Parishioners feel as they can engage in societal discussions with charity with each other</li> </ul>
<b>Innovative</b>	<ul style="list-style-type: none"> <li>• Practice: Various platforms and methods used for gathering people are offered (virtual, face-to-face)</li> </ul>

## Service & Outreach

Behavioral Element	Suggested Metrics
<b>Formative</b>	<ul style="list-style-type: none"> <li>• Quantitative: Number of opportunities for formation about Catholic Social Teaching and service.</li> <li>• Perception: Parishioners understand the connection between their Catholic faith and the service &amp; outreach ministry.</li> <li>• Perception: Adequate formation occurs before and after service opportunities.</li> </ul>
<b>Prayerful</b>	
<b>Sacramental</b>	
<b>Communal</b>	<ul style="list-style-type: none"> <li>• Quantitative: Number of parishioner volunteer participants in service and outreach ministries.</li> </ul>
<b>Co-Responsible</b>	<ul style="list-style-type: none"> <li>• Practice: Parishioners who are in need (e.g. post-funeral, homebound parishioners) are personally supported by the parish community.</li> <li>• Perception: The parish is known in the community for serving the community and consulted regarding community issues</li> </ul>
<b>Missional</b>	<ul style="list-style-type: none"> <li>• Quantitative: Number of non-parishioner volunteer participants in service and outreach ministries.</li> <li>• Practice: The parish provides service and outreach to the neighbors and communities within their parish boundaries.</li> <li>• Quantitative: Number of visible connections to the surrounding communities.</li> <li>• Quantitative: Number of opportunities for service, outreach, and advocacy efforts.</li> </ul>
<b>Innovative</b>	<ul style="list-style-type: none"> <li>• Quantitative: Percentage of parish budget set aside for service and outreach.</li> </ul>

## Governance & Administration

Behavioral Element	Suggested Metrics
<b>Formative</b>	<ul style="list-style-type: none"> <li>Practice: Role descriptions are clearly defined for every volunteer/staff member</li> <li>Practice: Parish has a clearly stated vision and plan with measurable goals updated every 1-3 years</li> <li>Practice: Criteria is in place to guide what are significant decisions and how that process should work</li> <li>Practice: Stewardship is preached regularly</li> </ul>
<b>Prayerful</b>	<ul style="list-style-type: none"> <li>Practice: Prayer is a part of parish decision making</li> </ul>
<b>Sacramental</b>	
<b>Communal</b>	<ul style="list-style-type: none"> <li>Perception: volunteers feel appreciated for service</li> <li>Quantitative: Number of unique volunteers</li> </ul>
<b>Co-Responsible</b>	<ul style="list-style-type: none"> <li>Perception: parishioners feel ownership over parish</li> <li>Perception: parishioners feel involved in decision making</li> <li>Perception: parishioners believe the parish is transparent</li> <li>Quantitative: Percent of parishioners who tithe</li> <li>Quantitative: Percent of households/parishioners that contribute</li> <li>Practice: Each ministry has a succession plan for leadership</li> <li>Practice: Parishioners are surveyed and engaged in other feedback solicitation on a X basis</li> <li>Practice: Parish financial reporting happens on X basis in standard form</li> <li>Practice: Council members participate in X(annual/quarterly) formation</li> <li>Practice: Clergy and lay staff receive performance feedback on X basis (monthly/quarterly)</li> </ul>
<b>Missional</b>	<ul style="list-style-type: none"> <li>Quantitative: Parish budget expenditures reflect stated priorities</li> </ul>
<b>Innovative</b>	