

VISTA PHASE 1

GuideBook

Visioning

Perceiving the Present, Imagining the Future...

Current Estimates &
5-Year Projections
Based Upon
2000 Census Data

**Sample VISTA
Client**

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Acknowledgements

As you may have suspected, there are many hours and long nights hidden behind these pages. The wonderful folks on our team have spent the better part of the last fourteen years listening and talking to church leaders; pouring through billions of bytes of digital data, thousands of lines of software code and huge stacks of map and report prototypes; fighting with fussy computers and unruly printers; straining to locate churches with addresses like “two miles north of the big oak tree;” and all the while taking presumptuously long blocks of time to try and anticipate, no better yet, to try and *imagine* what the future of congregational development might be like in this rapidly changing world.

And, here for your consideration is one result of all that effort. Our hope and prayer is that our small supporting role in the larger scheme will inspire you to take these humble ideas and boldly stretch them far beyond anything we ever dared to imagine.

As always, there are far too many people to thank individually here for their contributions. Without a doubt, we have built on the shoulders of trailblazers who have gone before us. But, at a minimum, we have to at least thank our individual families for their constant support; the 62,000 Americans from all walks of life who have opened their hearts to us in our Ethos surveys, and the thousands of local church leaders who have trusted us to help them sort through mountains of information to better understand their environment. Finally, thanks to you and the many other dedicated leaders who have invited us into the innermost workings of your organizations to share your struggles and hopes for the future of the Church of Jesus Christ. May God richly bless your efforts.

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Perceiving the Present, Imagining the Future...

Section 2

Study Guide

 **Percept**

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Perceiving the Present Guided Study

This section is designed to guide you through a comprehensive overview of the latest demographic and other data about your larger study area as well as the individual population centers within it. As you work your way through the presentation and begin to engage the data, you will better understand the unique story of your area as well as the ministry opportunities and challenges you face as your planning team develops a strategic plan for congregational development.

Introduction

Section Two: Perceiving the Present serves three essential purposes within the flow of VISTA Phase I. First, it provides the core contextual information about your region. Working in conjunction with the full set of InfoMaps, data tables provide several levels of insight into the larger study area.

Second, woven into the flow of Section two is supporting information about the various data variables that tell the story about your region. For example, what does the variable “Family Structure” mean? What lower level variables are used to create it? These questions are addressed in this section.

Finally, also woven into the structure of Section two is a study guide. The flow of this section allows the story within your region to gradually unfold. At the conclusion of the study guide, you will summarize the story and the potential mission challenges and opportunities in preparation for the third step of Phase I: Imagining the Future.

Since the Perceiving the Present section provides the contextual information, there are some technical topics that are also provided before moving into the particular information on the region. This background information is provided first.

Data Reflection Model

We are engaged in the process of developing a strategic plan for congregational development. It is Percept's belief that a good strategic plan is a wise strategic plan. In other words, it should be founded upon wisdom. Wisdom could be defined as actionable knowledge.

What is the source of that wisdom? Contributing from one side are your biblical and theological beliefs and traditions. Just as important, you also need significant information about your contextual environment. The biblical side is addressed in *Section Three: Biblical Reflections on Vision*. The contextual is addressed in this section: *Perceiving the Present*.

Perceiving the Present provides a great wealth of data on your contextual environment. But how does that data become a source of wisdom (i.e. actionable knowledge)? There must be a progressive transformation: Data must transform into information, information must transform into knowledge and knowledge must transform into wisdom. Before we discuss what drives the transformation, let's consider what each of these means.

- *Data*: Data is the symbolic representation of some observable reality. E.g. A fuel gage symbolically represents the amount of fuel remaining in a fuel tank.
- *Information*: Data becomes information when we can answer the question: What do we understand that we did not before, having studied this data set? When new understanding has been gained, data has become information. Another way of explaining this is the definition of information in information theory. Data is only information when it reduces uncertainty. E.g. A fuel gage will consistently symbolically indicate fuel level but the gauge must be read. When read, understanding occurs and uncertainty about the amount of fuel available has been reduced.
- *Knowledge*: Information becomes knowledge when we can answer the question: *So what? Why is this information important to know?* This is the criterion of significance. There are many things to understand but not everything is important. Only information that is important becomes knowledge. E.g. Understanding (information) the level of fuel in one's fuel tank becomes important knowledge if one is on a long trip and far from the next fuel station. However, understanding the level of fuel in a car on a new car lot generally will not meet the criterion of significance. Most of us will not care about the fuel level of such a car.
- *Wisdom*: Knowledge has the potential to become wisdom when we can answer the question: *What could or should we do with the knowledge?* In other words, when knowledge becomes actionable in our minds, we have the potential for wisdom. E.g. When on our long trip, we note that our gas gage is down to 1/4 of a tank and we observe that the next fuel station for 100 miles is ahead one mile, wisdom might suggest we stop and fill our tank.

What drives the transformation from data to wisdom? Only one factor: human engagement of the data. Data as symbolic representation is all around us. Some forms are more easily engaged than others, but we live in a symbol rich environment. Until we actively engage the data, they are only so many symbols and in a real sense, have no value. However, as we engage data, something begins to happen—to us! Understanding begins to emerge, out of the many bits of data, patterns begin to form.

Behind the information is a story. Hopefully, we begin to question the significance of the information we have come to understand, and as a result, obtain knowledge. This knowledge, to shift the metaphor, is the story. It reflects the significant realities within a contextual environment. To really perceive the present, one must discover the story.

And with knowledge comes responsibility. What does it call us to do? This is where wisdom can emerge. This is where we come to embrace both the challenges and the opportunities within a study area.

The data to wisdom framework provides a powerful reflective model. How? It tells us where we begin; i.e. with a large data set, and suggests how we participate in the transformation of the data set into a wise plan of action.

The Data Reflection Model		
FROM —>>	TRANSFORMING QUESTION	—>> TO
Data	What do I now understand that I did not understand before? or	Information
	What has been confirmed that I suspected?	
Information	So what? Is there any significance to this piece of information relative to my purposes?	Knowledge
Knowledge	Armed with this knowledge, is there something I could/should do?	Wisdom

This model drives both the data presentation and the corresponding study questions in the *Perceiving the Present* study guide. At key points, the planning team will be asked questions reflective of this progressive model. Using the data reflection model, one is able to engage data on the contextual environment and ultimately have that activity result in a wise call to action.

Engaging the Data

With the data reflection model as a framework the question now turns to: How does one work through the data in order to support the development of wisdom? Percept has developed a couple of “engagement principles” designed to assist in the process of engaging the data on one’s area.

- **First Principle of Engagement:** *Information must answer the right planning question at the appropriate time for meaningful perceptions to be formed.*

The first principle involves the process of engaging information in order for it to effectively result in wisdom. It is possible for us to possess what would be truly information (has the potential to remove uncertainty) and is information of great significance (knowledge) and not realize it. This is because until we know the question, the answer is not perceived as an answer. This principle is illustrated by visual mind games. A cereal box provided what initially looked like a 5" by 5" box of swirling colors. By itself, it was nothing else. But the heading asked a question: Do you see the puppy dog in this picture? The mere question created a mental disposition to "see" a puppy dog in the swirling colors (i.e. the morass of data). Sure enough, careful looking to find the dog, revealed its pattern in the swirls. Questions are critical to finding the meaning in data.

Questions orient the mind to make sense of the data/information/knowledge we encounter. At each level as we move from data to information to knowledge and finally wisdom, it is appropriate questions that prepare the mind to perceive what is there. In the planning process, appropriate questions are essential to making wise plans.

What questions are appropriate? The appropriate planning questions will be related to the core planning questions. The core planning questions set the boundaries of the appropriate questions.

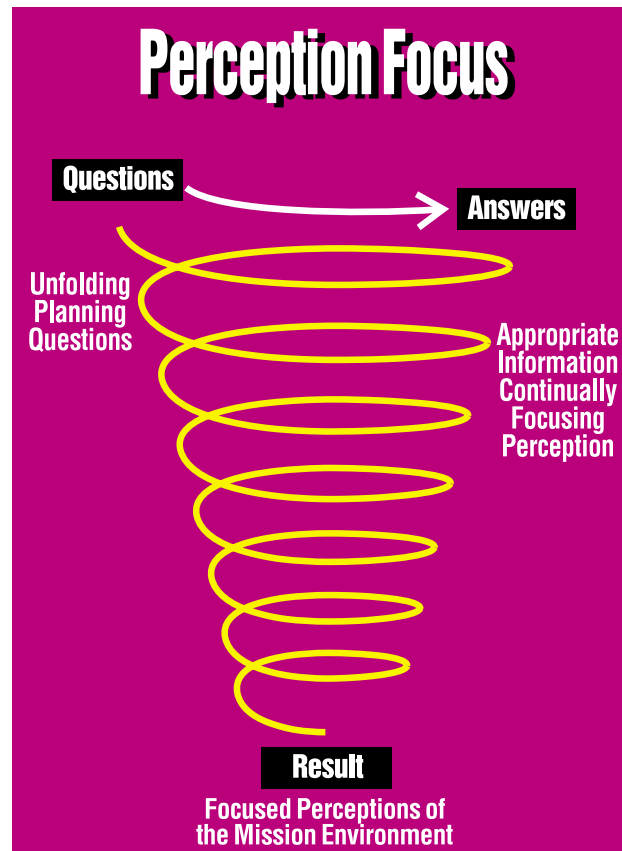
- *Where are we?*
- *Where do we need to go and why?*
- *What do we need to know in order to know how to get there?*

Within each question are related sub questions that will naturally evolve and shed further light on one of these three. Completing the circle, ultimately, the plan developed on the other end of the planning process will emerge as these three core questions are addressed. In the process of presenting data on the study area, Percept continually poses questions. These questions are intended to constantly push from data to wisdom.

How does this really work? Consider the second principle of engagement.

- **Second Principle of Engagement:** *Perception of an environment evolves through an iterative and progressive process of question and answer.*

Simply stated, information provided generally provokes a new question requiring further information. As this process is repeated, an ever more focused understanding of the mission environment emerges. This is illustrated in the following graphic. The more questions posed and answered, the more questions and answers are provoked. With each iteration, the contextual setting becomes clearer and perceptions more focused.



Because of this principle, the presentation of the information follows a similar format. It begins at the highest level and progressively focuses on strategic details at the appropriate moment. Too much detail too soon distracts because of the lack of a meaningful question. To successfully perceive the present, the information on the region begins at the highest level; e.g. How many people live within the bounds....? From this question, the data moves progressively to greater and greater levels of detail within a framework that allows the detail to remain meaningful and ever drive toward knowledge and wisdom.

Now having addressed the question of “Why information?” and provided the two principles of engagement, let us ask the significance question relative to this information: Why is this important? As the planning team works its way through the data in this guide and the corresponding InfoMaps, the challenge will be to identify in the emerging information that which is significant to your task and ultimately must determine the course of action set forth in your plan. Not all of the data Percept presents nor you come to understand (information) is significant to your planning charge. Only the planning team can determine this as it progressively moves through the data. That which is significant is the story that must be discovered and told. This is the task of perceiving the present.

Perceiving the Present

As we all know, not all data is easy to embrace or even understand. Indeed, in a world awash in data, it is often difficult to even engage data long enough for the first transformation to information to occur. In this study guide, Percept has attempted to address these problems in order to facilitate ease of engagement.

Consistent with the principles of information and for ease of analysis, the process of perceiving the present is accomplished by looking at the information in two different ways.

- ACROSS the Study Area
- THROUGH the Strategic Mission Trajectories

These two concepts provide the analytical framework within which the presentation of the regional agency's study is presented. This framework will ease the challenge of absorbing and understanding a rather extensive set of data and concepts. A description of these two approaches follows.

ACROSS the Study Area

The first way involves looking across the entire study area. Looking across allows the full texture of the population to emerge. The following questions provide some examples of looking across the study area.

- *How many people are living in the study area?*
- *How is this number projected to change in the future?*
- *Where are the high population areas?*
- *Where are the low population areas?*
- *How are family structures reflected throughout the region?*
- *How does faith involvement look throughout the region?*
- *Etc.*

In the data that follows, the first part will provide the ACROSS view. Within the ACROSS view, the data is organized by five "aspects," each reflecting a different point of view of the region's story and progressively moving from descriptive information to potential prescriptive strategy. The five aspects are:

- *People and Place:* This aspect provides insight about the location and size of population centers throughout the defined study area.
- *Faces of Diversity:* Diversity takes many forms. This aspect seeks to provide insight into how diversity particularizes within the defined study area.
- *Community Issues:* This aspect provides insight into how concerns revolving around community life particularize within the study area.

- *Faith Preferences*: This aspect provides insight into how religious faith, style and practice particularizes within the study area.
- *Mission Opportunities*: This aspect begins to turn the attention toward how current and future mission strategy might be conceived within the study area.

Within each aspect are a set of GapThemes. A GapTheme is simply a data variable or combination of variables that are thematically related. They are referred to as GapThemes because these particular variables have been chosen to ultimately support the work of ministry in closing the gap between the current environmental conditions and the ultimate desired conditions (our “vision”). Definitions of each GapTheme are provided prior to the data on a particular theme.

Corresponding to each GapTheme is an InfoMap designed to provide further insight into how the theme changes across the study area. The InfoMaps are also organized around the five aspects.

People and Place Series

- # P1: Projected Population
- # P2: Projected Population Change
- # P3: Population Distribution
- # P4: Diversity
- # P5: Area Dynamic Level

Faces of Diversity Series

- # D1: U.S. Lifestyles
- # D2 Non-Anglo Racial/Ethnicity
- # D3: Fastest Growing Racial/Ethnic Group
- # D4: Generations
- # D5: Family Structure
- # D6: Education

Community Issues Series

- #C1: Primary Concerns
- #C2: RISC Level
- #C3: Potential Resistance to Change

Faith Preferences Series

- #F1: Faith Receptivity
- #F2: Financial Support Potential
- #F3: Church Style
- #F4: Church Program Preference
- #F5: Religious Preference

Mission Opportunity Series

- #M1 : Church Presence
- #M2: Trajectory

THROUGH Strategic Mission Trajectories

A second way of looking involves creating classes of PeopleAreas which share common features and then examining how they compare or contrast as a group. Percept has created a classification model that is sensitive to factors that tend to cluster together such as heavy population concentrations and diversity. The groups created by this technique are specifically designed to highlight strategic opportunities. Eventually, the discussion will even turn toward mission strategies. The names given to each group reflect the kind of mission opportunity and hence, strategies, that may be possible given the demographic configuration. We call the model Strategic Mission Trajectories, or just Trajectory. A full explanation of the model will be provided later.

The model generates four groups which are used to subdivide the many PeopleAreas. The names of the four groups are:

- Magnet
- Regional
- Mission
- Town

Experience has shown that when PeopleAreas are grouped according to one of these four types, relatively similar patterns emerge within each type. For the THROUGH component of analysis, you will look more deeply into PeopleAreas by each trajectory classification. This approach will facilitate more targeted reflection around the kinds of issues and opportunities that are germane to a particular trajectory class.

The second part of the data presentation will provide the THROUGH view. Within this part, the data is organized by the four trajectory types: Magnet, Regional, Mission and Town.

Along with all of the InfoMaps presented within the ACROSS view, there are four additional InfoMaps designed specifically to support reflection in the THROUGH section.

THROUGH Series

- #T1: Magnet Trajectory
- #T2: Regional Trajectory
- #T3: Mission Trajectory
- #T4: Town Trajectory

Understanding PeopleArea Analysis

The challenge of perceiving the present is to “listen” to what is going on in a particularly defined geographic area. At a regional level, Percept employs PeopleArea Analysis which is based upon its proprietary PopNet Technology. This methodology was created specifically to enhance strategic planning efforts.

What is PopNet Technology?

The term PopNet refers to a network of geographically determined population centers. PERCEPT'S PopNet technology is used to create circular population areas referred to generically as PeopleAreas.

What are PeopleAreas?

PeopleAreas are relatively uniform circular geographic areas optimized to encompass the largest number of people in the fewest number of areas. They are primarily intended to provide an analysis framework for translating and simplifying large and often unwieldy amounts of available data into a useable planning resource. This basic PeopleArea principle insures that analysis revolves around population centers. More traditional geographic units are not able to accomplish this.

Every geographic unit is designed to meet a particular need. This need is translated into a design model that determines how a geography will be formed. Typically, the design model will hold constant one of two variables: population or uniform geography. In other words, either a population threshold will be constant and the size of geography varies or the size of geography is constant and the population within it varies.

Population Units

Population based geographic units seek to create geographies with roughly the same number of people. Since the size of the population is constant, the size of the geography varies. Traditional examples of population driven geographies include:

- Census Tracts
- Zip codes

While such geographies work well for congressional districting and postal delivery strategies, their inconsistent size complicates planning efforts. It is very difficult to compare one geography to another when they differ in geographic size. For example, two census tracts may each contain 4,000 people. But one may encompass four city blocks and a second hundreds of square miles. Furthermore, the second further complicates planning questions because how the population is distributed across the census tract is critical. Are the people generally concentrated in a corner? Or are they distributed relatively evenly across the tract?

Uniform Geography Units

It is the problem of incomparability between population based geographic units that occasions the need for uniform geographic units. Generally, such uniform geographic units must be custom created. Such geographies are based upon a uniform geographic area regardless of the number of people within them. One common implementation of this is geographic grids.

Geographic grids are created by dividing a designated area into uniform sized grids. The size of the grid unit varies based upon need. The problem of population based geographies is solved since it now allows two geographies to be compared. The constant is the size. The variable is the particular population configuration.

But there are problems with grids as well. They are completely blind to communities. As a result, a grid analysis may divide what is really a population center based upon no logic other than size of the grid specifications. The actual center of a population is immaterial to grid analysis.

The Best of Both Models: PopNet Technology

An ideal geographic unit would capture the best of population driven geographies (i.e. where the people reside) and the comparability of uniform grid geographies (i.e. where the geographic unit is uniform). This is what PERCEPT'S PopNet Technology does when it creates PeopleAreas.

The PeopleArea Advantage: A Custom Unit of Geography for Mission Planning

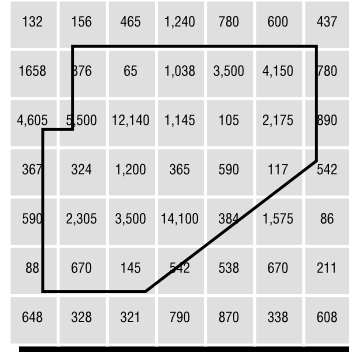
- ❑ Optimally placed based upon location of population
- ❑ Uniform in size for comparative analysis and modeling
- ❑ Encompass an area more consistent with ministry planning needs
- ❑ Adaptable over time to reflect population changes

How PeopleAreas are Created

The steps in the development of a PeopleArea are outlined in the following graphics.

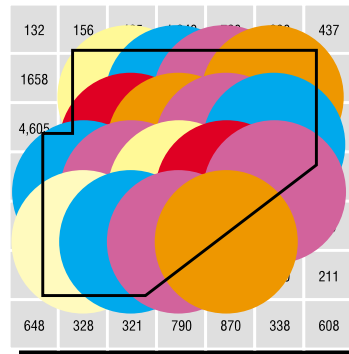
Step 1

Divide study area into small grid squares and compute the population for each



Step 2

Combine Neighboring Grid Squares into Potential PeopleArea circles



Step 3

Select PeopleAreas for maximum Population Coverage in fewest number of full circles



PeopleAreas can be created in any size area from a community to the US and can vary dramatically in size from a 1/4 mile radius up to a 15-mile radius. The actual size of a PeopleArea is based upon how the information will be applied. Or to put it according to PERCEPT'S Information Principle: What are the questions that need to be answered?

Levels of PeopleArea

Currently, four levels of PeopleAreas can be created, each to serve a different purpose.

- *RegionAreas* (RAs)
 - Radius Size: 8 to 20 mile radius, usually 15
 - Square Mileage: 200 to 1,250, usually 700 square miles
 - Purpose: To help develop strategy over an extremely large area such as the entire United States. The first layer in a coordinated and integrated national to regional to local strategy.
 - Maximum Area: The contiguous 48 states of the United States (3 million square miles, 2,000 geography units)
 - Minimum Area: Two or three average sized states, or one really large state. (100,000 square miles, 100 geography units)
- *ImagineAreas* (IAs)
 - Radius Size: 3 to 7 mile radius, usually 5
 - Square Mileage: 28 to 150, usually 78 square miles
 - Purpose: Primary community planning units. Large enough to define a community-wide strategic planning effort, but small enough to distinguish local community character. Designed for use from multiple counties up to several states. Generally, create 5 to 10 times the detail of an RA.
 - Maximum Area: Two or three average states, or one really large state. (200,000 square miles, 500 geography units)
 - Minimum Area: Two or three average counties, or one really large county. (3,000 square miles, 100 geography units)
- *FocalAreas* (FAs)
 - Radius Size: 1.5 to 2.5 mile radius, usually 2
 - Square Mileage: 7 to 19, usually 12 square miles
 - Purpose: To further refine understanding of a more targeted area such as a county or major metropolitan area. Generally, create 5 to 10 times the detail of an IA.
 - Maximum Area: Two or three average counties, are one really large county. (2000 square miles, 150 geography units)
 - Minimum Area: Two or three contiguous 5 mile radii circles. (300 square miles, 40 geography units)
- *NeighborAreas* (NAs)
 - Radius Size: .25 to .75 mile, usually .5
 - Square Mileage: .2 to 1.75, usually .78 square miles
 - Purpose: To support specific local strategies which are not only sensitive to the larger community, but take into account particular neighborhood attributes. Generally, 10 times as detailed as FAs and 50 to 100 times as detailed as an IA.
 - Maximum Area: Two or three contiguous 5 mile radii circles (300 square miles, 150 units)
 - Minimum Area: One 5 mile radius circle. (78 square miles, 25 geographic units)

Ultimately, once PeopleAreas have been created, PopNet technology allows any geographically-oriented information such as census data or church locations to be computed for and analyzed within each individual PeopleArea.

Special PeopleAreas

Normally, the goal of PeopleArea creation is to encompass 95% of the population within the study area inside the PeopleAreas. PeopleAreas are not allowed to overlap one another.

There is a special circumstance that can occur near the boundaries of the study area. Occasionally, the most optimal location for a PeopleArea may be centered very close to the boundary of your study area. In fact, some of the population for the PeopleArea may actually reside in a neighboring area outside of your boundary. These are referred to as Boundary PeopleAreas and are identified with a “(b)” after the People Identification Number. There are two rules which govern these special situations:

- ❑ Boundary PeopleAreas may contain some population from outside region, but it must always be less than 50% of the total population in the PeopleArea.
- ❑ The centerpoint of the PeopleArea must always be found inside the study area boundary.

PeopleArea Flexing

What happens when several PeopleAreas cluster together? Multiple circles can create gaps. How is this handled so that people and population centers are not lost? Percept has developed a technique called “flexing” to address this problem.

Flexing means that a PeopleArea can both shrink and bulge within very tight limits to accommodate the fact that people do not always live in clean circular population “centers.” The result is that PeopleAreas may become slightly less than a perfectly full and complete circle.

One important outcome of this technique is the virtual removal of partial PeopleAreas caused when a gap opens between PeopleArea circles. It is possible that even flexing will not completely remove partials in unusual population areas, but the prospect is remote with flexing.

The flexing technique also tends to represent the same relative geographic area, even if not in perfectly round circles. Consequently, the goal of inter geography comparability is maintained. Though the shape may be slightly distorted, the geographic area is basically the same.

How PeopleAreas are Identified

PeopleAreas are assigned a unique identification number at the time of their creation. The numbers always begin with 1 and continue until all PeopleAreas have

been assigned a number. ID Numbers serve dual purposes of identification and projected population ranking; i.e., PeopleArea Number 1 is also the most populated PeopleArea. Occasionally, a PeopleArea may have the characters "(b)" appended to the number which indicates that some of the population in that PeopleArea resides outside the boundary of your study area.

Since the numbers alone do not initially provide geographical orientation, a Direction Finder is also provided for all PeopleArea types except NeighborAreas. The Direction Finder is a short phrase that is temporarily assigned to each PeopleArea to make it easier to get started working with the PeopleAreas. Direction Finders are not intended to represent official names for either the PeopleArea or the geographical area represented by the PeopleArea. They are based upon the 1990 US Census Place Centroid File and may not reflect local naming conventions or recent developments. Later in the planning process, you will be able to assign official working names to each PeopleArea. NeighborAreas are generally too numerous and small to use city-based naming scheme (since a single city name might have to be used for dozens of NeighborAreas).

Discovering the Story in the Patterns

The first task is to discover the story in the patterns across the study area. There are two sources of information for this analysis: the ACROSS presentation that follows and the corresponding InfoMaps. ACROSS reflection will provide both a big view across the study area and a comparative view between population centers within the study area.

The presentation of the data follows the five aspects previously outlined. Under each aspect are several GapThemes. These are presented one at a time. Each GapTheme presentation will include:

- A summary bar that quickly captures the overall ACROSS summary for the region
- A key question or questions
- A definition
- Supporting data on the entire study area.
- PeopleArea distribution showing how the PeopleAreas vary on the GapTheme
- Corresponding InfoMap reference

Use the key question or questions to orient your reflection about the GapTheme. Following each aspect, there is a study section. This section is designed to assist in reflection on the story in the data. Be sure to complete these discussions before proceeding to the next aspect.

ACROSS**PEOPLE & PLACE****INTRODUCTION****P1. PROJECTED POPULATION DENSITY****SOMEWHAT HIGH**

 Very LOW Somewhat | Somewhat Very HIGH
 AVG.
P2. PROJECTED POPULATION CHANGE**LOW GROWTH**

 Moderate DECLINE Low | Low Moderate GROWTH
 STABLE
P3. POPULATION DISTRIBUTION**AVERAGE**

 Very DISPERSED Somewhat | Somewhat Very CONCENTRATED
 AVERAGE
P4. DIVERSITY**VERY HIGH**

Very LOW Somewhat | Somewhat HIGH Very

P5. AREA DYNAMIC LEVEL**SOMEWHAT HIGH**

 Very LOW Somewhat | Somewhat Very HIGH
 AVG.

People and Place

PeopleArea Analysis assumes that people are ultimately the most important issue. People live in places. It is the relationship between people and the places they inhabit that is the focus of this first aspect.

Key Questions Addressed in this Aspect

- ❑ *How many people live in the entire study area and how has this changed over the past several decades?*
- ❑ *How does the population distribute across the study area?*
- ❑ *How many people are projected to live in each PeopleArea?*
- ❑ *How much diversity is found in each PeopleArea?*

ACROSS PEOPLE & PLACE P1 PROJECTED POPULATION

P1. PROJECTED POPULATION DENSITY **SOMEWHAT HIGH** Very LOW Somewhat AVG. Somewhat Very HIGH

P1 Projected Population

Key Questions

- *Where is the population most concentrated within the study area?*
- *How many people are projected to live in each PeopleArea?*

Definition

Projected Population is the number of persons predicted to reside in a PeopleArea five years from now. The projected figure is based on past trends as well as the latest information available for an area which would indicate the likely rate of future growth (or decline).

The population density is computed by dividing the projected population in an area by the number of square miles. The overall average density is computed by averaging the density of all the PeopleAreas and comparing it to the national average for all populated areas in the United States of 200 persons per square mile.

Study Area Snapshot

Currently, there are 2,476,038 persons residing in the defined study area. This represents an increase of 324,330 or 15.1% since 1980. During the same period of time, the U.S. as a whole grew by 25.4%.

	— Geography —		— Population —	
	Units	Square Miles Covered	2007 Projection	Percent -age
1.429 MILE GRIDS				
Grid Squares in Study Area	4,559	9,310	2,570,274	100.0%
IMAGINEAREAS (5.00 MILE RADIUS, 78.54 SQ. MILES)				
Total	84	6,597	2,443,279	95.1%
Full	84	6,597	2,443,279	95.1%
Partial	0	0	0	0.0%

ACROSS

PEOPLE & PLACE

P1 PROJECTED POPULATION

PeopleArea Snapshot

	— ImagineAreas —		— Population —	
	Number	Percentage	2007 Projection	Percentage
P1: Projected Population Density (Pop./Square Mile) Study Area Average = 390 National Average = 200				
Extremely High (3,183 and over)	1	1.2%	276,432	10.8%
Very High (1,910 to 3,182)	4	4.8%	734,965	28.6%
Somewhat High (318 to 1,909)	15	17.9%	859,051	33.4%
Average (191 to 317)	8	9.5%	155,592	6.1%
Somewhat Low (127 to 190)	14	16.7%	160,485	6.2%
Very Low (64 to 126)	27	32.1%	194,845	7.6%
Extremely Low (Less than 64)	15	17.9%	61,909	2.4%

InfoMap *P1: Projected Population*

ACROSS PEOPLE & PLACE P2 PROJECTED POPULATION CHANGE

P2. PROJECTED POPULATION CHANGE **LOW GROWTH** | Moderate DECLINE | Low STABLE | Low Moderate GROWTH

P2 Projected Population Change

Key Questions

- *Is the population in the overall study area growing, declining or stable?*
- *In which PeopleAreas is there a projected change? What kind of change?*

Definition

Projected Population Change compares the current population with that projected five years from now. The projected figure is based on past trends as well as the latest information available for an area which would indicate the likely rate of future growth (or decline).

Study Area Snapshot

Between 2002 and 2007, the population is projected to increase by 3.7% or 91,300 additional persons. During the same period, the U.S. population is projected to grow by 4.3%.

Population Percentage Change

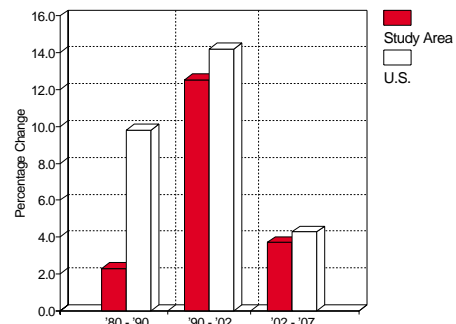
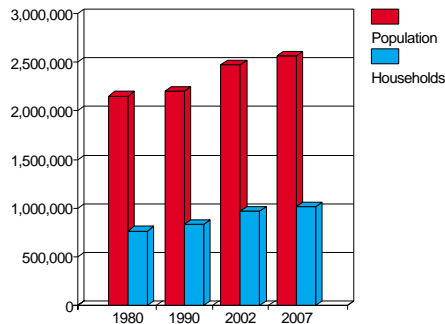
	Actual Change From 1980 to 1990	Actual Change From 1990 to 2002	PROJECTED Change From 2002 to 2007
WELL ABOVE U.S.			
SOMEWHAT ABOVE U.S.			
NEAR U.S. AVERAGE			4%
SOMEWHAT BELOW U.S.			
WELL BELOW U.S.	2%	13%	
U.S. AVERAGE	10%	14%	4%

ACROSS

PEOPLE & PLACE

P2 PROJECTED POPULATION CHANGE

POPULATION AND HOUSEHOLDS



	1980 Census	1990 Census	2002 Update	2007 Projection
Population	2,151,709	2,200,209	2,476,038	2,567,339
Population Change		48,500	275,829	91,301
Percentage Change		2.3%	12.5%	3.7%
Avg Annual Change		0.2%	1.0%	0.7%
Households	765,110	837,204	968,144	1,012,194
Household Change		72,094	130,940	44,050
Percentage Change		9.4%	15.6%	4.5%
Avg Annual Change		0.9%	1.3%	0.9%

PeopleArea Snapshot

	— ImagineAreas —		— Population —	
	Number	Percentage	2007 Projection	Percentage
P2: Projected Population Change				
High Growth (10% or higher)	7	8.3%	342,839	13.3%
Moderate Growth (5% to 10%)	17	20.2%	883,800	34.4%
Low Growth (2% to 5%)	17	20.2%	164,248	6.4%
Stable (-2% to 2%)	42	50.0%	775,960	30.2%
Low Decline (-2% to -5%)	1	1.2%	276,432	10.8%
Moderate Decline (-5% to -10%)	0	0.0%	0	0.0%
High Decline (-10% or more)	0	0.0%	0	0.0%

InfoMap P2: Projected Population Change

ACROSS**PEOPLE & PLACE****P3 POPULATION DISTRIBUTION****P3. POPULATION DISTRIBUTION****AVERAGE**

Very Somewhat Somewhat Very
DISPERSED AVERAGE CONCENTRATED

P3 Population Distribution**Key Question**

- *How does the total population geographically distribute throughout the study area?*
- *Based upon this distribution, which PeopleAreas are the most strategic? Why?*

Definition

PeopleAreas are created by identifying and ranking population clusters that account for at least 95% of the projected population in the study area. The goal of PeopleArea creation is to cover as much population in as few circular areas as possible.

Ranking the ImagineAreas by Projected Population demonstrates the most optimal locations for close proximity to the largest number of people in the study area. The highest ranking ImagineAreas which contain 75% of the projected population are referred to as “Most Strategic” since they account for the vast majority of the population in the study area. Strategies employed in these few areas potentially effect the largest number of people.

Across the nation, 75% of the population is gathered in approximately 25% of the population centers. If your area is more evenly spread out than this figure, it is referred to as *dispersed*. If the population in the study area is accumulated in fewer areas, it is referred to as *concentrated*. Areas which match this national ratio (75/25) are identified as having *average* distribution.

ACROSS**PEOPLE & PLACE****P3 POPULATION DISTRIBUTION****PeopleArea Snapshot**

	— ImagineAreas —		— Population —	
	Number	Percentage	2007 Projection	Percentage
P3: Population Distribution				
Total Projected Population			2,570,274	100.0%
ImagineArea Total Population	84	100.0%	2,443,279	95.1%
Covering 25% (1 out of 4 people)	3	3.6%	661,064	25.7%
Covering 50% (1 out of 2 people)	8	9.5%	1,293,189	50.3%
Covering 75% (3 out of 4 people)	23	27.4%	1,942,014	75.6%

InfoMap *P3:Population Distribution***Additional Information**

The next section lists the Most Strategic PeopleAreas and provides a bar chart illustrating the population distribution across these PeopleAreas.

ACROSS

PEOPLE & PLACE

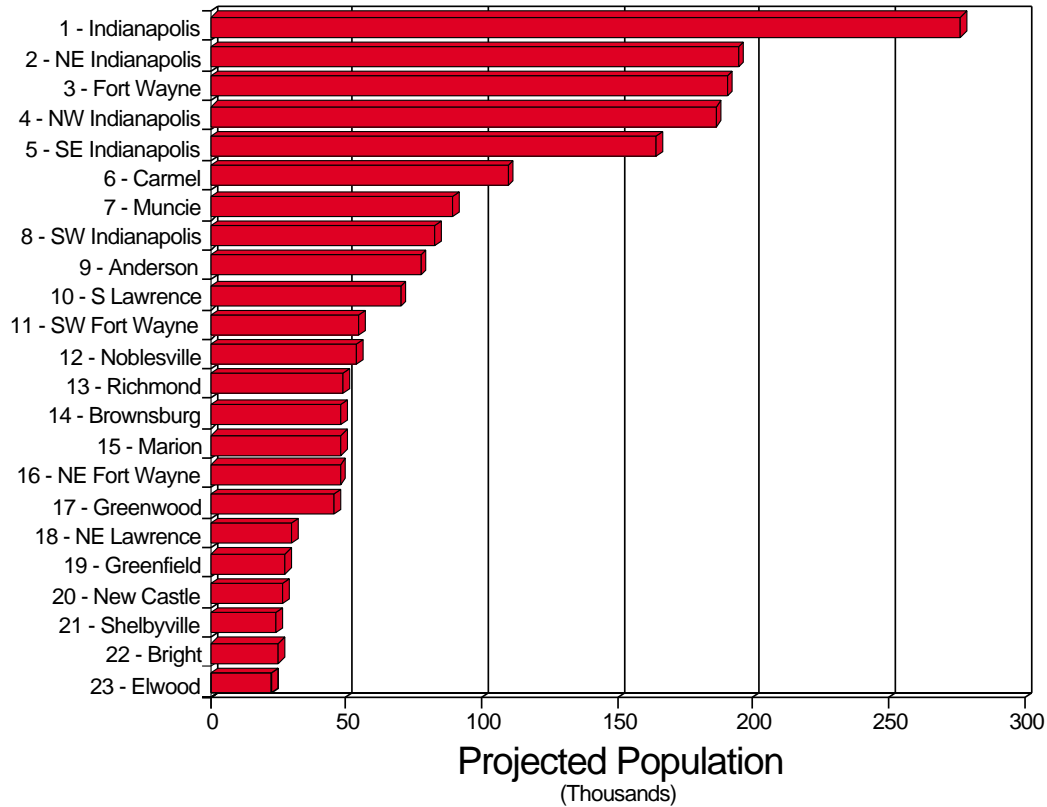
P3 POPULATION DISTRIBUTION

Most Strategic ImagineAreas

Purpose: To identify the most populated ImagineAreas which represent at least 75% of the population. In terms of overall development strategy, these ImagineAreas are critical since they include most of the population within the study area.

ID	Direction Finder	Projected 2007 Population	Accumulated Population	Accumulated Percentage	Diversity Score	Trajectory	Number of Locations	Current Population Per Location
1	Indianapolis	276,432	276,432	10.8%	V High (9)	Magnet	12	23,935
2	NE Indianapolis	194,438	470,870	18.3%	V High (9)	Magnet	4	45,129
3	Fort Wayne	190,194	661,064	25.7%	V High (9)	Magnet	8	23,773
4	NW Indianapolis	186,026	847,090	33.0%	V High (10)	Magnet	7	24,683
5	SE Indianapolis	164,307	1,011,397	39.4%	V High (8)	Magnet	3	51,435
6	Carmel	109,140	1,120,537	43.6%	High (7)	Magnet	4	24,682
7	Muncie	89,563	1,210,100	47.1%	V High (8)	Magnet	2	45,158
8	SW Indianapolis	83,089	1,293,189	50.3%	High (6)	Magnet	1	79,027
9	Anderson	77,520	1,370,709	53.3%	V High (8)	Magnet	1	77,627
10	S Lawrence	69,922	1,440,631	56.1%	V High (8)	Magnet	3	21,915
11	SW Fort Wayne	54,436	1,495,067	58.2%	V High (8)	Magnet	6	8,522
12	Noblesville	53,583	1,548,650	60.3%	V High (8)	Magnet	1	47,087
13	Richmond	49,111	1,597,761	62.2%	V High (8)	Magnet	4	12,405
14	Brownsburg	48,035	1,645,796	64.0%	Low (4)	Regional	1	42,829
15	Marion	47,951	1,693,747	65.9%	V High (8)	Magnet	3	16,307
16	NE Fort Wayne	47,602	1,741,349	67.8%	High (7)	Magnet	1	42,083
17	Greenwood	45,116	1,786,465	69.5%	High (6)	Magnet	3	13,553
18	NE Lawrence	30,087	1,816,552	70.7%	High (6)	Regional	0	25,716
19	Greenfield	27,256	1,843,808	71.7%	Low (3)	Regional	1	25,740
20	New Castle	26,640	1,870,448	72.8%	High (5)	Regional	1	26,758
21	Shelbyville	24,532	1,894,980	73.7%	High (7)	Mission	1	23,589
22(b)	Bright	24,693	1,919,673	74.7%	High (5)	Mission	0	22,801
23	Elwood	22,341	1,942,014	75.6%	Low (3)	Town	1	22,263

Most Populated ImagineAreas (Include 75% of Population)



Technical Note

PeopleAreas are created in the descending order of their population size. However, the population figure used at creation-time is that portion of the PeopleArea’s population which actually resides within the boundary of the governing body. The result of this is that while PeopleAreas are allowed to cross the boundaries of your study area, they are slightly biased in their creation towards population centers completely within the study area. Once PeopleAreas have been created, the full population in the PeopleArea is reported and mapped without regard for portions which may come from outside the study area boundary. As a result, the graph above may include one or more PeopleAreas that appear to “spike” out from their neighboring PeopleAreas slightly. This indicates that the PeopleArea actually includes some population from outside the study area boundary.

ACROSS

PEOPLE & PLACE

P4 DIVERSITY

P4. DIVERSITY

VERY HIGH

Very LOW Somewhat Somewhat HIGH Very

P4 Diversity

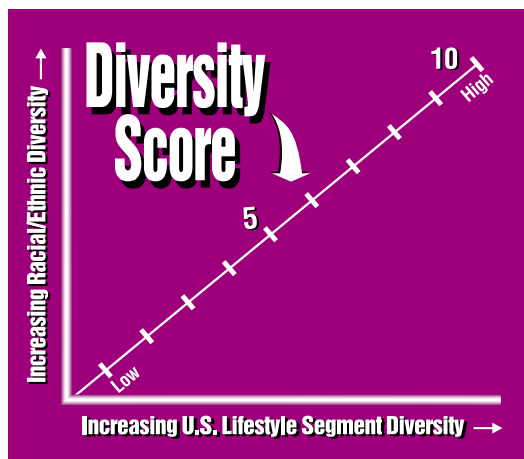
Key Questions

- *Where are the areas of greatest diversity?*
- *How much diversity is found in each PeopleArea?*

Definition

The Diversity score is a composite GapTheme. It is based upon a scoring methodology which examines the presence and concentration of racial/ethnic population as well as the number and distribution of U.S. Lifestyles segments within an area. A score of 0 indicates an area with very little, if any, racial ethnic population, and few US Lifestyles segments, i.e., a homogeneous population. Conversely, a score of 10 indicates an area with a substantial racial/ethnic population and a large number of US Lifestyles segments with no individual segment dominating, i.e., a heterogeneous population.

The Diversity Score



ACROSS

PEOPLE & PLACE

P4 DIVERSITY

Study Area Snapshot

The lifestyle diversity in the area is *extremely high* with a considerable 48 of the 50 U.S. Lifestyles segments represented. Of the six major segment groupings, the largest is referred to as *Middle American Families* which accounts for 40.9% of the households in the area. The top individual segment is *Established Country Families* representing 10.5% of all households.

Based upon the total number of different groups present, the racial/ethnic diversity in the area is *somewhat high*. Among individual groups, *Anglos* represent 84.0% of the population and all other racial/ethnic groups make up just 16.0% which is well below the national average of 30%. The largest of these groups, *African-Americans*, accounts for 11.6% of the total population. *Hispanics/Latinos* are projected to be the fastest growing group increasing by 17.6% between 2002 and 2007.

Households By U.S. Lifestyles Group

	Affluent Families	Middle American Families	Young and Coming	Rural Families	Senior Life	Ethnic & Urban Diversity
WELL ABOVE U.S.		41%			8%	
SOMEWHAT ABOVE U.S.						
NEAR U.S. AVERAGE			14%			
SOMEWHAT BELOW U.S.				13%		
WELL BELOW U.S.	11%					13%
U.S. AVERAGE	13%	34%	14%	14%	7%	18%

Population By Race/Ethnicity

	Anglo	African-American	Hispanic	Asian	Native Am. and Other
WELL ABOVE U.S.	84%				
SOMEWHAT ABOVE U.S.					
NEAR U.S. AVERAGE		12%			1%
SOMEWHAT BELOW U.S.					
WELL BELOW U.S.			3%	1%	
U.S. AVERAGE	70%	12%	13%	4%	1%

PeopleArea Snapshot

	— ImagineAreas —		— Population —	
	Number	Percentage	2007 Projection	Percentage
P4: Diversity Score				
Extremely High (10)	1	1.2%	186,026	7.2%
Very High (8 to 9)	11	13.1%	1,267,457	49.3%
Somewhat High (5 to 7)	14	16.7%	478,500	18.6%
Somewhat Low (3 to 4)	18	21.4%	254,319	9.9%
Very Low (1 to 2)	40	47.6%	256,977	10.0%
Extremely Low (0)	0	0.0%	0	0.0%

InfoMap P4: Diversity

ACROSS

PEOPLE & PLACE

P5 AREA DYNAMIC LEVEL

P5.AREA DYNAMIC LEVEL

SOMEWHAT HIGH

Very LOW Somewhat AVG. Somewhat Very HIGH

P5 Area Dynamic Level

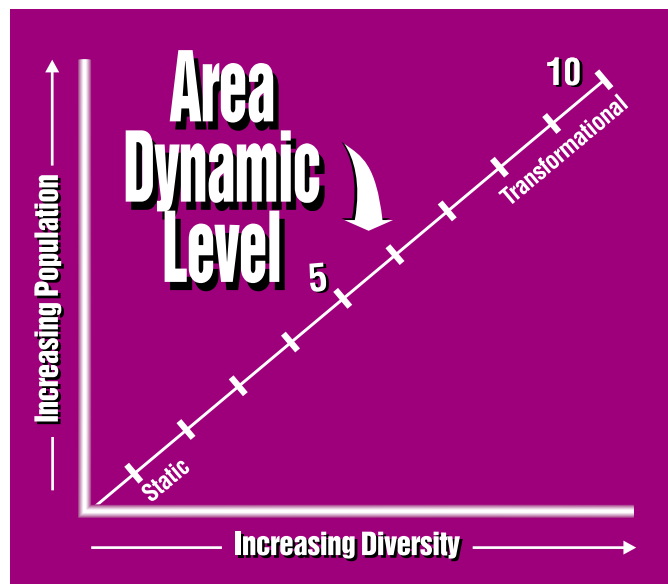
Key Questions

- Where is the “action” within the study area?
- In which PeopleAreas is the greatest action concentrated?

Definition

The Area Dynamic Level (ADL) is computed by combining the Projected Population Density (P1) with the overall Diversity Score (P4) into a single score from 0 to 10. Areas with a score of 0 are referred to as *Static* indicating very little population and almost no diversity. Areas with scores of 10 are referred to as *Transformational* indicating extremely high population and diversity. Areas with typical population densities and diversity are referred to as *average*.

As the Area Dynamic Level increases, it indicates an increasingly complex and challenging environment given the large number of people and likely differences in lifestyle and racial/ethnicity.



ACROSS**PEOPLE & PLACE****P5 AREA DYNAMIC LEVEL****PeopleArea Snapshot**

	— ImagineAreas —		—— Population ——	
	Number	Percentage	2007 Projection	Percentage
P5: Area Dynamic Level				
Transformational (10)	2	2.4%	462,458	18.0%
Very High (8 to 9)	9	10.7%	1,003,103	39.0%
Somewhat High (6 to 7)	9	10.7%	370,831	14.4%
Average (5)	9	10.7%	188,013	7.3%
Somewhat Low (3 to 4)	40	47.6%	351,834	13.7%
Very Low (1 to 2)	15	17.9%	67,040	2.6%
Static (0)	0	0.0%	0	0.0%

Technical Note

Do not confuse the use of the word dynamic with population growth or decline. It is possible for an area with a high ADL to actually be declining or stable in population. Conversely, an area with a low ADL could be growing rapidly, but still be relatively low in population and diversity; thus, the low ADL score.

InfoMap *P5:Area Dynamic Level*

ACROSS**FACES OF DIVERSITY****INTRODUCTION****D1. U.S. LIFESTYLES GROUP****MIDDLE AMERICAN FAMILIES**

Affluent Families | Middle America | Young & Coming | Rural Families | Senior Life | Ethnic/Urban

D2. NON-ANGLO POPULATION**SOMEWHAT LOW**

Very LOW | Somewhat | AVG. | Somewhat | Very HIGH

D3. FASTEST RACIAL/ETHNIC GROWTH**HISPANICS/LATINOS**

No Group Growing | Anglo | African-American | Hispanic/Latino | Asian | Native/Other

D4. GENERATION**MILLENNIALS**

Millennials (Age 0 to 20) | Survivors (21 to 39) | Boomers (40 to 59) | Silents (60 to 74) | Builders (75 and up)

D5. FAMILY STRUCTURE**SOMEWHAT TRADITIONAL**

Very NON-TRADITIONAL | Somewhat | MIXED | Somewhat | Very TRADITIONAL

D6. EDUCATION**SOMEWHAT LOW**

Very LOW | Somewhat | AVG. | Somewhat | Very HIGH

Faces of Diversity

Having examined where people live and in what concentrations, the issue now turns to the faces of the people who inhabit the places. The Faces of Diversity aspect is designed to provide insights into the variety of people dwelling within the bounds of the study area.

Key Questions Addressed in this Aspect

- *What are the primary lifestyle groups in the study area?*
- *What is the fastest growing racial/ethnic group?*
- *What are the primary age generations in each area?*
- *How traditional are the family structures throughout the study area?*
- *What is the education level for the overall area as well as each PeopleArea?*

ACROSS**FACES OF DIVERSITY****D1 U.S. LIFESTYLES GROUP****D1 U.S. LIFESTYLES GROUP****MIDDLE AMERICAN FAMILIES**

Affluent Families	Middle America	Young &Coming	Rural Families	Senior Life	Ethnic/ Urban
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D1 U.S. Lifestyles Group**Key Questions**

- *What is the primary US Lifestyle Group in each PeopleArea?*
- *How are the US Lifestyles Groups distributed throughout the study area?*

Definition

A U.S. Lifestyles Group is created by clustering similar US Lifestyles Segments. The group designated Primary represents the greatest number of households within a designated area.

- Group 1 - *Affluent Families* consists of Segments 1, 2, 3, 4, 5, 6 and 14 (Abbreviation: Affluent). These segments are generally above average in income and education. National Average: 12.8%
- Group 2 - *Middle American Families* consists of Segments 9, 10, 11, 16, 17, 18, 23, 25, 28 (Abbreviation: Middle). These segments represent classic middle America. National Average: 33.8%
- Group 3 - *Young and Coming* consists of Segments 8, 12, 13, 15, 19, 34, 37, 39 and 47 (Abbreviation: Young). These segments are mostly (though not exclusively) comprised of young singles and couples in the beginnings of their career life. National Average: 14.5%
- Group 4 - *Rural Families* consists of Segments 26, 27, 29, 33, 35, 38 (Abbreviation: Rural). These segments are comprised of mostly families in rural America working in primarily blue collar occupations. National Average: 13.9%
- Group 5 - *Senior Life* consists of segments 7, 20, 21, 22, 30 and 31 (Abbreviation: Seniors). These segments consist mostly of senior and mature adults in or near retirement. National Average: 6.9%
- Group 6 - *Ethnic and Urban Diversity* consists of segments 24, 32, 36, 40, 41, 42, 43, 44, 45, 46 and 48 (Abbreviation: Diversity). These segments are found mostly (though not exclusively) in urban centers and reflect high racial/ethnic diversity. National Average: 17.9%

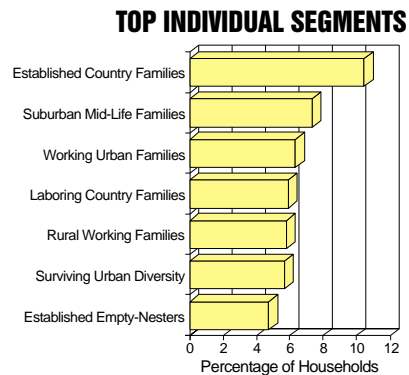
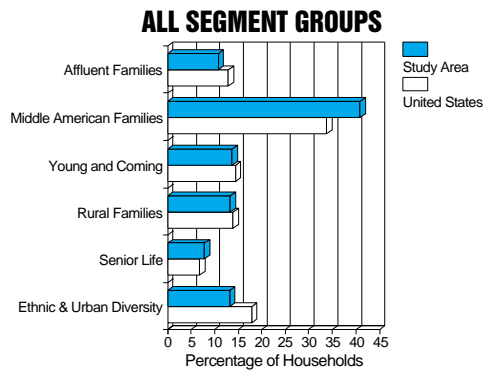
ACROSS

FACES OF DIVERSITY

D1 U.S. LIFESTYLES GROUP

Study Area Snapshot

U.S. LIFESTYLES



ALL SEGMENT GROUPS	2002 Update		Comparative Index
	Study Area	United States	
1 Affluent Families	10.8%	12.8%	84
2 Middle American Families	40.9%	33.8%	121
3 Young and Coming	13.8%	14.5%	95
4 Rural Families	13.3%	13.9%	96
5 Senior Life	7.8%	6.8%	114
6 Ethnic & Urban Diversity	13.2%	17.9%	74
TOP INDIVIDUAL SEGMENTS			
16 Established Country Families	10.5%	6.3%	167
10 Suburban Mid-Life Families	7.3%	6.9%	106
18 Working Urban Families	6.3%	4.8%	131
35 Laboring Country Families	5.9%	3.3%	181
38 Rural Working Families	5.8%	9.1%	63
40 Surviving Urban Diversity	5.7%	3.4%	166
23 Established Empty-Nesters	4.7%	3.6%	132

ACROSS**FACES OF DIVERSITY****D1 U.S. LIFESTYLES GROUP****PeopleArea Snapshot**

	— ImagineAreas —		— Population —	
	Number	Percentage	2007 Projection	Percentage
D1: Primary U.S. Lifestyles Group				
1 Affluent Families	6	7.1%	444,126	17.3%
2 Middle American Families	50	59.5%	1,332,184	51.8%
3 Young and Coming	1	1.2%	186,026	7.2%
4 Rural Families	26	31.0%	204,511	8.0%
5 Senior Life	0	0.0%	0	0.0%
6 Ethnic and Urban Diversity	1	1.2%	276,432	10.8%

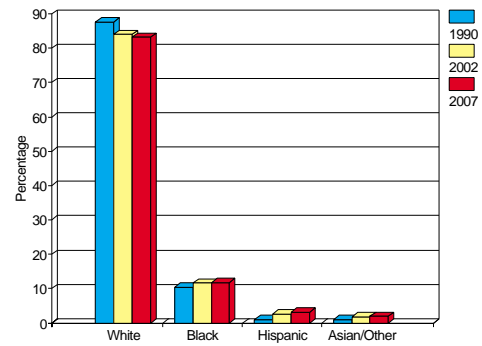
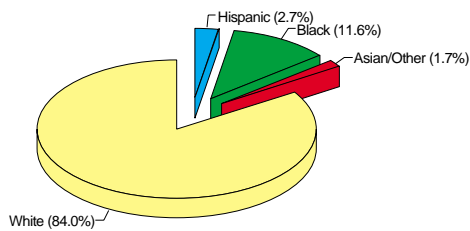
InfoMap *D1: U.S. Lifestyles*

ACROSS

FACES OF DIVERSITY

D2 RACIAL/ETHNICITY

POPULATION BY RACE/ETHNICITY



	1990 Census	2002 Update	2007 Projection
White (Non-Hispanic)	87.7%	84.0%	83.2%
African-American (Non-Hispanic)	10.4%	11.6%	11.8%
Hispanic/Latino	1.0%	2.7%	3.0%
Asian/Other (Non-Hispanic)	0.9%	1.7%	1.9%

ACROSS

FACES OF DIVERSITY

D3 FASTEST RACIAL/ETHNIC GROWTH

D3. FASTEST RACIAL/ETHNIC GROWTH

HISPANICS/LATINOS

No Group Growing | Anglo | African-American | **Hispanic/Latino** | Asian | Native/Other

D3 Fastest Racial/Ethnic Growth

Key Question:

- *What is the fastest growing racial/ethnic group in each PeopleArea?*

Definition

Indicates which of the five primary racial/ethnic groups is projected to grow at the highest rate over the next five years. The projections are based on past trends as well as the latest information available for an area which would indicate the likely rate of future growth. By focusing the growth question on the fastest growing racial/ethnic group, you can obtain a better sense of how an environment is likely to change. Generally speaking, the group that is growing the fastest is likely to have a significant influence on the future ethos of the area examined.

PeopleArea Snapshot

	— ImagineAreas —		— Population —	
	Number	Percentage	2007 Projection	Percentage
D3: Fastest Racial/Ethnic Growth				
No Groups Growing	3	3.6%	21,096	0.8%
Anglos	3	3.6%	16,850	0.7%
African-Americans	9	10.7%	402,579	15.7%
Hispanics/Latinos	40	47.6%	1,494,707	58.2%
Asians	10	11.9%	305,059	11.9%
Native Americans/Others	19	22.6%	202,988	7.9%

InfoMap *D3: Fastest Racial/Ethnic Growth*

ACROSS**FACES OF DIVERSITY****D4 GENERATIONS****D4. GENERATION****MILLENNIALS**

Millennials (Age 0 to 20)	Survivors (21 to 39)	Boomers (40 to 59)	Silents (60 to 74)	Builders (75 and up)
------------------------------	-------------------------	-----------------------	-----------------------	-------------------------

D4 Generation**Key Questions**

- Which generation, if any, is the highest above the national average in each PeopleArea?
- How are the generations distributed throughout the study area?

Definition

Age groups defined by Strauss and Howe in their book, *Generations*, which are characterized by a shared coming of age experience.

- *Builders* - born circa 1901 to 1924 - The generation who built most of the major institutions of the 20th century. Big business, big government, big unions, big universities, big churches... (Strauss and Howe call this group, G.I.'s). National Average: 6.1%
- *Silents* - born circa 1925 to 1942 - The generation who supported and faithfully served the builders but whose ambivalence about their role prompted the rise of the revolutions of the 60's and permanently impacted the mindset of the Boomers. National Average: 11.1%
- *Boomers* - born circa 1943 to 1960 - Well....A generation of idealists. Born and raised during the postwar boom era. National Average: 27.0%
- *Survivors* - born circa 1961 - 1981 - These are the 0neglected children of the younger silents and the boomers. Their parents were so busy in pursuit of the self that they left their children to fend for themselves. And they have become quite good at it, they will survive. (Strauss and Howe call this group Thirteeners). National Average: 26.0%
- *Millennials* - born circa 1982 ... The youngest living generation, they will have 3a different childhood. While those on the early end of this generational cohort will suffer from the fiscal crises of our public institutions, the home environment is changing as more value is placed on family and the care of children. National Average: 29.0%

6

ACROSS

FACES OF DIVERSITY

D4 GENERATIONS

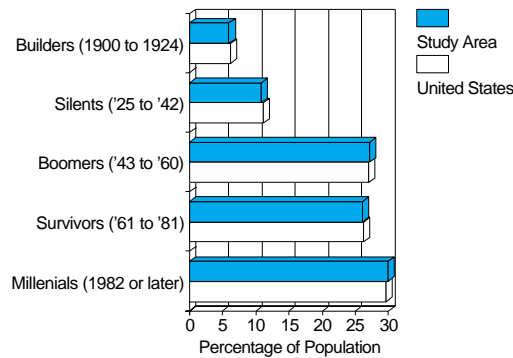
Study Area Snapshot

The most significant group in terms of numbers and comparison to national averages is *Millenials* (age 0 to 20) who make up 30.0% of the total population in the area compared to 29.6% of the U.S. population as a whole.

Population By Generation

	Millenials 0 to 20	Survivors 21 to 39	Boomers 40 to 59	Silents 60 to 74	Builders 75 & up
WELL ABOVE U.S.					
SOMEWHAT ABOVE U.S.					
NEAR U.S. AVERAGE	30%	26%	27%	11%	6%
SOMEWHAT BELOW U.S.					
WELL BELOW U.S.					
U.S. AVERAGE	30%	26%	27%	11%	6%

POPULATION BY GENERATION



	2002 Update		Comparative Index
	Study Area	United States	
Millenials (1982 or later)	30.0%	29.6%	101
Survivors ('61 to '81)	26.1%	26.3%	99
Boomers ('43 to '60)	27.2%	27.0%	101
Silents ('25 to '42)	10.8%	11.1%	98
Builders (1900 to 1924)	6.0%	6.1%	98

PeopleArea Snapshot

	— ImagineAreas —		— Population —	
	Number	Percentage	2007 Projection	Percentage
Variable D4: High Index Generational Group				
All Generations at Nat'l Average	23	27.4%	1,321,647	51.4%
Millenials (0 to 20)	5	6.0%	38,878	1.5%
Survivors (21 to 39)	2	2.4%	203,157	7.9%
Boomers (40 go 59)	14	16.7%	349,005	13.6%
Silents (60 to 74)	13	15.5%	82,653	3.2%
Builders (75 and over)	27	32.1%	447,939	17.4%

InfoMap *D4:Generations*

ACROSS**FACES OF DIVERSITY****D5 FAMILY STRUCTURE****D5. FAMILY STRUCTURE****SOMEWHAT TRADITIONAL**

Very NON-TRADITIONAL Somewhat MIXED Somewhat TRADITIONAL Very TRADITIONAL

D5 Family Structure**Key Questions**

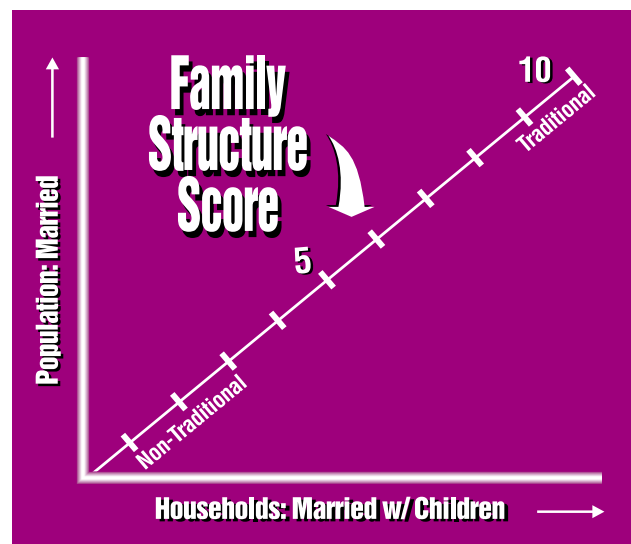
- *Is a particular PeopleArea likely to have a traditional or non-traditional family structure ethos?*
- *How are family structures likely to distribute throughout the study area?*

Definition

A scoring methodology which compares an area's marital status and households with children configurations to the national average. A score of 0 indicates a very non-traditional family structure with high number of singles, divorcees and single parents. A score of 10 indicates a very traditional family structure with the majority of adults married and most households with children headed by married couples. A score of 5 indicates an area that overall is consistent with national averages.

Two variables are used to compute the score:

- Population By Marital Status (Age 15 and Over) - The national average in the 1990 Census was 54.8% Married.
- Households With Children Age 0 to 18 - The national average in the 1990 Census was 73.3% of households with children were headed by Married Couples.



ACROSS

FACES OF DIVERSITY

D5 FAMILY STRUCTURE

Study Area Snapshot

The area can be described as *somewhat traditional* due to the above average presence of married persons and two-parent families.

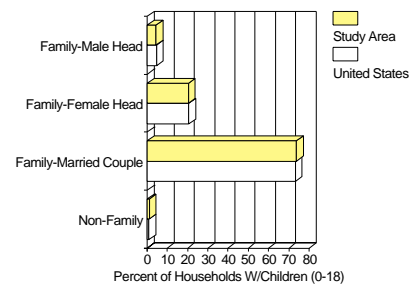
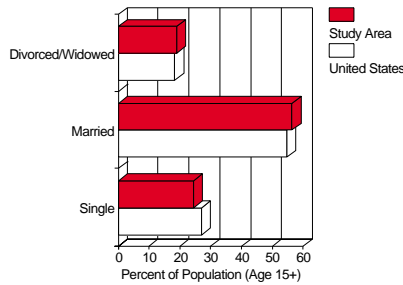
Population By Marital Status (15 and older)

	Single (never married)	Divorced or Widowed	Married
WELL ABOVE U.S.			
SOMEWHAT ABOVE U.S.			
NEAR U.S. AVERAGE		19%	57%
SOMEWHAT BELOW U.S.	24%		
WELL BELOW U.S.			
U.S. AVERAGE	27%	18%	55%

Households with Children by Marital Status

	Single Mothers	Single Fathers	Married Couples
WELL ABOVE U.S.			
SOMEWHAT ABOVE U.S.			
NEAR U.S. AVERAGE	21%	5%	74%
SOMEWHAT BELOW U.S.			
WELL BELOW U.S.			
U.S. AVERAGE	21%	5%	73%

MARITAL STATUS AND FAMILY STRUCTURE



	1990 Census		Comparative Index
	Study Area	United States	
Marital Status (Age 15 and older)			
Single (Never Married)	24.5%	26.9%	91
Married	56.5%	54.8%	103
Divorced/Widowed	19.0%	18.3%	104
Households With Children Age 0 to 18			
Married Couple Family	73.6%	73.3%	100
Other Family - Male Head of Household	4.5%	4.8%	94
Other Family - Female Head	20.6%	20.8%	99
Non Family	1.2%	1.0%	120

ACROSS**FACES OF DIVERSITY****D5 FAMILY STRUCTURE****PeopleArea Snapshot**

	— ImagineAreas —		—— Population ——	
	Number	Percentage	2007 Projection	Percentage
D5: Family Structure Score				
Extremely Traditional (10)	4	4.8%	66,607	2.6%
Very Traditional (8 to 9)	45	53.6%	650,706	25.3%
Somewhat Traditional (6 to 7)	25	29.8%	751,100	29.2%
Mixed (5)	3	3.6%	58,069	2.3%
Somewhat Non-Traditional (3 to 4)	6	7.1%	640,365	24.9%
Very Non-Traditional (1 to 2)	0	0.0%	0	0.0%
Extremely Non-Traditional (0)	1	1.2%	276,432	10.8%

InfoMap *D5: Family Structure*

ACROSS

FACES OF DIVERSITY

D6 EDUCATION

D6. EDUCATION

SOMEWHAT LOW

Very LOW | Somewhat | AVG. | Somewhat | Very HIGH

D6 Education

Key Questions

- ❑ What is the overall level of educational attainment in each PeopleArea?
- ❑ How does the education level vary across the study area?

Definition

A scoring methodology which compares an area’s education levels to national averages. A score of 0 indicates an area with a low overall educational attainment. A score of 10 indicates an area with above average educational attainment. A score of 5 indicates an area that overall is consistent with national averages.

There are three variables used to compute this score:

- ❑ Percentage of the Population Age 25 and older: Graduated from High School - The national average for this variable is 75.2%
- ❑ Percentage of the Population Age 25 and older: Graduated from College - The national average for this variable is 20.3%
- ❑ Percentage of the Population Age 3 and over: Enrolled in College - The national average for this variable is 7.5%

Study Area Snapshot

Based upon the number of years completed and college enrollment, the overall education level in the area is *somewhat low*. While 76.9% of the population aged 25 and over have graduated from high school as compared to the national average of 75.2%, college graduates account for 17.8% of those over 25 in the area versus 20.3% in the U.S.

Adult Population By Education Completed

	Less than High School	High School	Some College	College Graduate	Post Graduate
WELL ABOVE U.S.		36%			
SOMEWHAT ABOVE U.S.					
NEAR U.S. AVERAGE					7%
SOMEWHAT BELOW U.S.	23%		23%		
WELL BELOW U.S.				11%	
U.S. AVERAGE	25%	30%	25%	13%	7%

PeopleArea Snapshot

	— ImagineAreas —		— Population —	
	Number	Percentage	2007 Projection	Percentage
D6: Education Level Score				
Extremely High (10)	0	0.0%	0	0.0%
Very High (8 to 9)	6	7.1%	600,918	23.4%
Somewhat High (6 to 7)	2	2.4%	83,670	3.3%
Average (5)	1	1.2%	48,035	1.9%
Somewhat Low (3 to 4)	17	20.2%	638,219	24.8%
Very Low (1 to 2)	47	56.0%	685,199	26.7%
Extremely Low (0)	11	13.1%	387,238	15.1%

InfoMap *D6: Education*

ACROSS**COMMUNITY ISSUES****INTRODUCTION****C1. PRIMARY CONCERNS****HOPES & DREAMS**

| The Basics | Family Problems | Community Problems | **Hopes & Dreams** | Spiritual/Personal |

C2. RISC LEVEL (Stress Conditions)**SOMEWHAT LOW**

| Very LOW | Somewhat | **AVG.** | Somewhat | Very HIGH |

C3. POTENTIAL RESISTANCE TO CHANGE**SOMEWHAT HIGH**

| Very LOW | Somewhat | **AVG.** | Somewhat | Very HIGH |

Community Issues

Different communities face different issues. The GapThemes in this aspect highlight the kinds of concerns by PeopleArea. They assist in identifying PeopleAreas that may be particularly distressed.

Key Questions Addressed in this Aspect

- *What kinds of issues are of primary concern to the households in the study area?*
- *To what degree are communities under socio-economic stress and at risk?*
- *Given age and diversity, what is the likelihood of potential resistance to change?*

ACROSS**COMMUNITY ISSUES****C1 PRIMARY CONCERNS****C1.PRIMARY CONCERNS****HOPES & DREAMS**

The Basics

Family
ProblemsCommunity
ProblemsHopes &
DreamsSpiritual/
Personal**C1 Primary Concerns Group****Key Questions**

- *Which Primary Concerns group, if any, is highest above the national average in each PeopleArea?*
- *How do primary concerns differ throughout the study area?*

Definition

Thematically similar Concerns from Percept's Ethos 90s survey are grouped and measured for a designated area. The High Index group is the group of concerns which cumulatively exceed the national average for that particular group by more than any other group of concerns.

The groups:

- *The Basics* include: Day-to-day Financial Worries, Adequate Food, Affordable Housing, Employment Opportunities, Child Care, Health Insurance and Personal Health. National Average: 24%
- *Family Problems* include: Abusive Relationships, Teen/Child Problems, Alcohol and Drug Abuse, Divorce and Aging Parent Care. National Average: 11%
- *Community Problems* include: Neighborhood Gangs, Racial/Ethnic Prejudice, Social Injustice, Neighborhood Crime and Safety, Finding Good Schools and Dealing with Problems in Schools. National Average: 16%
- *Hopes and Dreams* include: Achieving Financial Security, Better Quality Healthcare, Achieving A Fulfilling Marriage, Developing Parenting Skills, Achieving Educational Objectives, Finding a Satisfying Job/Career, Finding Time for Recreation/Leisure and Finding Retirement Opportunities. National Average: 30%
- *Spiritual/Personal* includes: Finding Life Direction, Finding A Good Church, Finding Spiritual Teaching, Dealing with Stress, Finding Companionship. National Average: 15%

ACROSS

COMMUNITY ISSUES

C1 PRIMARY CONCERNS

Study Area Snapshot

Concerns which are likely to exceed the national average include: *Neighborhood Gangs, Retirement Opportunities, Satisfying Job/Career, Time for Recreation/Leisure, Parenting Skills* and *Health Insurance*. As an overall category, concerns related to *Hopes & Dreams* are the most significant based upon the total number of households and comparison to national averages.

Households By Primary Concerns Group

	The Basics	Family Problems	Community Problems	Hopes and Dreams	Spiritual/Personal
WELL ABOVE U.S.					
SOMEWHAT ABOVE U.S.					
NEAR U.S. AVERAGE	24%	11%	16%	31%	15%
SOMEWHAT BELOW U.S.					
WELL BELOW U.S.					
U.S. AVERAGE	24%	11%	16%	30%	15%

PeopleArea Snapshot

	— ImagineAreas —		— Population —	
	Number	Percentage	2007 Projection	Percentage
C1: High Index Primary Concerns Group				
All Concern Groups at Nat'l Avg.	19	22.6%	475,710	18.5%
The Basics	0	0.0%	0	0.0%
Family Problems	36	42.9%	250,243	9.7%
Community Problems	2	2.4%	466,626	18.2%
Hopes and Dreams	27	32.1%	1,250,700	48.7%
Spiritual/Personal	0	0.0%	0	0.0%

InfoMap C1: Primary Concerns

ACROSS**COMMUNITY ISSUES****C2 RISC LEVEL****C2.RISC LEVEL (Stress Conditions)****SOMEWHAT LOW**

A horizontal scale with a downward-pointing triangle above the 'AVG.' marker. The scale is labeled with 'Very LOW' on the left, 'Somewhat' above the 'AVG.' marker, 'Somewhat' above the right side, and 'Very HIGH' on the far right.

C2 RISC Level**Key Questions**

- Which PeopleAreas indicate high Regionally Indexed Stress Conditions levels?
- How are the high scores distributed throughout the study area?

Definition

The RISC Score (Regionally Indexed Stress Conditions) is an indicator created explicitly for the purpose of identifying and assessing areas where there is likely to be a high level of social-economic community stress (particularly, related to children). While no single variable will create such stress, certain factors typically accompany such a condition.

Using both census as well as Percept's Ethos II data base, the RISC Score measures the extent to which an area exhibits any or all of the following characteristics:

- High Percentage of Households with Children Headed by Single Mothers
- High Percentage of the Adult Population which has not completed High School
- High Percentage of the Households with Annual Incomes below \$15,000 (Poverty)
- High Percentage of Households with Basic Concerns (i.e., Food, Housing, Health, Employment, etc.)
- High Percentage of Households with Family Concerns (i.e., Drugs/Alcohol, Divorce, Abusive Relationships, Teen/Child Problems, etc.)
- High Percentage of Households with Community Concerns (i.e., Gangs, Crime, Schools, Racial/Ethnic Prejudice).

ACROSS

COMMUNITY ISSUES

C2 RISC LEVEL

Study Area Snapshot

Conditions which can contribute to placing an area at risk (particularly, the children) are at an overall *somewhat low* level. This is evidenced by noting that on the whole the area is somewhat below average in the characteristics known to contribute to community problems such as households below poverty line, adults without a high school diploma, households with a single mother and unusually high concern about issues such as community problems, family problems, and/or basic necessities such as food, housing and jobs.

Regionally Indexed Stress Conditions (RISC)

	Households Below Poverty (\$15,000)	Households with Children: Single Mothers	Adult Pop.: High School Dropouts	Primary Concerns: The Basics	Primary Concerns: Family Problems	Primary Concerns: Community Problems
WELL ABOVE U.S.						
SOMEWHAT ABOVE U.S.						
NEAR U.S. AVERAGE		21%		24%	11%	16%
SOMEWHAT BELOW U.S.			23%			
WELL BELOW U.S.	12%					
U.S. AVERAGE	14%	21%	25%	24%	11%	16%

PeopleArea Snapshot

	— ImagineAreas —		— Population —	
	Number	Percentage	2007 Projection	Percentage
C2: RISC Level (Stress Conditions)				
Critical (10)	0	0.0%	0	0.0%
Very High (8 to 9)	1	1.2%	276,432	10.8%
Somewhat High (6 to 7)	17	20.2%	410,011	16.0%
Average (5)	9	10.7%	281,625	11.0%
Somewhat Low (3 to 4)	30	35.7%	693,307	27.0%
Very Low (1 to 2)	26	31.0%	772,628	30.1%
Extremely Low (0)	1	1.2%	9,276	0.4%

InfoMap C2: RISC Level

ACROSS

COMMUNITY ISSUES

C3 POTENTIAL RESISTANCE TO CHANGE

C3.POTENTIAL RESISTANCE TO CHANGE

SOMEWHAT HIGH

Very LOW Somewhat AVG. Somewhat HIGH Very HIGH

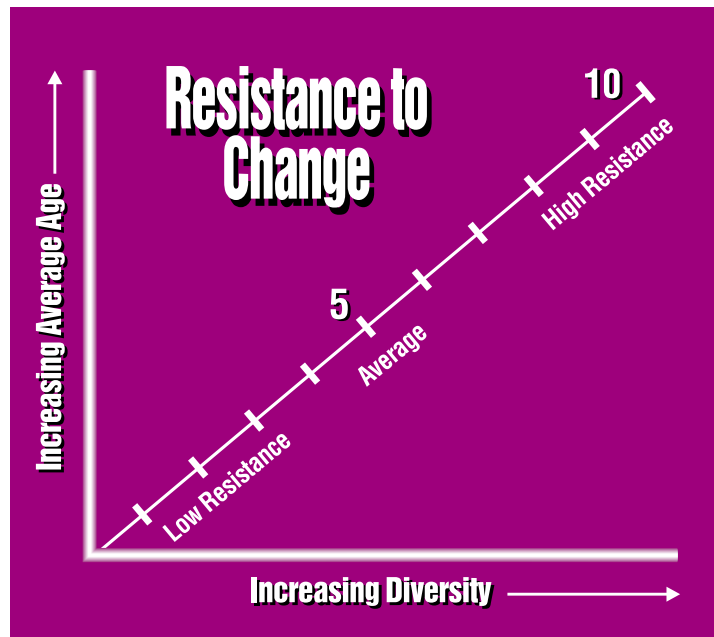
C3 Potential Resistance to Change

Key Questions

- Which PeopleAreas indicate high potential for resistance to change?
- How are the high scores distributed throughout the study area?

Definition

Potential Resistance to Change is computed by combining the overall Diversity Score for an area (P4) with the overall average age. The assumption is that as a group of persons becomes older and more diverse, the potential resistance to change is likely to increase.



ACROSS**COMMUNITY ISSUES****C3 POTENTIAL RESISTANCE TO CHANGE****PeopleArea Snapshot**

	— ImagineAreas —		— Population —	
	Number	Percentage	2007 Projection	Percentage
C3: Potential Resistance to Change				
Extremely High (10)	0	0.0%	0	0.0%
Very High (8 to 9)	0	0.0%	0	0.0%
Somewhat High (6 to 7)	15	17.9%	1,603,858	62.4%
Average (5)	11	13.1%	328,125	12.8%
Somewhat Low (3 to 4)	57	67.9%	506,957	19.7%
Very Low (1 to 2)	1	1.2%	4,339	0.2%
Extremely Low (0)	0	0.0%	0	0.0%

InfoMap *C3: Potential Resistance to Change*

ACROSS**FAITH PREFERENCES****INTRODUCTION****F1. FAITH RECEPTIVITY****SOMEWHAT HIGH**

A horizontal scale with five points. From left to right: 'Very LOW', 'Somewhat', 'AVG.', 'Somewhat', 'Very HIGH'. A downward-pointing triangle is positioned above the 'AVG.' label.

F2. FINANCIAL SUPPORT POTENTIAL**AVERAGE**

A horizontal scale with five points. From left to right: 'Very LOW', 'Somewhat', 'AVG.', 'Somewhat', 'Very HIGH'. A downward-pointing triangle is positioned above the 'AVG.' label.

F3. CHURCH STYLE**SOMEWHAT TRADITIONAL**

A horizontal scale with five points. From left to right: 'Very TRADITIONAL', 'Somewhat', 'BOTH', 'Somewhat', 'Very CONTEMPORARY'. A downward-pointing triangle is positioned above the 'BOTH' label.

F4. CHURCH PROGRAM PREFERENCE**RECREATION**

A horizontal scale with four points. From left to right: 'Spiritual Development', 'Personal Development', 'Community/Social Services', 'Recreation'. A downward-pointing triangle is positioned above the 'Recreation' label.

F5. PRESBYTERIAN PREFERENCE**SOMEWHAT LOW**

A horizontal scale with five points. From left to right: 'Very LOW', 'Somewhat', 'AVG.', 'Somewhat', 'Very HIGH'. A downward-pointing triangle is positioned above the 'AVG.' label.

Faith Preferences

This aspect includes five GapThemes which provide insight into likely faith preferences and behaviors.

Key Questions Addressed in this Aspect

- *How likely are people in the area to be involved with their faith?*
- *What is the financial support potential for religious organizations?*
- *How traditional or contemporary are the church style preferences?*
- *What type of church programs and ministries are most attractive?*
- *To what extent is there a preference for your general religious affiliation?*

ACROSS**FAITH PREFERENCES****F1 FAITH RECEPTIVITY****F1. FAITH RECEPTIVITY****SOMEWHAT HIGH**

Very LOW Somewhat **AVG.** Somewhat Very HIGH

F1 Faith Receptivity Score**Key Questions**

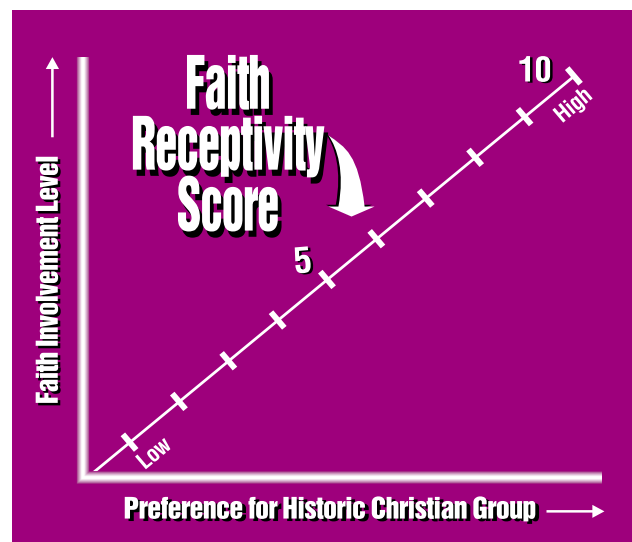
- *What is the general level of faith receptivity for each PeopleArea?*
- *How does faith receptivity distribute across the study area?*

Definition

A scoring methodology which compares an area's likely faith involvement levels and religious affiliation preferences to national averages. A score of 0 indicates an area with a low propensity for faith involvement and identification with historic Christian groups. A score of 10 indicates an area with above average likelihood of high faith involvement and identification with historic Christian groups. A score of 5 indicates an area that overall is consistent with national averages.

There are two variables used to compute this score:

- Percentage of Households with Likelihood of Some or Strong Involvement with Their Faith - The national average for this variable is 65.2%
- Percentage of Households Likely to Prefer a Historic Christian Group - the national average is 77.2%. Historic Christian Groups include Adventist, Baptist, Catholic/Orthodox, Congregational, Episcopal, Holiness, Lutheran, Methodist, Non-Denominational, Pentecostal and Presbyterian/Reformed.



ACROSS FAITH PREFERENCES F1 FAITH RECEPTIVITY

Study Area Snapshot

Overall, the likely faith involvement level and preference for historic Christian religious affiliations is *somewhat high* when compared to national averages.

Households By Faith Involvement Level				Households By Religious Preference			
	Not Involved	Somewhat Involved	Strongly Involved		No Preference	Non-“Historic Christian” Groups	“Historic Christian” Groups
WELL ABOVE U.S.				WELL ABOVE U.S.			
SOMEWHAT ABOVE U.S.		32%		SOMEWHAT ABOVE U.S.			82%
NEAR U.S. AVERAGE	34%		34%	NEAR U.S. AVERAGE	14%		
SOMEWHAT BELOW U.S.				SOMEWHAT BELOW U.S.			
WELL BELOW U.S.				WELL BELOW U.S.		4%	
U.S. AVERAGE	35%	30%	35%	U.S. AVERAGE	15%	8%	77%

PeopleArea Snapshot

	— ImagineAreas —		— Population —	
	Number	Percentage	2007 Projection	Percentage
F1: Faith Receptivity Score				
Extremely High (10)	0	0.0%	0	0.0%
Very High (8 to 9)	1	1.2%	5,686	0.2%
Somewhat High (6 to 7)	72	85.7%	1,334,130	51.9%
Average (5)	11	13.1%	1,103,463	42.9%
Somewhat Low (3 to 4)	0	0.0%	0	0.0%
Very Low (1 to 2)	0	0.0%	0	0.0%
Extremely Low (0)	0	0.0%	0	0.0%

InfoMap F1: Faith Receptivity

ACROSS

FAITH PREFERENCES

F2 FINANCIAL SUPPORT POTENTIAL

F2. FINANCIAL SUPPORT POTENTIAL

AVERAGE

Very LOW Somewhat **AVG.** Somewhat Very HIGH

F2 Financial Support Potential Score

Key Questions

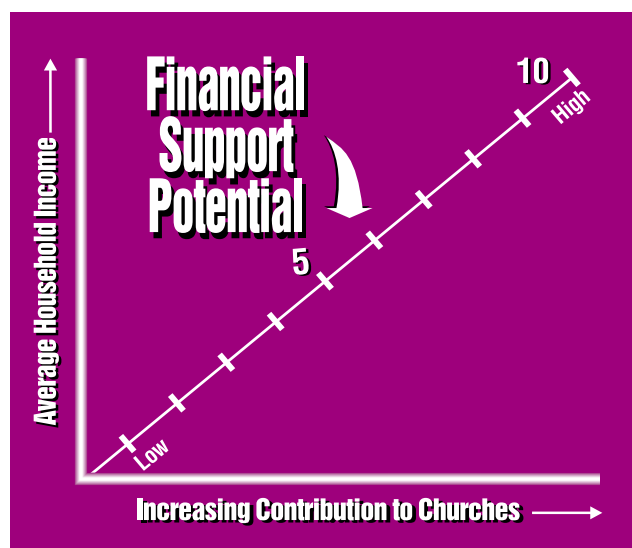
- ❑ *What is the potential for financial support for ministry in a particular PeopleArea?*
- ❑ *How does the potential for financial support distribute across the study area?*

Definition

A scoring methodology which compares an area’s average household income and propensity to contribute money to churches and religious organizations to national averages. A score of 0 indicates an area with below average household income and likelihood to give to churches. A score of 10 indicates an area with above average income and giving to churches. A score of 5 indicates an area that overall is consistent with national averages.

There are two variables used to compute this score:

- ❑ Average Household Income - the national average is \$61,904.
- ❑ Percentage of Households Likely to Give \$500 or more Annually to Churches and Religious Organizations - the national average is 31.2%.



ACROSS

FAITH PREFERENCES

F2 FINANCIAL SUPPORT POTENTIAL

Study Area Snapshot

Based upon the average household income of \$60,984 per year and the likely contribution behavior in the area, the overall religious giving potential can be described as *about average*.

Households By Religious Giving Potential

	Average Annual Household Income	Households Contributing More Than \$500 per Year to Churches
WELL ABOVE U.S.		
SOMEWHAT ABOVE U.S.		
NEAR U.S. AVERAGE	\$60,984	32%
SOMEWHAT BELOW U.S.		
WELL BELOW U.S.		
U.S. AVERAGE	\$61,904	31%

PeopleArea Snapshot

	— ImagineAreas —		— Population —	
	Number	Percentage	2007 Projection	Percentage
F2: Financial Support Potential				
Extremely High (10)	2	2.4%	118,416	4.6%
Very High (8 to 9)	14	16.7%	559,581	21.8%
Somewhat High (6 to 7)	11	13.1%	382,700	14.9%
Average (5)	12	14.3%	283,874	11.0%
Somewhat Low (3 to 4)	29	34.5%	290,242	11.3%
Very Low (1 to 2)	16	19.0%	808,466	31.5%
Extremely Low (0)	0	0.0%	0	0.0%

InfoMap *F2: Financial Support Potential*

ACROSS FAITH PREFERENCES F3 CHURCH STYLE

F3. CHURCH STYLE **SOMEWHAT TRADITIONAL** Very TRADITIONAL Somewhat BOTH Somewhat CONTEMPORARY Very CONTEMPORARY

F3 Church Style

Key Questions

- *Is a particular PeopleArea likely to prefer traditional or contemporary church styles?*
- *How are church style preferences likely to distribute throughout the study area?*

Definition

The Church Style GapTheme is a composite variable computed from Percept’s Ethos II database combining Worship Style, Music Style and Church Architectural Style preference variables into an overall indicator of church style preference.

Study Area Snapshot

Based upon likely worship, music and architectural style preferences in the area, the overall church style preference can be described as *somewhat traditional*.

Households By Church Styles Preferences

	Worship: Traditional	Music: Traditional	Architecture: Traditional	Worship: Contemporary	Music: Contemporary	Architecture: Contemporary
WELL ABOVE U.S.						
SOMEWHAT ABOVE U.S.	22%				21%	
NEAR U.S. AVERAGE		25%	27%	26%		16%
SOMEWHAT BELOW U.S.						
WELL BELOW U.S.						
U.S. AVERAGE	20%	24%	27%	26%	20%	16%

ACROSS

FAITH PREFERENCES

F3 CHURCH STYLE

PeopleArea Snapshot

	— ImagineAreas —		— Population —	
	Number	Percentage	2007 Projection	Percentage
F3: Church Style				
Extremely Contemporary (10)	0	0.0%	0	0.0%
Very Contemporary (8 to 9)	0	0.0%	0	0.0%
Somewhat Contemporary (6 to 7)	0	0.0%	0	0.0%
Both (5)	41	48.8%	1,232,743	48.0%
Somewhat Traditional (3 to 4)	43	51.2%	1,210,536	47.1%
Very Traditional (1 to 2)	0	0.0%	0	0.0%
Extremely Traditional (0)	0	0.0%	0	0.0%

InfoMap *F3:Church Style*

ACROSS

FAITH PREFERENCES

F4 CHURCH PROGRAM PREFERENCE

F4. CHURCH PROGRAM PREFERENCE

RECREATION

Spiritual Development

Personal Development

Community/Social Services

Recreation

F4 Church Program Preference

Key Questions

- *Is a particular PeopleArea likely to prefer certain church programs over others?*
- *How are church program preferences likely to distribute throughout the study area?*

Definition

Percept’s Ethos II survey asked people to describe church programs and ministries they would find appealing if they were looking for church. The 17 programs identified have been combined into four major categories. Nationally, programs in the *Recreation* category are the most preferred. The category shown for your area has the highest overall combination of actual number of households and above average comparison to the national average.

Study Area Snapshot

Church program preferences which are likely to exceed the national average include: *Food Pantry/Clothing Resources, Church Sponsored Day-School, Sports and/or Camping Programs* and *Daycare Services*. As an overall category, programs related to *Recreation* are the most significant based upon total number of households and comparison to national averages.

Households By Church Program Preference Category

	Spiritual Development	Personal Development	Community/Social Services	Recreation
WELL ABOVE U.S.				
SOMEWHAT ABOVE U.S.			22%	
NEAR U.S. AVERAGE		10%		37%
SOMEWHAT BELOW U.S.	23%			
WELL BELOW U.S.				
U.S. AVERAGE	25%	10%	20%	38%

ACROSS

FAITH PREFERENCES

F4 CHURCH PROGRAM PREFERENCE

PeopleArea Snapshot

	— ImagineAreas —		— Population —	
	Number	Percentage	2007 Projection	Percentage
F4: High Index Church Program Preference Group				
Spiritual Development.	2	2.4%	16,667	0.6%
Personal Development	32	38.1%	818,674	31.9%
Social/Community Services	47	56.0%	1,295,084	50.4%
Recreation	3	3.6%	312,854	12.2%

InfoMap *F4:Church Program Preference*

ACROSS**FAITH PREFERENCES****F5 RELIGIOUS PREFERENCE****F5. PRESBYTERIAN PREFERENCE****SOMEWHAT LOW**

A horizontal scale with a downward-pointing triangle above the center. The scale is labeled with 'Very LOW' on the left, 'Somewhat' on the left side, 'AVG.' in the center, 'Somewhat' on the right side, and 'Very HIGH' on the right.

F5 Religious Preference**Key Questions:**

- *What is the likely preference for your general denominational tradition within a particular PeopleArea?*
- *How does the preference for your general tradition distribute across the study area?*

Definition

In PERCEPT'S Ethos 90s surveys, respondents were asked to identify the general religious affiliation which best represented their preference. These response profiles are projected for each PeopleArea and the tradition which is closest to your own denomination is reported and mapped. Following are national averages as a percentage of all households which can be used as benchmarks.

- | | |
|--|--------------|
| □ Historic Christian Groups | 77.2% |
| Catholic/Orthodox | 24.5% |
| Mainline Protestant (see below) | 26.5% |
| Conservative Protestant (see below) | 26.2% |
| □ Mainline Protestant | 26.5% |
| Congregational | 1.9% |
| Episcopal | 2.9% |
| Lutheran | 7.2% |
| Methodist | 9.9% |
| Presbyterian/Reformed | 4.6% |
| □ Conservative Protestant | 26.2% |
| Adventist | 0.5% |
| Baptist | 15.6% |
| Holiness | 0.8% |
| Non-Denom./Independent | 6.9% |
| Pentecostal | 2.4% |
| □ No Preference | 14.9% |
| No Preference, but Interested | 3.8% |
| No Preference and Not Interested | 11.1% |
| □ Non-Historic Christian Groups | 7.8% |

ACROSS

FAITH PREFERENCES

F5 RELIGIOUS PREFERENCE

PeopleArea Snapshot

	— ImagineAreas —		— Population —	
	Number	Percentage	2007 Projection	Percentage
F5: Religious Preference (Presbyterian/Reformed)				
High (Above National Average-4.6%)	5	6.0%	160,004	6.2%
Average	3	3.6%	302,457	11.8%
Low (Below National Average)	76	90.5%	1,980,818	77.1%

InfoMap *F5: Religious Preference*

Mission Opportunities

The Mission Opportunities aspect is designed to begin the process of highlighting current challenges and potential mission opportunities. There are two InfoMaps within the Mission Opportunities series.

Mission Opportunity Series

- #M1: Church Presence
- #M2: Trajectory

ACROSS**MISSION OPPORTUNITIES****M1 PRESENCE****Presence**

Presence analysis addresses the question of how the number of church locations relate to the population. Up to this point, the actual presence of churches has not been directly considered. It is now time to do so.

Key Questions

The following Presence questions will assist in an orientation to the issues which must be considered.

- *In the aggregate, how closely do existing church locations relate to the existing population?*
- *Are there a disproportionate number of existing church locations found in one type of PeopleArea compared to another?*
- *How do the number of churches located in each PeopleArea relate to the population?*

The ACROSS analysis looks at the relationship of existing church locations as a whole to the location of the population within the region as a whole.

Presence analysis is considered in two steps. The first considers the big view of existing church presence. The second looks more specifically at how that presence distributes throughout the PeopleAreas.

ACROSS**MISSION OPPORTUNITIES****M1 PRESENCE****The Big View: Church Locations and PeopleAreas**

Purpose: To assist understanding the macro relationship between current church locations and population centers.

Key Questions

- *How well do your churches distribute within the region relative to the centers of population?*
- *Is there any evidence of over or under representation?*

The first step in understanding the relative presence of your churches to the population is to grasp the big view apart from particular PeopleAreas. This is what the Church Location Summary Table is designed to do.

The Church Location Summary Table

Type of ImagineArea	Number of Locations	Percentage of All Locations	Percentage of Projected Population	Comparative Index
Inside ImagineAreas	74	92.5%	95.1%	97
Magnet	48	60.0%	67.6%	89
Regional	3	3.8%	5.1%	73
Mission	5	6.3%	4.3%	144
Town	18	22.5%	18.0%	125
Outside of ImagineAreas	6	7.5%	4.9%	152
TOTALS	80	100.0%	100.0%	100

Understanding the Church Location Summary Table

- Column 1: Type of PeopleAreas. There are three possibilities.
 - Inside PeopleAreas (These are further classified according to the four Trajectory types: Magnet, Regional, Mission and Town.)
 - Outside PeopleAreas

ACROSS**MISSION OPPORTUNITIES****M1 PRESENCE**

- Column 2: Indicates the total number of governing body church locations found within each type of PeopleAreas.
- Column 3: Computes the percentage of all governing body church locations found in each type of PeopleArea. (For example, if the Inside PeopleArea figure was 50%, it would indicate that half of your church locations are found inside PeopleAreas.)
- Column 4: Reports the corresponding percentage of the population which is found inside the PeopleAreas.
- Column 5: The Comparison Index compares church location distribution with population distribution. An Index of 100 indicates that church locations and population are both distributed in roughly equal proportions. An index of 200 would indicate that church locations are twice as concentrated as population, while an index of 50 would signal that the church locations are only half as concentrated as the population. For instance, if 45% of the churches are located in full PeopleAreas while 90% of the population is found inside full PeopleAreas, the Comparison Index would be 50 (45% divided by 90% times 100 equals 50). This would indicate that your churches are only half as concentrated as the population inside of PeopleAreas.

The Presence Indicator Across the PeopleAreas

Having obtained the big view across the region, it is now time to study the PeopleArea view of presence across the region. To assist in this task, Percept developed the Presence Indicator Model.

Purpose: To analyze each particular PeopleArea relative to the presence level of existing church locations.

Each PeopleArea is assigned a Presence Indicator Score based upon the presence of existing congregations relative to the population. The first step in computing the score is to calculate the Population per Church. The computation takes the total population for the defined study area and divides it by the total number of the client's existing church locations.

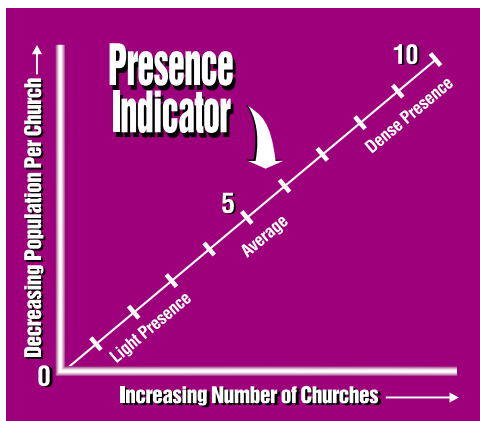
Population Per Location Benchmark Calculation	
Total Projected 2007 Population in Study Area	2,570,274
Total Number of Locations in Study Area	80
Average Population Per Location	32,128

This calculation is used as a benchmark to create a Presence Indicator. The average is intended only to assist in identifying directionality, that is, to identify areas which are well above and well below the average. There is nothing particularly significant about the resulting average population per church location and efforts to read too much into it should be avoided. The Presence Indicator is computed on a 0 to 10 scale with 0 indicating no presence (population, but no churches) and 10 indicating heavy presence (many churches).

ACROSS**MISSION OPPORTUNITIES****M1 PRESENCE**

The following graph illustrates the two variables used to create the Presence Indicator Score.

Presence Indicator



Interpreting the Presence Indicator Scores

There are three primary classes within the Presence Indicator Score. On one extreme there are no existing churches within a PeopleArea. On the other extreme, there are far too many churches to be sustainable long term. The third class encompasses those environments where a presence exists. It may be too dense and it may not be. The situation will need to be assessed to make that determination. However, one can be certain that if efforts are directed in such an area, they will most likely revolve around some collaborative strategy.

The three classes of Presence Indicator Scores are:

- *Frontier New Mission:* These are PeopleAreas where no churches representing the governing body are present (a Presence Indicator of 0).
- *Collaborative Mission:* These are PeopleAreas that have one or more churches currently. All future efforts may want to consider collaboration based strategies between the existing congregations (a Presence Indicator between 1 and 9) Within the collaborative category specific PeopleAreas will range from very light to very dense presence.
 - 1-2 Very Light Presence
 - 3-4 Light Presence
 - 5 Average Presence
 - 6-7 Dense Presence
 - 8-9 Very Dense Presence
- *At-Risk:* These are PeopleAreas where the population per church is low and there are several churches in the PeopleAreas (a Presence Indicator of 10). Long-term viability of all the congregations may be an issue in these PeopleAreas.

ACROSS**MISSION OPPORTUNITIES****M1 PRESENCE****PeopleArea Snapshot**

	— ImagineAreas —		— Population —	
	Number	Percentage	2007 Projection	Percentage
M1: Church Presence Indicator				
Extremely Dense (At-Risk) (10)	1	1.2%	54,436	2.1%
Very Dense (8 to 9)	1	1.2%	276,432	10.8%
Somewhat Dense (6 to 7)	3	3.6%	210,468	8.2%
Average (5)	29	34.5%	818,238	31.8%
Somewhat Light (3 to 4)	0	0.0%	0	0.0%
Very Light (1 to 2)	8	9.5%	758,137	29.5%
No Presence (Frontier New Mission) (0)	42	50.0%	325,568	12.7%

InfoMap *M1: Presence***Additional Information**

The following section lists each PeopleArea and identifies any church locations found inside of each PeopleArea. If a church is technically outside a PeopleArea but is located within a few hundred feet of a PeopleArea boundary, it is considered inside the PeopleArea.

Note: An “*” after the Church I.D. indicates a church which is located inside or extremely close to more than one PeopleArea.

ACROSS

MISSION OPPORTUNITIES

M1 PRESENCE

Churches By ImagineArea

IMAGINEAREA (Population & Number of Churches)		
ID	Church Name	City, State
CHURCHES INSIDE OF FULL IMAGINEAREAS (74 or 92.5%)		
1 - INDIANAPOLIS, IN (276,432 - 12)		
00976	Witherspoon Presbyterian Church	Indianapolis, IN
01048	Eastminster Presbyterian Church	Indianapolis, IN
02099	Fairview Presbyterian Church	Indianapolis, IN
02100	Irvington Presbyterian Church	Indianapolis, IN
02107	Tabernacle Presbyterian Church	Indianapolis, IN
02109	Wallace Street Presbyterian Church	Indianapolis, IN
02110	Washington St. Presbyterian Church	Indianapolis, IN
02111	Westminster Presbyterian Church	Indianapolis, IN
02121	Saint Andrew Presbyterian Church	Indianapolis, IN
04534	Immanuel Presbyterian Church	Indianapolis, IN
09748	1st Meridian Htgs. Presbyterian Ch.	Indianapolis, IN
11119	Christ Presbyterian Church	Indianapolis, IN
2 - NE INDIANAPOLIS (9 MI.), IN (194,438 - 4)		
02104	Northminster Presbyterian Church	Indianapolis, IN
02124	Faith Presbyterian Church	Indianapolis, IN
04425	Bethany Presbyterian Church	Indianapolis, IN
11119*	Christ Presbyterian Church	Indianapolis, IN
3 - FORT WAYNE, IN (190,194 - 8)		
02056	First Presbyterian Church	Fort Wayne, IN
02057	Third Presbyterian Church	Fort Wayne, IN
02058	Calvary Presbyterian Church	Fort Wayne, IN
02059	Bethany Presbyterian Church	Fort Wayne, IN
02060	Westfield Presbyterian Church	Fort Wayne, IN
02061	Westminster Presbyterian Church	Fort Wayne, IN
05999	North Highlands Presbyterian Church	Fort Wayne, IN
99999	Korean Presbyterian Church	Fort Wayne, IN
4 - NW INDIANAPOLIS (6 MI.), IN (186,026 - 7)		
04553	John Knox Presbyterian Church	Indianapolis, IN
00976*	Witherspoon Presbyterian Church	Indianapolis, IN
02099*	Fairview Presbyterian Church	Indianapolis, IN
02107*	Tabernacle Presbyterian Church	Indianapolis, IN
02110*	Washington St. Presbyterian Church	Indianapolis, IN
02121*	Saint Andrew Presbyterian Church	Indianapolis, IN
09748*	1st Meridian Htgs. Presbyterian Ch.	Indianapolis, IN
5 - SE INDIANAPOLIS (8 MI.), IN (164,307 - 3)		
02095	First Presbyterian Church	Greenwood, IN
02116	Southport Presbyterian Church	Indianapolis, IN
10707	Center Grove Presbyterian Church	Greenwood, IN
6 - CARMEL, IN (109,140 - 4)		
02097	Second Presbyterian Church	Indianapolis, IN
02122	Orchard Park Presbyterian Church	Indianapolis, IN
04752	Trinity Presbyterian Church	Indianapolis, IN
10706	Korean Presbyterian Church	Indianapolis, IN
7 - MUNCIE, IN (89,563 - 2)		
02192	First Presbyterian Church	Muncie, IN
06074	Saint Andrew Presbyterian Church	Muncie, IN

IMAGINEAREA (Population & Number of Churches)		
ID	Church Name	City, State
8 - SW INDIANAPOLIS (10 MI.), IN (83,089 - 1)		
02123	Hope Presbyterian Church	Plainfield, IN
9 - ANDERSON, IN (77,520 - 1)		
02184	First Prebyterian Church	Anderson, IN
10 - S LAWRENCE (8 MI.), IN (69,922 - 3)		
04196	Southminster Presbyterian Church	Indianapolis, IN
01048*	Eastminster Presbyterian Church	Indianapolis, IN
02100*	Irvington Presbyterian Church	Indianapolis, IN
11 - SW FORT WAYNE, IN (54,436 - 6)		
02056*	First Presbyterian Church	Fort Wayne, IN
02057*	Third Presbyterian Church	Fort Wayne, IN
02059*	Bethany Presbyterian Church	Fort Wayne, IN
02060*	Westfield Presbyterian Church	Fort Wayne, IN
05999*	North Highlands Presbyterian Church	Fort Wayne, IN
99999*	Korean Presbyterian Church	Fort Wayne, IN
12 - NOBLESVILLE, IN (53,583 - 1)		
02193	First Presbyterian Church	Noblesville, IN
13 - RICHMOND, IN (49,111 - 4)		
00098	Reid Memorial Church	Richmond, IN
02334	First Presbyterian Church	Richmond, IN
02335	Second Presbyterian Church	Richmond, IN
02336	Earlham Heights Presbyterian Church	Richmond, IN
14 - BROWNSBURG, IN (48,035 - 1)		
02088	White Lick Presbyterian Church	Brownsburg, IN
15 - MARION, IN (47,951 - 3)		
02187	First Presbyterian Church	Jonesboro, IN
02190	First Presbyterian Church	Marion, IN
06051	Westminster Presbyterian Church	Marion, IN
16 - NE FORT WAYNE (9 MI.), IN (47,602 - 1)		
05672	Trinity Presbyterian Church	Fort Wayne, IN
17 - GREENWOOD, IN (45,116 - 3)		
02090	First Presbyterian Church	Franklin, IN
02091	Hopewell Presbyterian Church	Franklin, IN
02119	Bethany Presbyterian Church	Whiteland, IN
18 - NE LAWRENCE (6 MI.), IN (30,087 - 0)		
19 - GREENFIELD, IN (27,256 - 1)		
02094	First Presbyterian Church	Greenfield, IN
20 - NEW CASTLE, IN (26,640 - 1)		
02333	First Presbyterian Church	New Castle, IN
21 - SHELBYVILLE, IN (24,532 - 1)		
02339	First Presbyterian Church	Shelbyville, IN
22(b) - BRIGHT, IN (24,693 - 0)		
23 - ELWOOD, IN (22,341 - 1)		
02185	Elwood Presbyterian Church	Elwood, IN
24 - CONNERSVILLE, IN (20,710 - 1)		

IMAGINEAREA (Population & Number of Churches)		
ID	Church Name	City, State
02320	First Presbyterian Church	Connersville, IN
25 - SW ANDERSON (7 MI.), IN (17,131 - 0)		
26 - SE FORT WAYNE (7 MI.), IN (16,703 - 1)		
02058*	Calvary Presbyterian Church	Fort Wayne, IN
27 - DECATUR, IN (16,132 - 1)		
02054	First Presbyterian Church	Decatur, IN
28 - W PLAINFIELD (6 MI.), IN (15,276 - 2)		
02085	Clayton Presbyterian Church	Clayton, IN
02087	First Presbyterian Church	Danville, IN
29 - HARTFORD CITY, IN (13,874 - 1)		
02186	First Presbyterian Church	Hartford City, IN
30 - BLUFFTON, IN (13,511 - 1)		
02052	First Presbyterian Church	Bluffton, IN
31 - GREENSBURG, IN (13,195 - 2)		
02323	First Presbyterian Church	Greensburg, IN
02324	Kingston Presbyterian Church	Greensburg, IN
32 - N NOBLESVILLE (7 MI.), IN (12,350 - 0)		
33(b) - NW FORT WAYNE (9 MI.), IN (12,259 - 0)		
34 - BATESVILLE, IN (11,292 - 0)		
35(b) - AURORA, IN (11,695 - 0)		
36 - E ANDERSON (8 MI.), IN (10,970 - 0)		
37 - SE FRANKLIN (6 MI.), IN (10,719 - 1)		
02090*	First Presbyterian Church	Franklin, IN
38 - NE NEW HAVEN (9 MI.), IN (10,620 - 0)		
39(b) - WINCHESTER, IN (10,810 - 2)		
02198	Union City Presbyterian Church	Union City, IN
02201	Winchester Presbyterian Church	Winchester, IN
40 - BERNE, IN (10,574 - 0)		
41 - NE GREENWOOD (9 MI.), IN (10,320 - 1)		
04196*	Southminster Presbyterian Church	Indianapolis, IN
42 - NE MUNCIE (7 MI.), IN (10,009 - 0)		
43(b) - SW GREENWOOD (7 MI.), IN (18,880 - 1)		
10707*	Center Grove Presbyterian Church	Greenwood, IN
44 - TIPTON, IN (9,710 - 1)		
02197	Tipton Presbyterian Church	Tipton, IN
45 - RUSHVILLE, IN (9,656 - 2)		
00102	Trinity Church	Rushville, IN
02338	First Presbyterian Church	Rushville, IN
46 - PORTLAND, IN (9,451 - 1)		
02195	First Presbyterian Church	Portland, IN
47(b) - NE BROWNSBURG, IN (17,045 - 0)		
48 - SE NEW CASTLE (11 MI.), IN (8,906 - 1)		
02316	Cambridge City Presbyterian Church	Cambridge City, IN
49 - SW NEW CASTLE (9 MI.), IN (8,757 - 1)		
02326	Bethel Presbyterian Church	Knightstown, IN

IMAGINEAREA (Population & Number of Churches)		
ID	Church Name	City, State
50 - NW BLUFFTON (9 MI.), IN (8,505 - 1)		
02071	First Presbyterian Church	Ossian, IN
51 - W AURORA (11 MI.), IN (8,290 - 1)		
02322	Hopewell Presbyterian Church	Dillsboro, IN
52 - NW BRIGHT (6 MI.), IN (8,203 - 0)		
53(b) - NW CARMEL (10 MI.), IN (7,595 - 0)		
54 - SE MARION (10 MI.), IN (7,258 - 0)		
55 - SE HARTFORD CITY (8 MI.), IN (7,179 - 0)		
56 - BROOKVILLE, IN (7,026 - 1)		
02315	Mount Carmel Presbyterian Church	Brookville, IN
57 - SW FRANKLIN (7 MI.), IN (6,995 - 0)		
58 - OSGOOD, IN (6,530 - 0)		
59 - NE GREENFIELD, IN (6,347 - 0)		
60 - SE MUNCIE (7 MI.), IN (5,934 - 0)		
61 - W WINCHESTER, IN (5,914 - 0)		
62 - W MUNCIE (11 MI.), IN (5,848 - 0)		
63(b) - SW AURORA (6 MI.), IN (5,970 - 0)		
64 - SE GREENFIELD (6 MI.), IN (5,579 - 0)		
65 - SE ANDERSON (10 MI.), IN (5,502 - 0)		
66 - SE SHELBYVILLE, IN (5,469 - 0)		
67 - SE CONNERSVILLE (8 MI.), IN (5,265 - 1)		
02331	First Presbyterian Church	Liberty, IN
68 - SE BATESVILLE (10 MI.), IN (5,119 - 0)		
69 - W ANDERSON (9 MI.), IN (5,105 - 0)		
70 - NW RICHMOND (7 MI.), IN (4,981 - 0)		
71(b) - NW MARION (6 MI.), IN (6,338 - 0)		
72 - NW MUNCIE (10 MI.), IN (4,685 - 0)		
73 - W BROWNSBURG (9 MI.), IN (4,395 - 0)		
74 - NE DECATUR, IN (4,339 - 0)		
75 - SW PORTLAND (11 MI.), IN (4,223 - 0)		
76 - SW BLUFFTON (11 MI.), IN (4,218 - 0)		
77 - SW CONNERSVILLE (8 MI.), IN (4,217 - 0)		
78 - NE MARION (7 MI.), IN (3,936 - 0)		
79 - SW GREENSBURG (9 MI.), IN (3,908 - 1)		
02325	Forest Hill Union Presbyterian Ch.	Greensburg, IN
80 - HAGERSTOWN, IN (3,892 - 0)		
81 - NW ELWOOD, IN (3,817 - 0)		
82(b) - SW DANVILLE (8 MI.), IN (6,289 - 0)		
83 - SW SHELBYVILLE (8 MI.), IN (3,436 - 0)		
84 - NW BATESVILLE (8 MI.), IN (3,382 - 0)		
CHURCHES OUTSIDE OF IMAGINEAREAS (6 or 7.5%)		
00981	Springhill Presbyterian Church	Greensburg, IN

IMAGINEAREA (Population & Number of Churches)		
ID	Church Name	City, State
02082	Boggstown Presbyterian Church	Boggstown, IN
02089	First Presbyterian Church	Edinburgh, IN
02318	First Presbyterian Church	College Corner, OH
02329	First Presbyterian Church	Lewisville, IN
02330	Ebenezer Presbyterian Church	Lewisville, IN

ACROSS**MISSION OPPORTUNITIES****M2 TRAJECTORY****Trajectory**

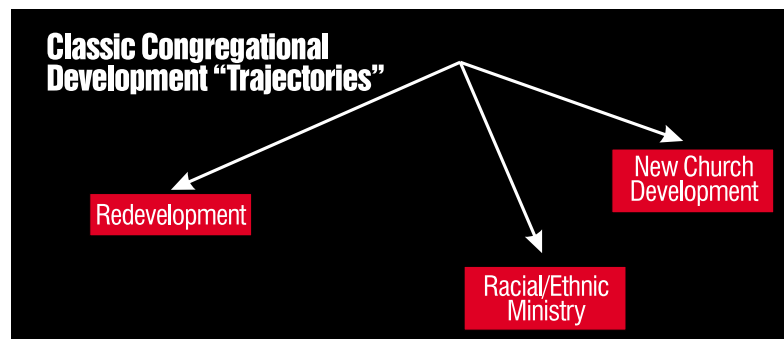
A path, progression or line of development. This is a trajectory.

While perhaps an uncommon and unused word for many, it describes what is a common and normal practice in most enterprises. Every endeavor establishes a formative direction and proceeds to develop along that path. Ultimately, such lines of development or, trajectories, structure emphases and activities. Every activity is forced to conform to the demands created to follow a trajectory.

Trajectory

Webster's Definition

a path, progression, or line of development...



Classic Congregational Development Trajectories

Within congregational development, there exists what could be considered three classic trajectories:

- ❑ New Church Development
- ❑ Redevelopment
- ❑ Racial/Ethnic Ministries Development

There has not always been these three trajectories.

The New Church Development Trajectory: Historically, most denominational traditions pursued congregational development activities along one “classic” trajectory: New Church Development. New church development meant extending the ministry of a denominational tradition wherever new population centers emerged. It was too often based, however, on a Christendom paradigm which meant a denomination needed to have a presence to serve

ACROSS**MISSION OPPORTUNITIES****M2 TRAJECTORY**

those who were part of its tradition. Every community needed a Presbyterian church for the Presbyterians and a Methodist church for the Methodists, and so forth. Typically, though with some exceptions, the demographic profile of each tradition fell along racial/ethnic lines.

The new church development trajectory involved those activities which led toward the initiation of new churches. Generally, though not exclusively, this has historically involved starting new congregations in predominately white communities. Apart from some specialized ministries to address particular needs, there were no other trajectories. The trajectory assumption was expand with the population expansion. This worked fine as long as three factors were constant: (1) population growth overall and (2) specifically, within the specific historic racial/ethnic profile and (3) loyalty to denominational traditions.

The Redevelopment Trajectory: All three of these factors have ceased to remain constant and the result is once thriving churches are increasingly in jeopardy of collapse. To address this new phenomenon, several years ago, many mainline traditions began to explore ways to “redevelop” failing congregations. In effect a new organizational trajectory was launched to respond to the decline. It was a trajectory based upon crisis. We did not know what to do with churches whose vitality was in question.

When a congregation can no longer effectively conduct ministry without some kind of outside intervention, they can be designated “redevelopment”. Ordinarily, this means the church becomes a recipient of outside resources. Such resources typically include financial support, staff support, training and sometimes consultations. Though not exclusively, in most cases, redevelopment churches were once white congregations but are now in a racial/ethnically diverse context. Without intervention, such congregations would most likely die.

Racial/ethnic Ministries Development: The issues driving the formation of the redevelopment trajectory also pressed to the forefront another reality; the changing racial/ethnic face of the American population. In reality, most congregations designated redevelopment fall within communities that have seen their demographic profile change. While neighborhoods evolved, many churches tried to continue along the same track as usual. With time, this results in lost viability.

This reality plus a growing theological conviction that the church is for all people pressed denominational traditions to launch the third congregational development trajectory focusing on racial/ethnic ministries.

In many cases racial/ethnic ministry development occurs for one of two reasons.

- In response to the decline of an existing (generally anglo) church a strategy is developed to enhance (sometimes replace) the former church’s ministry for a white congregation with a mission strategy designed to address the current composition of the population.
- In attempts to initiate ministries among other racial/ethnic groups where no presence has existed previously.

The problems with these categories and development trajectories are several.

ACROSS**MISSION OPPORTUNITIES****M2 TRAJECTORY**

- ❑ Assumption of the stable middle (i.e., most of the churches are fine)
- ❑ Based upon hidden white bias
- ❑ Begins from the notion of extending current traditions into new environments
- ❑ Confusion about how to integrate racial/ethnic ministries
- ❑ Not easily adaptable to the kinds of contextual changes occurring in communities

Mostly the problem with the classic trajectories is that they are first historical adaptations evolving out of the cultural changes. In other words, they are reactive instead of proactive.

What would proactive trajectories look like? On what basis would they develop? First and foremost, they would be established based upon contextual factors within communities, not based upon organizational realities of existing denominational structures and locations. While subtle, the distinction is real. The first principle of classic reactive trajectories is institutional presence. The first principle of a proactive mission trajectory is the contextual reality of human communities. This distinction pushes the institutional presence question into second position. Once in this place, its shape can perhaps be governed by the contextual setting instead of institutional priorities or historical traditions. This is not to say these are unimportant, just that they are not of first order importance. First order importance is the composition and needs of communities.

Strategic Mission Trajectories

What are the factors that ought to drive a contextual approach? Two variables are foundational in their influence over community life: population and diversity. The number of people in a community and the diversity composition of a community provide a better basis for establishing a mission trajectory.

Using these two variables (population and diversity) Percept developed an analytical model for creating a baseline understanding of a particular community. By bringing the two together, a four cell matrix is created.

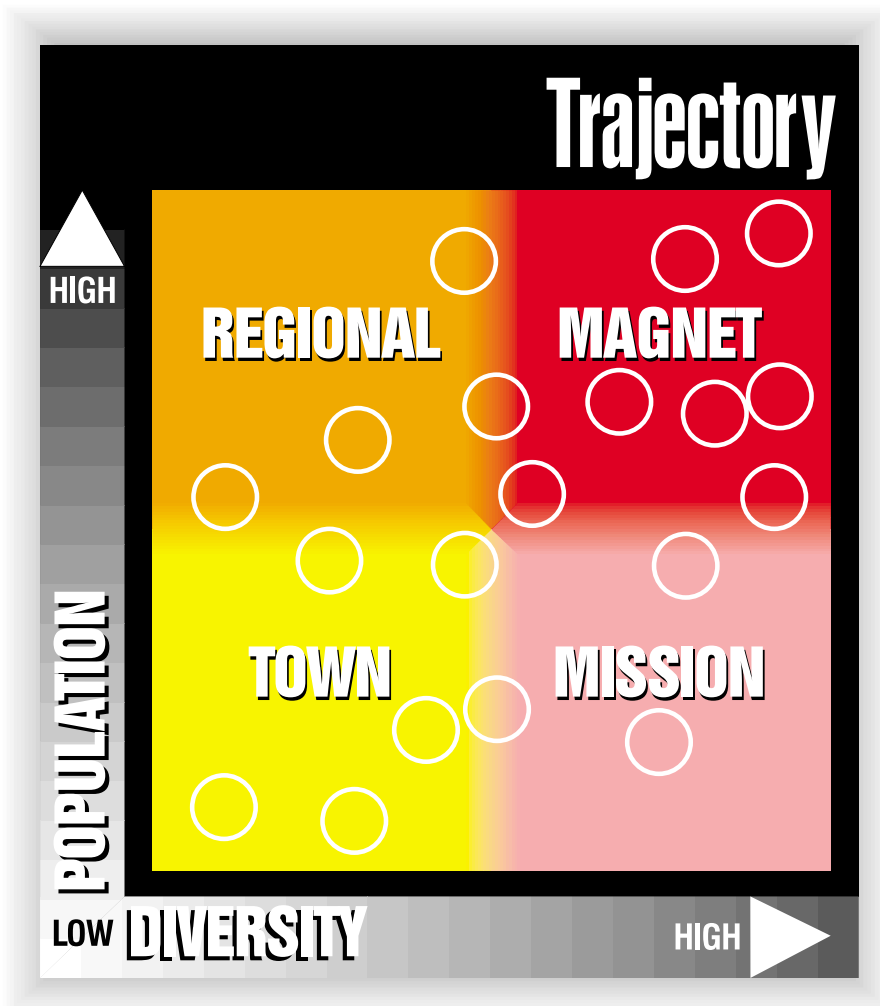
- ❑ High population, high diversity
- ❑ High population, low diversity
- ❑ Low population, high diversity
- ❑ Low population, low diversity

The contextual dynamics reflected by each of these classes provide a better beginning point for mission trajectories for each of these represents very different kinds of human environments. Indeed, each represents a strategically different kind of context calling for a strategically different kind of mission trajectory. The groups created by this technique are specifically designed to highlight strategic opportunities.

ACROSS**MISSION OPPORTUNITIES****M2 TRAJECTORY**

Percept has given each trajectory a name reflecting the kind of mission strategies around which to plan. Together they are called: Strategic Mission Trajectories. The four are:

- Magnet
- Regional
- Mission
- Town



ACROSS**MISSION OPPORTUNITIES****M2 TRAJECTORY****Magnet**

PeopleAreas with a High Population and High Diversity Score are classified as Magnet. The assumption of the Magnet emphasis is that in a highly diverse area, it is critical to provide a multi-faceted ministry approach which can focus on specific needs and concerns of the various niches within the population. As opposed to mission strategies with a “one size fits all” flavor, the magnet emphasis suggests multiple strategies be developed to serve the diversity of persons and their needs. Such a strategy may actualize in many congregations working together to serve the diverse needs of a Magnet community. The range of issues which could be effected by a magnet emphasis is quite broad including worship style, community services, program offerings and leadership style.

In PeopleAreas with few current churches, it may be important to begin new efforts with a special ministry focus in mind. In areas with a large number of churches already present, it may be critical for the local congregations to collaborate in order to effectively reach the community and fully engage the varied challenges and opportunities that are found in a diverse population. The range of collaboration strategies might range from simply coordinating efforts to avoid duplication of effort to more extensive consolidation efforts such as mergers.

Regional

Areas with Low Diversity and High Population are classified as Regional. This emphasis is tailored to communities with a large population that is relatively homogeneous. A Regional strategy provides the opportunity for more extensive mission and outreach within a community and better quality programs to be offered. A regional model typically works on the assumption that in the 21st century, getting to critical mass where things begin to happen may take fewer, but larger ministries. In some PeopleAreas, this strategy may include the consolidation of some smaller churches. Despite the difficulties inherent in any consolidation effort, one advantage is the potential creation of financial resources that can be released to drive the full development of an effective larger regional ministry. Given the more narrow diversity in these communities, the regional effort can focus on creating a variety of program offerings to the larger community without the difficulty of trying to serve dozens of small niche groups that are potentially difficult to integrate.

The particular regional mission strategy is a function of the demographic profile of the PeopleArea. While to be regional means low diversity, the particular racial/ethnic population could be any of the racial/ethnic groups that are increasingly part of the American population.

Mission

PeopleAreas with High Diversity and Low Population are classified as Mission. This emphasis represents a scaled down version of the Magnet Strategy. It is designed for use in communities where the population is highly diverse but not large enough in numbers to support multiple individual magnet ministries. In this emphasis, a collaborative effort might endeavor to open mission stations for the various diverse groups within the PeopleArea. In

ACROSS MISSION OPPORTUNITIES M2 TRAJECTORY

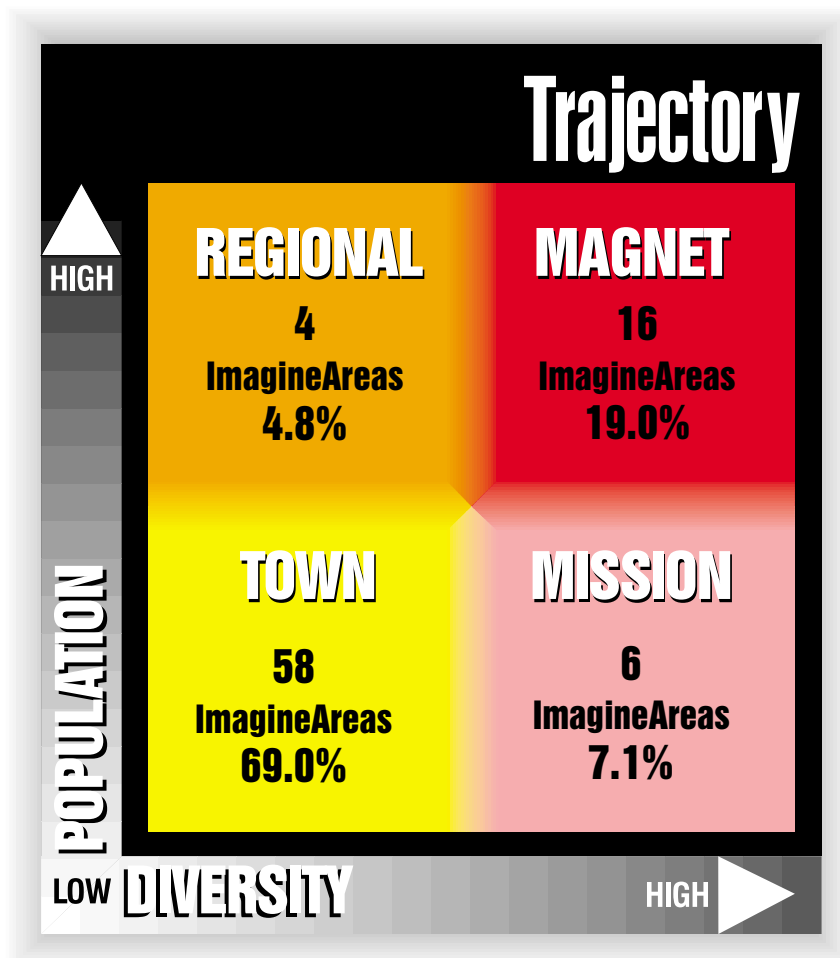
this case, the efforts may be extensions of one or more local congregations within the PeopleArea. In other cases, a Mission PeopleArea may be adjacent to a high population Magnet PeopleArea and for planning purposes may be included within the Magnet area next to it.

Town

PeopleAreas with a Low Diversity and Low Population are classified as Town. Like the Regional group, these communities share the trait of being relatively homogeneous, but they have much less population to draw from. Generally, these will occur in small towns and rural areas.

Study Area Snapshot

Total Number of PeopleAreas By Trajectory



PeopleArea Snapshot

	— ImagineAreas —		— Population —	
	Number	Percentage	2007 Projection	Percentage
M2: Trajectory				
Magnet	16	19.0%	1,738,430	67.6%
Regional	4	4.8%	132,018	5.1%
Mission	6	7.1%	111,418	4.3%
Town	58	69.0%	461,413	18.0%

InfoMap *M2: Trajectory*

ACROSS**MISSION OPPORTUNITIES****STUDY QUESTIONS****Study Questions on Mission Opportunities**

- From data to information: What new discoveries or confirmation of suspicions have you acquired in the engagement of the Mission Opportunities aspect?

More specifically:

- What have you learned at the big level relative to your representation across your region?
- Are you over or under represented inside PeopleAreas? Outside PeopleAreas?
- Are you over or under represented inside in any one of the Strategic Mission Trajectories compared to the percentage of population in each type?
- Where is your weakest presence? Your strongest?
- How does your region distribute across the four Trajectory types?

- From information to knowledge: Of the information you now have, what pieces are of significance to the task of congregational development within the bounds of your regional agency?

More specifically:

- Percept suggests that the classic congregational development trajectories are inadequate for today. Instead, they suggest the classic be replaced with a proactive model founded first upon contextual reality.
- What are your thoughts on this?
- How would it make congregational development within your agency different?
- What more do you need to understand and know about the populations within each of the four trajectory types?

- From knowledge to wisdom: While it is premature to say what you should do, are there some hints of what might be important to consider doing as you articulate your vision and action plan?

ACROSS**STUDY QUESTIONS****ACROSS: Summary Questions**

Now that you have completed your review of the ACROSS aspects, spend some time as a group discussing your overall reflections from ACROSS your study area.

- *What would you say are the greatest challenges facing your region (apart from the work of the church)?*
- *Did any issues or surprises emerge that you did not expect?*
- *How are those challenges likely to affect your current congregations?*
- *How are those challenges likely to affect congregational development efforts?*

THROUGH: Patterns through the Trajectories

Looking for the patterns across the PeopleAreas provides a high level texture of the contextual environment within the bounds of the regional agency. Undoubtedly patterns of similarity have already become apparent. The task of looking THROUGH is to further identify and explore those PeopleAreas with similar characteristics. This is accomplished using the four Trajectory types and moving through them to discover the patterns of similarity and difference by type. The ultimate task is to assess the relative presence and therefore challenges and opportunities within the PeopleAreas in each type.

The planning team will divide into the number of Trajectory types present within this study. (Note: Most studies will have all four types and therefore four ad hoc study groups will form. It is possible, however that in some cases, not all four Trajectories are present. In this case, form only ad hoc study groups for the number of Trajectories present.)

Two resources will assist in this task. First, a summary table for each Trajectory is provided below. These tables are the primary data source for this activity. To support the efforts, each Trajectory has its own InfoMap with some specific subtypes within each.

- #T1: Magnet Trajectory
- #T2: Regional Trajectory
- #T3: Mission Trajectory
- #T4: Town Trajectory

Descriptions of these variables and InfoMaps follows.

The Trajectory Subtype Variables

The four Trajectories each have two or more sub-types to provide a second level of insight into the particularities inherent in that Trajectory.

In addition, each Trajectory type has a corresponding InfoMap that demonstrates the subtypes as well as providing again the Presence level for each PeopleArea. These InfoMaps are intended to provide support for the information found in the tables.

Magnet Subtypes

The Magnet Trajectory is created by high population and high diversity. Within this type, there are variations upon the diversity theme creating four subtypes.

- *Transformational*: Extremely high Lifestyle and Racial/Ethnic diversity and extremely high population creates a community environment that is likely to be so dynamic that it is being transformed on a continual basis.
- *Dynamic*: Both Lifestyle and Racial/Ethnic diversity as well as high population creates a dynamic community environment.

THROUGH**INTRODUCTION**

- ❑ *Lifestyle*: Diversity from many US Lifestyle segments not from racial/ethnic diversity plus high population.
- ❑ *Racial/Ethnic*: Diversity from multiple racial/ethnic groups but not from US Lifestyle segments plus high population.

InfoMap T1: Magnet Trajectory**Regional Subtypes**

The Regional Trajectory is created by high population but low diversity. Low diversity however does not also indicate an anglo community. Any one of the five racial/ethnic groups could be present and since these are Regional, the dominate group and therefore subtype.

- ❑ *Anglo*
- ❑ *African-American*
- ❑ *Hispanic/Latino*
- ❑ *Asian*
- ❑ *Native American/Other*

InfoMap T2: Regional Trajectory**Mission Subtypes**

The Mission Trajectory is created by low population but high diversity. Diversity being the key characteristic, Missions follow the subtypes of Magnets except for the subtype Transformational.

- ❑ *Dynamic*: Both Lifestyle and Racial/Ethnic diversity creating a dynamic community environment, though low population.
- ❑ *Lifestyle*: Diversity from many US Lifestyle segments not from racial/ethnic diversity.
- ❑ *Racial/Ethnic*: Diversity from multiple racial/ethnic groups but not from US Lifestyle segments.

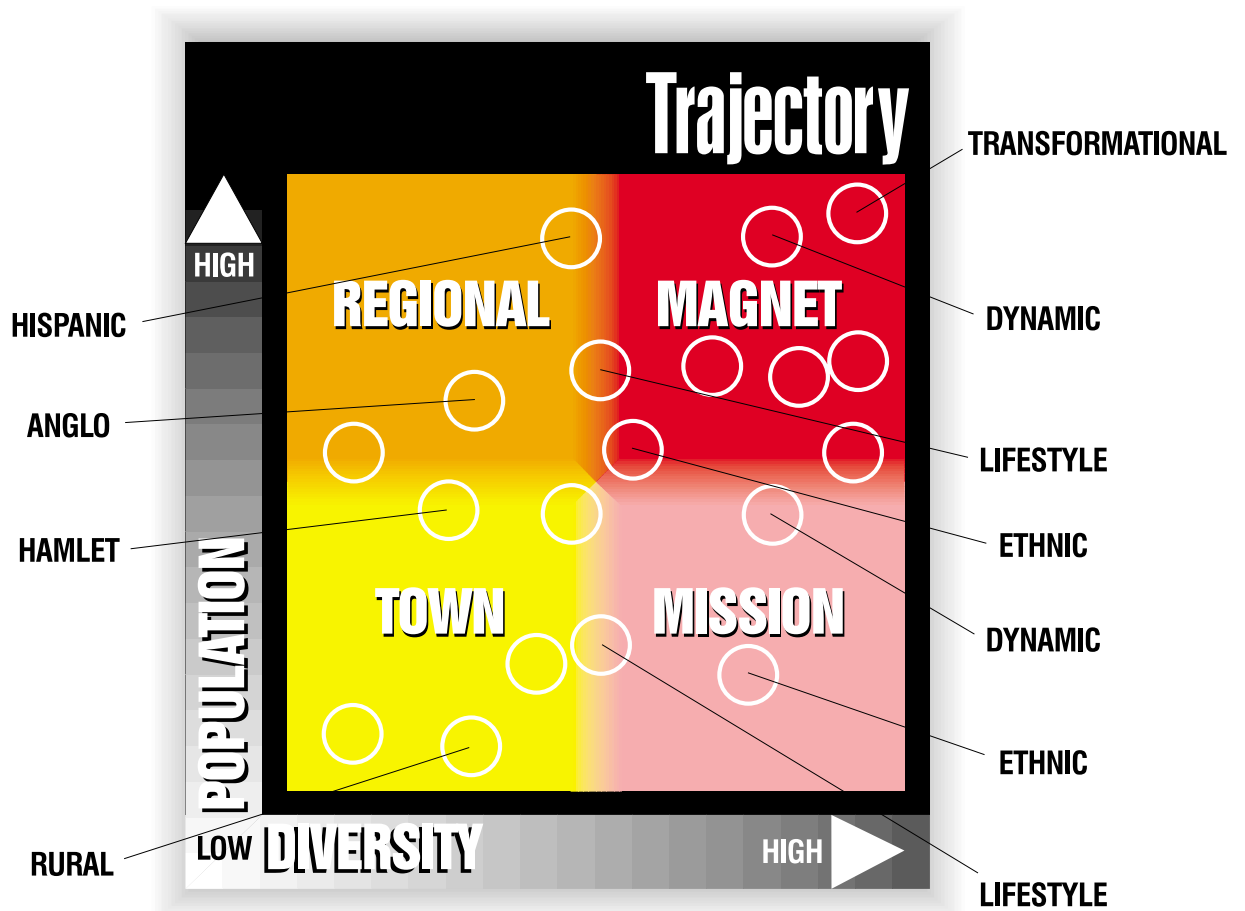
InfoMap T3: Mission Trajectory**Town Subtypes**

The Town Trajectory is created by low population and low diversity. Town types range from small communities to totally rural areas. To capture the distinctive between these, two subtypes based upon the number of people in the PeopleArea are created.

- ❑ *Hamlet*: Population per square mile of 65 or more
- ❑ *Rural*: Population per square mile of 64 or less

InfoMap T4: Town Trajectory

Trajectories with Subtypes



THROUGH**STUDY QUESTIONS****THROUGH Study Guide**

The challenge is to discover how the PeopleAreas within each group are the same and how they are different. Have each study group complete the study reflection for their group type. Each group should have immediate access to the particular Trajectory InfoMap that corresponds to their Trajectory type. It is also advisable that the complete set of InfoMaps be available for reflection.

Strategic Mission Trajectory Study Questions

Following the data reflection model, the exploratory questions are the same for all. More specifically, you are looking for ways in which the PeopleAreas within the trajectories are similar and support generalizations and ways they are different and need special annotation. Use the following framework to guide you through the THROUGH Trajectory tables.

- From data to information: Scan each GapTheme through all of the PeopleAreas.
 - In what ways is the story similar through the PeopleAreas? Explain.
 - In what ways is the story different through the PeopleAreas? Explain.
 - Summarize the information you have discovered.

- From information to knowledge: As you reflect upon your discoveries about the story in this trajectory, what pieces are significant in light of a mission strategy that would conform to this trajectory? (e.g. If a magnet, what significant information?)

- From knowledge to wisdom: Armed with this knowledge, are there some potential mission strategies that come to mind which would correspond to this trajectory type?

- Summary: Each ad hoc Trajectory task group should write a summary that captures the story in the patterns.

THROUGH

MAGNET

TRAJECTORY TABLES

MAGNET People & Place Aspect		POPULATION		CHURCHES		PEOPLE & PLACE ASPECT					
		2007 Projection	Percentage Change 2002 to 2007	Number	Current Population Per Location	Projected Density (Pop. per Sq. Mile)	Population Score (0 = Low, 10 = High)	Overall Diversity Score (0 = Low, 10 = High)	Diversity from Lifestyles 0=Low 5=High	Diversity from Race / Ethnicity 0=Low 5=High	Area Dynamic Level from Pop. & Diversity (0=Low, 10=High)
ID	DIRECTION FINDER	1	2	3	4	5	6	7	8	9	10
1	Indianapolis	276,436	-3.8%	12	23,935	3,520	10	9	5	4	10
2	NE Indianapolis	194,436	7.7%	4	45,129	2,476	9	9	5	4	9
3	Fort Wayne	190,195	0.0%	8	23,773	2,422	9	9	5	4	9
4	NW Indianapolis	186,025	7.7%	7	24,683	2,369	9	10	5	5	10
5	SE Indianapolis	164,305	6.5%	3	51,435	2,092	9	8	5	3	9
6	Carmel	109,138	10.6%	4	24,682	1,390	8	7	4	3	8
7	Muncie	89,566	-0.8%	2	45,158	1,140	7	8	5	3	8
8	SW Indianapolis	83,089	5.1%	1	79,027	1,058	7	6	4	2	7
9	Anderson	77,516	-0.1%	1	77,627	987	7	8	5	3	8
10	S Lawrence	69,920	6.4%	3	21,915	890	7	8	4	4	8
11	SW Fort Wayne	54,437	6.5%	6	8,522	693	7	8	5	3	8
12	Noblesville	53,582	13.8%	1	47,087	682	7	8	5	3	8
13	Richmond	49,114	-1.0%	4	12,405	625	6	8	5	3	7
15	Marion	47,949	-2.0%	3	16,307	611	6	8	5	3	7
16	NE Fort Wayne	47,601	13.1%	1	42,083	606	6	7	4	3	7
17	Greenwood	45,114	11.0%	3	13,553	574	6	6	5	1	6

MAGNET Faces of Diversity Aspect		POPULATION		CHURCHES		FACES OF DIVERSITY ASPECT					
		2007 Projection	Percentage Change 2002 to 2007	Number	Current Population Per Location	Primary U.S. Lifestyles Group	Racial/Ethnic Population (% of 2002Pop: Non-Anglo)	Fastest Growing Racial/Ethnic Group	High Index Generational Group As Compared to U.S.	Family Structure Score (0=Non-Trad. 10=Trad.)	Education Level Score (0=Low 10=High)
ID	DIRECTION FINDER	1	2	3	4	11	12	13	14	15	16
1	Indianapolis	276,436	-3.8%	12	23,935	Diversity	45.0%	Hisp.	EVEN	VNonTr(0)	VLow(0)
2	NE Indianapolis	194,436	7.7%	4	45,129	Affluent	25.7%	Hisp.	EVEN	Trad(6)	High(8)
3	Fort Wayne	190,195	0.0%	8	23,773	Middle	26.5%	Hisp.	EVEN	NonTr(4)	Low(3)
4	NW Indianapolis	186,025	7.7%	7	24,683	Young	37.5%	Hisp.	Surviv.	NonTr(4)	VHigh(9)
5	SE Indianapolis	164,305	6.5%	3	51,435	Middle	5.0%	Black	EVEN	Trad(6)	Low(4)
6	Carmel	109,138	10.6%	4	24,682	Affluent	10.9%	Hisp.	Boomer	Trad(8)	High(8)
7	Muncie	89,566	-0.8%	2	45,158	Middle	11.8%	Asian	EVEN	NonTr(3)	Low(4)
8	SW Indianapolis	83,089	5.1%	1	79,027	Middle	5.8%	Hisp.	EVEN	Trad(7)	VLow(2)
9	Anderson	77,516	-0.1%	1	77,627	Middle	14.7%	Hisp.	Builder	NonTr(3)	VLow(1)
10	S Lawrence	69,920	6.4%	3	21,915	Middle	16.4%	Black	EVEN	Trad(7)	Low(4)
11	SW Fort Wayne	54,437	6.5%	6	8,522	Middle	9.0%	Black	Boomer	Trad(8)	High(8)
12	Noblesville	53,582	13.8%	1	47,087	Affluent	4.7%	Asian	EVEN	Trad(8)	High(7)
13	Richmond	49,114	-1.0%	4	12,405	Middle	10.7%	Hisp.	Builder	NonTr(4)	VLow(1)
15	Marion	47,949	-2.0%	3	16,307	Middle	15.3%	Nat/Oth	Builder	NonTr(3)	VLow(1)
16	NE Fort Wayne	47,601	13.1%	1	42,083	Affluent	5.0%	Black	Boomer	VTrad(10)	High(8)
17	Greenwood	45,114	11.0%	3	13,553	Middle	2.8%	Asian	EVEN	Trad(8)	VLow(2)

		POPULATION		CHURCHES		COMMUNITY ISSUES ASPECT		
MAGNET Community Issues Aspect		2007 Projection	Percentage Change 2002 to 2007	Number	Current Population Per Location	High Index Concerns Group	RISC Level (0=Low 10=High)	Potential Resistance to Change 0=Low 10=High
ID	DIRECTION FINDER	1	2	3	4	17	18	19
1	Indianapolis	276,436	-3.8%	12	23,935	Community	High(8)	High(6)
2	NE Indianapolis	194,436	7.7%	4	45,129	Hope/Dream	VLow(2)	High(6)
3	Fort Wayne	190,195	0.0%	8	23,773	Community	Avg(5)	High(6)
4	NW Indianapolis	186,025	7.7%	7	24,683	Hope/Dream	Low(3)	High(7)
5	SE Indianapolis	164,305	6.5%	3	51,435	Hope/Dream	Low(3)	High(6)
6	Carmel	109,138	10.6%	4	24,682	Hope/Dream	VLow(1)	High(6)
7	Muncie	89,566	-0.8%	2	45,158	EVEN	High(7)	High(6)
8	SW Indianapolis	83,089	5.1%	1	79,027	Hope/Dream	Low(3)	Avg(5)
9	Anderson	77,516	-0.1%	1	77,627	EVEN	High(7)	High(6)
10	S Lawrence	69,920	6.4%	3	21,915	Hope/Dream	VLow(2)	High(6)
11	SW Fort Wayne	54,437	6.5%	6	8,522	Hope/Dream	VLow(1)	High(6)
12	Noblesville	53,582	13.8%	1	47,087	Hope/Dream	VLow(1)	High(6)
13	Richmond	49,114	-1.0%	4	12,405	EVEN	High(7)	High(6)
15	Marion	47,949	-2.0%	3	16,307	EVEN	High(7)	High(6)
16	NE Fort Wayne	47,601	13.1%	1	42,083	Hope/Dream	VLow(1)	Avg(5)
17	Greenwood	45,114	11.0%	3	13,553	Hope/Dream	Low(3)	Avg(5)

		POPULATION		CHURCHES		FAITH PREFERENCES ASPECT				
MAGNET Faith Preferences Aspect		2007 Projection	Percentage Change 2002 to 2007	Number	Current Population Per Location	Faith Receptivity Score 0=Low 10=High	Financial Support Potential 0=Low 10=High	Church Style Preference 0=Trad. 10=Contemporary	High Index Church Program Preference Group	Religious Preference: Presbyterian/Reformed
ID	DIRECTION FINDER	1	2	3	4	20	21	22	23	24
1	Indianapolis	276,436	-3.8%	12	23,935	High(6)	VLow(2)	Both(5)	Social Serv.	3.5%
2	NE Indianapolis	194,436	7.7%	4	45,129	Avg(5)	VHigh(9)	Trad.(3)	Recreation	4.5%
3	Fort Wayne	190,195	0.0%	8	23,773	Avg(5)	VLow(2)	Both(5)	Social Serv.	3.9%
4	NW Indianapolis	186,025	7.7%	7	24,683	Avg(5)	Avg(5)	Trad.(4)	Social Serv.	4.2%
5	SE Indianapolis	164,305	6.5%	3	51,435	Avg(5)	High(6)	Both(5)	Personal	4.1%
6	Carmel	109,138	10.6%	4	24,682	Avg(5)	VHigh(10)	Trad.(3)	Recreation	4.9%
7	Muncie	89,566	-0.8%	2	45,158	High(6)	VLow(2)	Trad.(4)	Social Serv.	3.9%
8	SW Indianapolis	83,089	5.1%	1	79,027	High(6)	High(6)	Both(5)	Personal	3.8%
9	Anderson	77,516	-0.1%	1	77,627	High(6)	VLow(2)	Trad.(4)	Social Serv.	3.9%
10	S Lawrence	69,920	6.4%	3	21,915	Avg(5)	High(6)	Both(5)	Personal	4.0%
11	SW Fort Wayne	54,437	6.5%	6	8,522	Avg(5)	VHigh(9)	Trad.(4)	Personal	4.4%
12	Noblesville	53,582	13.8%	1	47,087	High(6)	VHigh(9)	Trad.(4)	Personal	4.4%
13	Richmond	49,114	-1.0%	4	12,405	High(6)	VLow(2)	Trad.(4)	Social Serv.	3.8%
15	Marion	47,949	-2.0%	3	16,307	High(6)	VLow(2)	Trad.(4)	Social Serv.	3.8%
16	NE Fort Wayne	47,601	13.1%	1	42,083	Avg(5)	VHigh(9)	Trad.(4)	Personal	4.3%
17	Greenwood	45,114	11.0%	3	13,553	High(6)	High(8)	Both(5)	Personal	3.9%

		POPULATION		CHURCHES		MISSION OPPORTUNITIES ASPECT		
MAGNET Mission Opportunities Aspect		2007 Projection	Percentage Change 2002 to 2007	Number	Current Population Per Location	Presence Indicator 0= None 10= Dense	Trajectory	Trajectory Subtype
ID	DIRECTION FINDER	1	2	3	4	25	26	27
1	Indianapolis	276,436	-3.8%	12	23,935	Dense(8)	Magnet	Transform.
2	NE Indianapolis	194,436	7.7%	4	45,129	Light(2)	Magnet	Dynamic
3	Fort Wayne	190,195	0.0%	8	23,773	Dense(6)	Magnet	Dynamic
4	NW Indianapolis	186,025	7.7%	7	24,683	Average(5)	Magnet	Transform.
5	SE Indianapolis	164,305	6.5%	3	51,435	Light(1)	Magnet	Lifestyle
6	Carmel	109,138	10.6%	4	24,682	Average(5)	Magnet	Lifestyle
7	Muncie	89,566	-0.8%	2	45,158	Light(1)	Magnet	Lifestyle
8	SW Indianapolis	83,089	5.1%	1	79,027	Light(1)	Magnet	Lifestyle
9	Anderson	77,516	-0.1%	1	77,627	Light(1)	Magnet	Lifestyle
10	S Lawrence	69,920	6.4%	3	21,915	Average(5)	Magnet	Dynamic
11	SW Fort Wayne	54,437	6.5%	6	8,522	At-Risk(10)	Magnet	Lifestyle
12	Noblesville	53,582	13.8%	1	47,087	Light(1)	Magnet	Lifestyle
13	Richmond	49,114	-1.0%	4	12,405	Average(5)	Magnet	Lifestyle
15	Marion	47,949	-2.0%	3	16,307	Average(5)	Magnet	Lifestyle
16	NE Fort Wayne	47,601	13.1%	1	42,083	Light(1)	Magnet	Lifestyle
17	Greenwood	45,114	11.0%	3	13,553	Average(5)	Magnet	Lifestyle

THROUGH

REGIONAL

TRAJECTORY TABLES

		POPULATION		CHURCHES		PEOPLE & PLACE ASPECT					
REGIONAL People & Place Aspect		2007 Projection	Percentage Change 2002 to 2007	Number	Current Population Per Location	Projected Density (Pop. per Sq. Mile)	Population Score (0 = Low, 10 = High)	Overall Diversity Score (0 = Low, 10 = High)	Diversity from Lifestyles 0=Low 5=High	Diversity from Race / Ethnicity 0=Low 5=High	Area Dynamic Level from Pop. & Diversity (0=Low, 10=High)
ID	DIRECTION FINDER	1	2	3	4	5	6	7	8	9	10
14	Brownsburg	48,035	12.2%	1	42,829	612	6	4	2	2	5
18	NE Lawrence	30,085	17.0%	0	25,716	383	6	6	3	3	6
19	Greenfield	27,256	5.9%	1	25,740	347	6	3	2	1	5
20	New Castle	26,643	-0.4%	1	26,758	339	6	5	3	2	6

		POPULATION		CHURCHES		FACES OF DIVERSITY ASPECT					
REGIONAL Faces of Diversity Aspect		2007 Projection	Percentage Change 2002 to 2007	Number	Current Population Per Location	Primary U.S. Lifestyles Group	Racial/Ethnic Population (% of 2002Pop: Non-Anglo)	Fastest Growing Racial/Ethnic Group	High Index Generational Group As Compared to U.S.	Family Structure Score (0=Non-Trad. 10=Trad.)	Education Level Score (0=Low 10=High)
ID	DIRECTION FINDER	1	2	3	4	11	12	13	14	15	16
14	Brownsburg	48,035	12.2%	1	42,829	Middle	2.5%	Hisp.	Boomer	VTrad(9)	Avg(5)
18	NE Lawrence	30,085	17.0%	0	25,716	Affluent	6.6%	Black	Boomer	VTrad(9)	High(6)
19	Greenfield	27,256	5.9%	1	25,740	Middle	2.1%	Asian	EVEN	Trad(8)	VLow(2)
20	New Castle	26,643	-0.4%	1	26,758	Middle	3.0%	Hisp.	Builder	Mixed(5)	VLow(0)

		POPULATION		CHURCHES		COMMUNITY ISSUES ASPECT		
REGIONAL Community Issues Aspect		2007 Projection	Percentage Change 2002 to 2007	Number	Current Population Per Location	High Index Concerns Group	RISC Level (0=Low 10=High)	Potential Resistance to Change 0=Low 10=High
ID	DIRECTION FINDER	1	2	3	4	17	18	19
14	Brownsburg	48,035	12.2%	1	42,829	Hope/Dream	VLow(1)	Low(4)
18	NE Lawrence	30,085	17.0%	0	25,716	Hope/Dream	VLow(1)	Avg(5)
19	Greenfield	27,256	5.9%	1	25,740	Hope/Dream	VLow(2)	Low(4)
20	New Castle	26,643	-0.4%	1	26,758	EVEN	High(7)	Avg(5)

		POPULATION		CHURCHES		FAITH PREFERENCES ASPECT				
REGIONAL Faith Preferences Aspect		2007 Projection	Percentage Change 2002 to 2007	Number	Current Population Per Location	Faith Receptivity Score 0=Low 10=High	Financial Support Potential 0=Low 10=High	Church Style Preference 0=Trad. 10=Contemporary	High Index Church Program Preference Group	Religious Preference: Presbyterian/Reformed
ID	DIRECTION FINDER	1	2	3	4	20	21	22	23	24
14	Brownsburg	48,035	12.2%	1	42,829	Avg(5)	High(8)	Both(5)	Personal	4.0%
18	NE Lawrence	30,085	17.0%	0	25,716	Avg(5)	VHigh(9)	Trad.(4)	Personal	4.3%
19	Greenfield	27,256	5.9%	1	25,740	High(6)	High(8)	Both(5)	Personal	3.8%
20	New Castle	26,643	-0.4%	1	26,758	High(6)	Low(3)	Trad.(4)	Social Serv.	3.9%

		POPULATION		CHURCHES		MISSION OPPORTUNITIES ASPECT		
REGIONAL Mission Opportunities Aspect		2007 Projection	Percentage Change 2002 to 2007	Number	Current Population Per Location	Presence Indicator 0= None 10= Dense	Trajectory	Trajectory Subtype
ID	DIRECTION FINDER	1	2	3	4	25	26	27
14	Brownsburg	48,035	12.2%	1	42,829	Light(1)	Regional	Anglo
18	NE Lawrence	30,085	17.0%	0	25,716	Frontier(0)	Regional	Anglo
19	Greenfield	27,256	5.9%	1	25,740	Average(5)	Regional	Anglo
20	New Castle	26,643	-0.4%	1	26,758	Average(5)	Regional	Anglo

THROUGH

MISSION

TRAJECTORY TABLES

		POPULATION		CHURCHES		PEOPLE & PLACE ASPECT					
MISSION People & Place Aspect		2007 Projection	Percentage Change 2002 to 2007	Number	Current Population Per Location	Projected Density (Pop. per Sq. Mile)	Population Score (0 = Low, 10 = High)	Overall Diversity Score (0 = Low, 10 = High)	Diversity from Lifestyles 0=Low 5=High	Diversity from Race/ Ethnicity 0=Low 5=High	Area Dynamic Level from Pop. & Diversity (0=Low, 10=High)
ID	DIRECTION FINDER	1	2	3	4	5	6	7	8	9	10
21	Shelbyville	24,532	4.0%	1	23,589	312	5	7	4	3	6
22(b)	Bright	24,693	8.3%	0	22,801	314	5	5	4	1	5
24	Connorsville	20,709	-1.7%	1	21,064	264	5	5	4	1	5
26	SE Fort Wayne	16,701	0.8%	1	16,572	213	5	7	4	3	6
30	Bluffton	13,514	1.1%	1	13,365	172	4	5	4	1	5
31	Greensburg	13,193	1.9%	2	6,476	168	4	5	4	1	5

		POPULATION		CHURCHES		FACES OF DIVERSITY ASPECT					
MISSION Faces of Diversity Aspect		2007 Projection	Percentage Change 2002 to 2007	Number	Current Population Per Location	Primary U.S. Lifestyles Group	Racial/Ethnic Population (% of 2002Pop: Non-Anglo)	Fastest Growing Racial/Ethnic Group	High Index Generational Group As Compared to U.S.	Family Structure Score (0=Non-Trad. 10=Trad.)	Education Level Score (0=Low 10=High)
ID	DIRECTION FINDER	1	2	3	4	11	12	13	14	15	16
21	Shelbyville	24,532	4.0%	1	23,589	Middle	4.4%	Asian	Builder	Trad(6)	VLow(1)
22(b)	Bright	24,693	8.3%	0	22,801	Middle	2.6%	Hisp.	EVEN	Trad(8)	VLow(1)
24	Connorsville	20,709	-1.7%	1	21,064	Rural	3.3%	Hisp.	Builder	Mixed(5)	VLow(0)
26	SE Fort Wayne	16,701	0.8%	1	16,572	Middle	14.6%	Asian	EVEN	Trad(8)	Low(3)
30	Bluffton	13,514	1.1%	1	13,365	Middle	3.1%	Nat/Oth	Builder	Trad(7)	VLow(2)
31	Greensburg	13,193	1.9%	2	6,476	Middle	2.4%	Asian	Builder	Trad(6)	VLow(1)

		POPULATION		CHURCHES		COMMUNITY ISSUES ASPECT		
MISSION Community Issues Aspect		2007 Projection	Percentage Change 2002 to 2007	Number	Current Population Per Location	High Index Concerns Group	RISC Level (0=Low 10=High)	Potential Resistance to Change 0=Low 10=High
ID	DIRECTION FINDER	1	2	3	4	17	18	19
21	Shelbyville	24,532	4.0%	1	23,589	EVEN	Avg(5)	High(6)

		POPULATION		CHURCHES		COMMUNITY ISSUES ASPECT		
MISSION Community Issues Aspect		2007 Projection	Percentage Change 2002 to 2007	Number	Current Population Per Location	High Index Concerns Group	RISC Level (0=Low 10=High)	Potential Resistance to Change 0=Low 10=High
ID	DIRECTION FINDER	1	2	3	4	17	18	19
22(b)	Bright	24,693	8.3%	0	22,801	Hope/Dream	Low(4)	Avg(5)
24	Connersville	20,709	-1.7%	1	21,064	EVEN	High(7)	Avg(5)
26	SE Fort Wayne	16,701	0.8%	1	16,572	EVEN	Low(3)	High(6)
30	Bluffton	13,514	1.1%	1	13,365	EVEN	Low(4)	Avg(5)
31	Greensburg	13,193	1.9%	2	6,476	EVEN	Avg(5)	Avg(5)

		POPULATION		CHURCHES		FAITH PREFERENCES ASPECT				
MISSION Faith Preferences Aspect		2007 Projection	Percentage Change 2002 to 2007	Number	Current Population Per Location	Faith Receptivity Score 0=Low 10=High	Financial Support Potential 0=Low 10=High	Church Style Preference 0=Trad. 10=Contemporary	High Index Church Program Preference Group	Religious Preference: Presbyterian/Reformed
ID	DIRECTION FINDER	1	2	3	4	20	21	22	23	24
21	Shelbyville	24,532	4.0%	1	23,589	High(6)	Low(4)	Both(5)	Social Serv.	3.8%
22(b)	Bright	24,693	8.3%	0	22,801	High(6)	High(6)	Both(5)	Personal	4.9%
24	Connersville	20,709	-1.7%	1	21,064	High(6)	VLow(2)	Trad.(4)	Social Serv.	3.8%
26	SE Fort Wayne	16,701	0.8%	1	16,572	High(6)	Low(4)	Both(5)	Personal	3.9%
30	Bluffton	13,514	1.1%	1	13,365	High(6)	Low(4)	Both(5)	Social Serv.	3.8%
31	Greensburg	13,193	1.9%	2	6,476	High(6)	Avg(5)	Both(5)	Social Serv.	3.8%

		POPULATION		CHURCHES		MISSION OPPORTUNITIES ASPECT		
MISSION Mission Opportunities Aspect		2007 Projection	Percentage Change 2002 to 2007	Number	Current Population Per Location	Presence Indicator 0= None 10=Dense	Trajectory	Trajectory Subtype
ID	DIRECTION FINDER	1	2	3	4	25	26	27
21	Shelbyville	24,532	4.0%	1	23,589	Average(5)	Mission	Lifestyle
22(b)	Bright	24,693	8.3%	0	22,801	Frontier(0)	Mission	Lifestyle

		POPULATION		CHURCHES		MISSION OPPORTUNITIES ASPECT		
MISSION Mission Opportunities Aspect		2007 Projection	Percentage Change 2002 to 2007	Number	Current Population Per Location	Presence Indicator 0= None 10= Dense	Trajectory	Trajectory Subtype
ID	DIRECTION FINDER	1	2	3	4	25	26	27
24	Connersville	20,709	-1.7%	1	21,064	Average(5)	Mission	Lifestyle
26	SE Fort Wayne	16,701	0.8%	1	16,572	Average(5)	Mission	Lifestyle
30	Bluffton	13,514	1.1%	1	13,365	Average(5)	Mission	Lifestyle
31	Greensburg	13,193	1.9%	2	6,476	Average(5)	Mission	Lifestyle

THROUGH

TOWN

TRAJECTORY TABLES

TOWN People & Place Aspect		POPULATION		CHURCHES		PEOPLE & PLACE ASPECT					
		2007 Projection	Percentage Change 2002 to 2007	Number	Current Population Per Location	Projected Density (Pop. per Sq. Mile)	Population Score (0 = Low, 10 = High)	Overall Diversity Score (0 = Low, 10 = High)	Diversity from Lifestyles 0=Low 5=High	Diversity from Race / Ethnicity 0=Low 5=High	Area Dynamic Level from Pop. & Diversity (0=Low, 10=High)
ID	DIRECTION FINDER	1	2	3	4	5	6	7	8	9	10
23	Elwood	22,341	0.4%	1	22,263	284	5	3	2	1	4
25	SW Anderson	17,133	4.6%	0	16,387	218	5	4	1	3	5
27	Decatur	16,132	2.2%	1	15,779	205	5	5	3	2	5
28	W Plainfield	15,275	6.9%	2	7,145	194	5	3	1	2	4
29	Hartford City	13,874	0.5%	1	13,804	177	4	4	3	1	4
32	N Noblesville	12,349	5.2%	0	11,737	157	4	2	1	1	3
33(b)	NW Fort Wayne	12,257	7.2%	0	11,437	156	4	3	1	2	4
34	Batesville	11,290	5.0%	0	10,758	144	4	3	2	1	4
35(b)	Aurora	11,694	3.4%	0	11,306	149	4	2	1	1	3
36	E Anderson	10,970	1.4%	0	10,819	140	4	2	1	1	3
37	SE Franklin	10,717	1.4%	1	10,566	136	4	4	2	2	4
38	NE New Haven	10,617	4.7%	0	10,139	135	4	2	1	1	3
39(b)	Winchester	10,809	-1.7%	2	5,500	138	4	3	2	1	4
40	Berne	10,574	3.5%	0	10,213	135	4	4	3	1	4
41	NE Greenwood	10,317	4.3%	1	9,893	131	4	2	1	1	3
42	NE Muncie	10,009	1.0%	0	9,914	127	4	2	1	1	3
43(b)	SW Greenwood	18,879	9.9%	1	17,184	240	5	3	2	1	4
44	Tipton	9,709	1.1%	1	9,600	124	3	3	2	1	3
45	Rushville	9,654	1.0%	2	4,782	123	3	4	3	1	4
46	Portland	9,449	-0.2%	1	9,465	120	3	4	3	1	4
47(b)	NE Brownsburg	17,046	15.7%	0	14,731	217	5	5	2	3	5
48	SE New Castle	8,907	-0.5%	1	8,950	113	3	2	1	1	3
49	SW New Castle	8,755	0.0%	1	8,758	111	3	2	1	1	3
50	NW Bluffton	8,502	3.9%	1	8,180	108	3	2	1	1	3
51	W Aurora	8,288	3.5%	1	8,009	106	3	2	1	1	3
52	NW Bright	8,204	5.3%	0	7,794	104	3	2	1	1	3
53(b)	NW Carmel	7,597	5.2%	0	7,224	97	3	2	1	1	3
54	SE Marion	7,257	-1.1%	0	7,337	92	3	4	3	1	4
55	SE Hartford City	7,178	-1.5%	0	7,287	91	3	2	1	1	3
56	Brookville	7,026	3.7%	1	6,773	89	3	2	1	1	3
57	SW Franklin	6,994	5.9%	0	6,604	89	3	2	1	1	3
58	Osgood	6,528	1.8%	0	6,410	83	3	2	1	1	3
59	NE Greenfield	6,344	7.4%	0	5,909	81	3	1	0	1	2
60	SE Muncie	5,932	1.2%	0	5,863	76	3	2	1	1	3
61	W Winchester	5,912	1.7%	0	5,814	75	3	3	2	1	3
62	W Muncie	5,847	-0.7%	0	5,886	74	3	2	1	1	3
63(b)	SW Aurora	5,971	1.9%	0	5,859	76	3	2	1	1	3
64	SE Greenfield	5,582	2.8%	0	5,432	71	3	1	0	1	2
65	SE Anderson	5,503	1.7%	0	5,411	70	3	1	0	1	2
66	SE Shelbyville	5,470	-1.3%	0	5,540	70	3	2	1	1	3
67	SE Connersville	5,264	2.7%	1	5,124	67	3	2	1	1	3
68	SE Batesville	5,118	3.3%	0	4,954	65	3	2	1	1	3

TOWN People & Place Aspect		POPULATION		CHURCHES		PEOPLE & PLACE ASPECT					
		2007 Projection	Percentage Change 2002 to 2007	Number	Current Population Per Location	Projected Density (Pop. per Sq. Mile)	Population Score (0 = Low, 10 = High)	Overall Diversity Score (0 = Low, 10 = High)	Diversity from Lifestyles 0=Low 5=High	Diversity from Race / Ethnicity 0=Low 5=High	Area Dynamic Level from Pop. & Diversity (0=Low, 10=High)
ID	DIRECTION FINDER	1	2	3	4	5	6	7	8	9	10
69	W Anderson	5,104	2.5%	0	4,981	65	3	2	1	1	3
70	NW Richmond	4,981	-0.7%	0	5,014	63	2	1	0	1	2
71(b)	NW Marion	6,333	0.8%	0	6,280	81	3	2	1	1	3
72	NW Muncie	4,686	-0.2%	0	4,697	60	2	2	1	1	2
73	W Brownsburg	4,394	4.6%	0	4,202	56	2	1	0	1	2
74	NE Decatur	4,342	1.0%	0	4,301	55	2	1	0	1	2
75	SW Portland	4,221	0.6%	0	4,194	54	2	2	1	1	2
76	SW Bluffton	4,217	0.6%	0	4,192	54	2	1	0	1	2
77	SW Connersville	4,216	1.9%	0	4,136	54	2	2	1	1	2
78	NE Marion	3,936	0.2%	0	3,928	50	2	2	1	1	2
79	SW Greensburg	3,906	-1.1%	1	3,949	50	2	2	1	1	2
80	Hagerstown	3,890	1.3%	0	3,839	50	2	1	0	1	2
81	NW Elwood	3,814	-0.9%	0	3,847	49	2	3	2	1	3
82(b)	SW Danville	6,289	7.7%	0	5,842	80	3	2	1	1	3
83	SW Shelbyville	3,436	1.5%	0	3,387	44	2	1	0	1	2
84	NW Batesville	3,383	3.3%	0	3,275	43	2	1	0	1	2

TOWN Faces of Diversity Aspect		POPULATION		CHURCHES		FACES OF DIVERSITY ASPECT					
		2007 Projection	Percentage Change 2002 to 2007	Number	Current Population Per Location	Primary U.S. Lifestyles Group	Racial/Ethnic Population (% of 2002Pop: Non-Anglo)	Fastest Growing Racial/Ethnic Group	High Index Generational Group As Compared to U.S.	Family Structure Score (0=Non-Trad. 10=Trad.)	Education Level Score (0=Low 10=High)
ID	DIRECTION FINDER	1	2	3	4	11	12	13	14	15	16
23	Elwood	22,341	0.4%	1	22,263	Rural	2.1%	Nat/Oth	Builder	Trad(6)	VLow(0)
25	SW Anderson	17,133	4.6%	0	16,387	Middle	10.9%	Nat/Oth	Surviv.	Trad(6)	VLow(1)
27	Decatur	16,132	2.2%	1	15,779	Middle	6.5%	Nat/Oth	Builder	Trad(6)	VLow(2)
28	W Plainfield	15,275	6.9%	2	7,145	Middle	6.6%	Hisp.	EVEN	Trad(8)	Low(3)
29	Hartford City	13,874	0.5%	1	13,804	Rural	3.0%	Asian	Builder	Trad(6)	Low(4)
32	N Noblesville	12,349	5.2%	0	11,737	Middle	2.4%	Nat/Oth	EVEN	Trad(8)	Low(3)
33(b)	NW Fort Wayne	12,257	7.2%	0	11,437	Middle	4.3%	Black	EVEN	Trad(7)	Low(3)
34	Batesville	11,290	5.0%	0	10,758	Middle	2.2%	Asian	Builder	Trad(8)	VLow(2)
35(b)	Aurora	11,694	3.4%	0	11,306	Middle	1.4%	Hisp.	EVEN	Trad(7)	VLow(1)
36	E Anderson	10,970	1.4%	0	10,819	Middle	1.8%	Nat/Oth	Silent	Trad(8)	VLow(2)
37	SE Franklin	10,717	1.4%	1	10,566	Middle	6.1%	Hisp.	Millen.	Mixed(5)	VLow(1)
38	NE New Haven	10,617	4.7%	0	10,139	Middle	1.8%	Hisp.	Millen.	VTrad(9)	VLow(1)
39(b)	Winchester	10,809	-1.7%	2	5,500	Rural	4.1%	Black	Builder	Trad(6)	VLow(0)
40	Berne	10,574	3.5%	0	10,213	Middle	1.9%	Hisp.	Builder	Trad(8)	VLow(1)
41	NE Greenwood	10,317	4.3%	1	9,893	Middle	1.8%	Hisp.	Boomer	VTrad(9)	Low(3)
42	NE Muncie	10,009	1.0%	0	9,914	Rural	1.4%	None	Silent	Trad(7)	VLow(2)
43(b)	SW Greenwood	18,879	9.9%	1	17,184	Middle	2.5%	Asian	Boomer	VTrad(9)	Low(3)
44	Tipton	9,709	1.1%	1	9,600	Middle	2.3%	Hisp.	Builder	Trad(7)	VLow(2)
45	Rushville	9,654	1.0%	2	4,782	Rural	2.6%	Hisp.	Builder	Trad(6)	VLow(1)
46	Portland	9,449	-0.2%	1	9,465	Rural	3.9%	Hisp.	Builder	Trad(7)	VLow(1)
47(b)	NE Brownsburg	17,046	15.7%	0	14,731	Affluent	6.2%	Black	Boomer	VTrad(10)	High(8)
48	SE New Castle	8,907	-0.5%	1	8,950	Rural	1.0%	Hisp.	Builder	Trad(7)	VLow(1)
49	SW New Castle	8,755	0.0%	1	8,758	Rural	1.2%	Hisp.	Silent	Trad(8)	VLow(2)
50	NW Bluffton	8,502	3.9%	1	8,180	Middle	1.8%	Hisp.	EVEN	VTrad(9)	Low(3)
51	W Aurora	8,288	3.5%	1	8,009	Rural	1.7%	Hisp.	Builder	Trad(8)	VLow(1)
52	NW Bright	8,204	5.3%	0	7,794	Middle	0.9%	Anglo	Millen.	VTrad(9)	VLow(1)
53(b)	NW Carmel	7,597	5.2%	0	7,224	Middle	2.8%	Nat/Oth	EVEN	Trad(7)	VLow(2)
54	SE Marion	7,257	-1.1%	0	7,337	Rural	1.6%	Nat/Oth	EVEN	Trad(7)	VLow(1)
55	SE Hartford City	7,178	-1.5%	0	7,287	Rural	1.6%	None	Silent	Trad(7)	VLow(1)
56	Brookville	7,026	3.7%	1	6,773	Rural	1.1%	Hisp.	Builder	Trad(8)	VLow(0)
57	SW Franklin	6,994	5.9%	0	6,604	Middle	1.6%	Hisp.	Silent	VTrad(9)	VLow(2)
58	Osgood	6,528	1.8%	0	6,410	Rural	1.4%	Hisp.	Builder	Trad(6)	VLow(0)
59	NE Greenfield	6,344	7.4%	0	5,909	Middle	1.8%	Hisp.	Boomer	VTrad(10)	Low(3)
60	SE Muncie	5,932	1.2%	0	5,863	Middle	1.6%	Nat/Oth	Silent	VTrad(9)	VLow(2)
61	W Winchester	5,912	1.7%	0	5,814	Rural	1.5%	Hisp.	Builder	Trad(8)	VLow(2)
62	W Muncie	5,847	-0.7%	0	5,886	Middle	2.4%	Hisp.	Silent	VTrad(9)	Low(3)
63(b)	SW Aurora	5,971	1.9%	0	5,859	Rural	1.5%	Hisp.	Builder	Trad(8)	VLow(1)
64	SE Greenfield	5,582	2.8%	0	5,432	Middle	1.4%	Nat/Oth	Silent	VTrad(9)	VLow(2)
65	SE Anderson	5,503	1.7%	0	5,411	Middle	2.3%	Nat/Oth	Boomer	VTrad(9)	VLow(2)
66	SE Shelbyville	5,470	-1.3%	0	5,540	Middle	1.6%	Nat/Oth	Builder	Trad(8)	VLow(2)
67	SE Connersville	5,264	2.7%	1	5,124	Rural	1.2%	Anglo	Builder	Trad(7)	VLow(1)
68	SE Batesville	5,118	3.3%	0	4,954	Middle	2.1%	Hisp.	Millen.	Trad(8)	VLow(0)

TOWN Faces of Diversity Aspect		POPULATION		CHURCHES		FACES OF DIVERSITY ASPECT					
		2007 Projection	Percentage Change 2002 to 2007	Number	Current Population Per Location	Primary U.S. Lifestyles Group	Racial/Ethnic Population (% of 2002Pop: Non-Anglo)	Fastest Growing Racial/Ethnic Group	High Index Generational Group As Compared to U.S.	Family Structure Score (0=Non-Trad. 10=Trad.)	Education Level Score (0=Low 10=High)
ID	DIRECTION FINDER	1	2	3	4	11	12	13	14	15	16
69	W Anderson	5,104	2.5%	0	4,981	Middle	1.4%	Hisp.	Boomer	VTrad(9)	VLow(2)
70	NW Richmond	4,981	-0.7%	0	5,014	Rural	1.8%	Nat/Oth	Silent	VTrad(9)	VLow(2)
71(b)	NW Marion	6,333	0.8%	0	6,280	Middle	3.7%	Black	Boomer	VTrad(9)	Low(3)
72	NW Muncie	4,686	-0.2%	0	4,697	Rural	1.6%	Hisp.	Silent	VTrad(9)	VLow(2)
73	W Brownsburg	4,394	4.6%	0	4,202	Middle	1.2%	Hisp.	Boomer	VTrad(9)	Low(3)
74	NE Decatur	4,342	1.0%	0	4,301	Middle	2.8%	Nat/Oth	EVEN	Trad(8)	Low(3)
75	SW Portland	4,221	0.6%	0	4,194	Rural	1.3%	Nat/Oth	Silent	Trad(7)	VLow(0)
76	SW Bluffton	4,217	0.6%	0	4,192	Middle	1.8%	Nat/Oth	Builder	Trad(8)	VLow(2)
77	SW Connersville	4,216	1.9%	0	4,136	Rural	1.1%	Hisp.	Millen.	VTrad(9)	VLow(0)
78	NE Marion	3,936	0.2%	0	3,928	Rural	2.3%	Hisp.	Boomer	VTrad(9)	VLow(2)
79	SW Greensburg	3,906	-1.1%	1	3,949	Rural	0.6%	None	EVEN	VTrad(9)	VLow(1)
80	Hagerstown	3,890	1.3%	0	3,839	Rural	1.4%	Nat/Oth	Silent	VTrad(9)	VLow(2)
81	NW Elwood	3,814	-0.9%	0	3,847	Rural	2.2%	Nat/Oth	Builder	Trad(8)	VLow(1)
82(b)	SW Danville	6,289	7.7%	0	5,842	Middle	1.2%	Hisp.	Silent	VTrad(9)	VLow(2)
83	SW Shelbyville	3,436	1.5%	0	3,387	Middle	1.1%	Hisp.	EVEN	VTrad(9)	VLow(2)
84	NW Batesville	3,383	3.3%	0	3,275	Rural	0.9%	Anglo	EVEN	VTrad(10)	VLow(0)

TOWN Community Issues Aspect		POPULATION		CHURCHES		COMMUNITY ISSUES ASPECT		
		2007 Projection	Percentage Change 2002 to 2007	Number	Current Population Per Location	High Index Concerns Group	RISC Level (0=Low 10=High)	Potential Resistance to Change 0=Low 10=High
ID	DIRECTION FINDER	1	2	3	4	17	18	19
23	Elwood	22,341	0.4%	1	22,263	Family	High(6)	Low(4)
25	SW Anderson	17,133	4.6%	0	16,387	Family	Low(4)	Low(4)
27	Decatur	16,132	2.2%	1	15,779	EVEN	Low(4)	Avg(5)
28	W Plainfield	15,275	6.9%	2	7,145	Hope/Dream	VLow(2)	Low(3)
29	Hartford City	13,874	0.5%	1	13,804	EVEN	Avg(5)	Low(4)
32	N Noblesville	12,349	5.2%	0	11,737	Hope/Dream	VLow(2)	Low(3)
33(b)	NW Fort Wayne	12,257	7.2%	0	11,437	EVEN	VLow(2)	Low(3)
34	Batesville	11,290	5.0%	0	10,758	Hope/Dream	VLow(2)	Low(4)
35(b)	Aurora	11,694	3.4%	0	11,306	Family	Avg(5)	Low(3)
36	E Anderson	10,970	1.4%	0	10,819	EVEN	VLow(2)	Low(3)
37	SE Franklin	10,717	1.4%	1	10,566	EVEN	Avg(5)	Low(4)
38	NE New Haven	10,617	4.7%	0	10,139	Hope/Dream	Low(3)	Low(3)
39(b)	Winchester	10,809	-1.7%	2	5,500	Family	High(6)	Low(4)
40	Berne	10,574	3.5%	0	10,213	EVEN	Low(4)	Low(4)
41	NE Greenwood	10,317	4.3%	1	9,893	Hope/Dream	VLow(1)	Low(3)
42	NE Muncie	10,009	1.0%	0	9,914	Family	Low(4)	Low(3)
43(b)	SW Greenwood	18,879	9.9%	1	17,184	Hope/Dream	VLow(1)	Low(4)
44	Tipton	9,709	1.1%	1	9,600	EVEN	Low(3)	Low(4)
45	Rushville	9,654	1.0%	2	4,782	Family	High(6)	Low(4)
46	Portland	9,449	-0.2%	1	9,465	Family	High(6)	Low(4)
47(b)	NE Brownsburg	17,046	15.7%	0	14,731	Hope/Dream	VLow(0)	Avg(5)
48	SE New Castle	8,907	-0.5%	1	8,950	Family	High(6)	Low(3)
49	SW New Castle	8,755	0.0%	1	8,758	Family	Low(3)	Low(3)
50	NW Bluffton	8,502	3.9%	1	8,180	Hope/Dream	VLow(2)	Low(3)
51	W Aurora	8,288	3.5%	1	8,009	Family	High(6)	Low(3)
52	NW Bright	8,204	5.3%	0	7,794	Family	Low(3)	Low(3)
53(b)	NW Carmel	7,597	5.2%	0	7,224	Hope/Dream	Low(3)	Low(3)
54	SE Marion	7,257	-1.1%	0	7,337	Family	High(6)	Low(4)
55	SE Hartford City	7,178	-1.5%	0	7,287	Family	Avg(5)	Low(3)
56	Brookville	7,026	3.7%	1	6,773	Family	High(6)	Low(3)
57	SW Franklin	6,994	5.9%	0	6,604	EVEN	VLow(2)	Low(3)
58	Osgood	6,528	1.8%	0	6,410	Family	High(6)	Low(3)
59	NE Greenfield	6,344	7.4%	0	5,909	Hope/Dream	VLow(2)	Low(3)
60	SE Muncie	5,932	1.2%	0	5,863	Family	VLow(2)	Low(3)
61	W Winchester	5,912	1.7%	0	5,814	Family	Low(4)	Low(4)
62	W Muncie	5,847	-0.7%	0	5,886	EVEN	VLow(2)	Low(3)
63(b)	SW Aurora	5,971	1.9%	0	5,859	Family	Avg(5)	Low(3)
64	SE Greenfield	5,582	2.8%	0	5,432	Hope/Dream	VLow(2)	Low(3)
65	SE Anderson	5,503	1.7%	0	5,411	Family	Low(3)	Low(3)
66	SE Shelbyville	5,470	-1.3%	0	5,540	Family	Low(4)	Low(3)
67	SE Connersville	5,264	2.7%	1	5,124	Family	Avg(5)	Low(3)
68	SE Batesville	5,118	3.3%	0	4,954	Family	Low(4)	Low(3)

TOWN Community Issues Aspect		POPULATION		CHURCHES		COMMUNITY ISSUES ASPECT		
		2007 Projection	Percentage Change 2002 to 2007	Number	Current Population Per Location	High Index Concerns Group	RISC Level (0=Low 10=High)	Potential Resistance to Change 0=Low 10=High
ID	DIRECTION FINDER	1	2	3	4	17	18	19
69	W Anderson	5,104	2.5%	0	4,981	Family	Low(3)	Low(3)
70	NW Richmond	4,981	-0.7%	0	5,014	Family	VLow(2)	Low(3)
71(b)	NW Marion	6,333	0.8%	0	6,280	Family	Low(3)	Low(3)
72	NW Muncie	4,686	-0.2%	0	4,697	Family	Low(3)	Low(3)
73	W Brownsburg	4,394	4.6%	0	4,202	Hope/Dream	VLow(2)	Low(3)
74	NE Decatur	4,342	1.0%	0	4,301	Family	VLow(2)	VLow(2)
75	SW Portland	4,221	0.6%	0	4,194	Family	High(6)	Low(3)
76	SW Bluffton	4,217	0.6%	0	4,192	Family	Low(4)	Low(3)
77	SW Connersville	4,216	1.9%	0	4,136	Family	High(6)	Low(3)
78	NE Marion	3,936	0.2%	0	3,928	Family	Low(3)	Low(3)
79	SW Greensburg	3,906	-1.1%	1	3,949	Family	Low(4)	Low(3)
80	Hagerstown	3,890	1.3%	0	3,839	Family	Low(4)	Low(3)
81	NW Elwood	3,814	-0.9%	0	3,847	Family	Low(4)	Low(4)
82(b)	SW Danville	6,289	7.7%	0	5,842	Hope/Dream	VLow(2)	Low(3)
83	SW Shelbyville	3,436	1.5%	0	3,387	Family	Low(4)	Low(3)
84	NW Batesville	3,383	3.3%	0	3,275	Family	Low(4)	Low(3)

TOWN Faith Preferences Aspect		POPULATION		CHURCHES		FAITH PREFERENCES ASPECT				
		2007 Projection	Percentage Change 2002 to 2007	Number	Current Population Per Location	Faith Receptivity Score 0=Low 10=High	Financial Support Potential 0=Low 10=High	Church Style Preference 0=Trad. 10=Contemporary	High Index Church Program Preference Group	Religious Preference: Presbyterian/Reformed
ID	DIRECTION FINDER	1	2	3	4	20	21	22	23	24
23	Elwood	22,341	0.4%	1	22,263	High(6)	Low(3)	Trad.(4)	Social Serv.	3.7%
25	SW Anderson	17,133	4.6%	0	16,387	High(6)	Avg(5)	Both(5)	Social Serv.	3.8%
27	Decatur	16,132	2.2%	1	15,779	High(6)	Low(3)	Both(5)	Social Serv.	3.7%
28	W Plainfield	15,275	6.9%	2	7,145	High(6)	High(8)	Both(5)	Personal	3.9%
29	Hartford City	13,874	0.5%	1	13,804	High(6)	Low(3)	Trad.(4)	Social Serv.	3.9%
32	N Noblesville	12,349	5.2%	0	11,737	High(6)	Avg(5)	Both(5)	Personal	4.1%
33(b)	NW Fort Wayne	12,257	7.2%	0	11,437	High(6)	Low(4)	Both(5)	Personal	3.7%
34	Batesville	11,290	5.0%	0	10,758	High(6)	High(8)	Both(5)	Personal	3.8%
35(b)	Aurora	11,694	3.4%	0	11,306	High(7)	Low(4)	Trad.(4)	Spiritual	4.1%
36	E Anderson	10,970	1.4%	0	10,819	High(6)	Avg(5)	Both(5)	Social Serv.	3.8%
37	SE Franklin	10,717	1.4%	1	10,566	High(6)	Low(3)	Both(5)	Social Serv.	3.7%
38	NE New Haven	10,617	4.7%	0	10,139	High(6)	Avg(5)	Both(5)	Personal	3.8%
39(b)	Winchester	10,809	-1.7%	2	5,500	High(6)	Low(3)	Trad.(4)	Social Serv.	4.8%
40	Berne	10,574	3.5%	0	10,213	High(6)	Low(4)	Trad.(4)	Social Serv.	3.9%
41	NE Greenwood	10,317	4.3%	1	9,893	High(6)	High(8)	Both(5)	Personal	3.8%
42	NE Muncie	10,009	1.0%	0	9,914	High(6)	Low(4)	Trad.(4)	Social Serv.	3.8%
43(b)	SW Greenwood	18,879	9.9%	1	17,184	High(6)	VHigh(9)	Both(5)	Personal	4.1%
44	Tipton	9,709	1.1%	1	9,600	High(6)	Avg(5)	Both(5)	Social Serv.	3.9%
45	Rushville	9,654	1.0%	2	4,782	High(6)	Low(3)	Trad.(4)	Social Serv.	4.0%
46	Portland	9,449	-0.2%	1	9,465	High(6)	VLow(2)	Trad.(4)	Social Serv.	3.8%
47(b)	NE Brownsburg	17,046	15.7%	0	14,731	Avg(5)	VHigh(10)	Trad.(4)	Recreation	4.9%
48	SE New Castle	8,907	-0.5%	1	8,950	High(7)	VLow(2)	Trad.(4)	Social Serv.	3.8%
49	SW New Castle	8,755	0.0%	1	8,758	High(6)	Low(4)	Trad.(4)	Social Serv.	3.9%
50	NW Bluffton	8,502	3.9%	1	8,180	High(6)	High(7)	Both(5)	Personal	3.8%
51	W Aurora	8,288	3.5%	1	8,009	High(6)	VLow(2)	Trad.(4)	Social Serv.	3.8%
52	NW Bright	8,204	5.3%	0	7,794	High(6)	High(6)	Both(5)	Personal	4.9%
53(b)	NW Carmel	7,597	5.2%	0	7,224	High(6)	Low(4)	Both(5)	Personal	3.9%
54	SE Marion	7,257	-1.1%	0	7,337	High(6)	VLow(2)	Trad.(4)	Social Serv.	3.7%
55	SE Hartford City	7,178	-1.5%	0	7,287	High(6)	Low(3)	Trad.(4)	Social Serv.	3.8%
56	Brookville	7,026	3.7%	1	6,773	High(6)	Low(3)	Trad.(4)	Social Serv.	3.8%
57	SW Franklin	6,994	5.9%	0	6,604	High(6)	High(7)	Both(5)	Personal	3.8%
58	Osgood	6,528	1.8%	0	6,410	High(6)	VLow(2)	Trad.(4)	Social Serv.	3.8%
59	NE Greenfield	6,344	7.4%	0	5,909	High(6)	High(8)	Both(5)	Personal	3.8%
60	SE Muncie	5,932	1.2%	0	5,863	High(6)	Avg(5)	Both(5)	Social Serv.	3.8%
61	W Winchester	5,912	1.7%	0	5,814	High(6)	Low(3)	Trad.(4)	Social Serv.	3.9%
62	W Muncie	5,847	-0.7%	0	5,886	High(6)	High(8)	Both(5)	Social Serv.	3.9%
63(b)	SW Aurora	5,971	1.9%	0	5,859	High(8)	Low(4)	Trad.(3)	Spiritual	4.2%
64	SE Greenfield	5,582	2.8%	0	5,432	High(6)	High(6)	Both(5)	Personal	3.8%
65	SE Anderson	5,503	1.7%	0	5,411	High(6)	High(7)	Both(5)	Personal	3.8%
66	SE Shelbyville	5,470	-1.3%	0	5,540	High(6)	Low(4)	Both(5)	Social Serv.	3.8%
67	SE Connersville	5,264	2.7%	1	5,124	High(6)	Low(3)	Trad.(4)	Social Serv.	3.8%
68	SE Batesville	5,118	3.3%	0	4,954	High(6)	Avg(5)	Both(5)	Personal	3.7%

TOWN Faith Preferences Aspect		POPULATION		CHURCHES		FAITH PREFERENCES ASPECT				
		2007 Projection	Percentage Change 2002 to 2007	Number	Current Population Per Location	Faith Receptivity Score 0=Low 10=High	Financial Support Potential 0=Low 10=High	Church Style Preference 0=Trad. 10=Contemporary	High Index Church Program Preference Group	Religious Preference: Presbyterian/Reformed
ID	DIRECTION FINDER	1	2	3	4	20	21	22	23	24
69	W Anderson	5,104	2.5%	0	4,981	High(6)	Low(4)	Both(5)	Personal	3.8%
70	NW Richmond	4,981	-0.7%	0	5,014	High(6)	Low(4)	Trad.(4)	Social Serv.	3.8%
71(b)	NW Marion	6,333	0.8%	0	6,280	High(6)	Avg(5)	Trad.(4)	Social Serv.	3.8%
72	NW Muncie	4,686	-0.2%	0	4,697	High(6)	Low(4)	Trad.(4)	Social Serv.	3.9%
73	W Brownsburg	4,394	4.6%	0	4,202	High(6)	High(7)	Both(5)	Personal	3.8%
74	NE Decatur	4,342	1.0%	0	4,301	High(6)	Avg(5)	Both(5)	Personal	3.8%
75	SW Portland	4,221	0.6%	0	4,194	High(6)	VLow(2)	Trad.(4)	Social Serv.	3.8%
76	SW Bluffton	4,217	0.6%	0	4,192	High(6)	VLow(2)	Trad.(4)	Social Serv.	3.7%
77	SW Connersville	4,216	1.9%	0	4,136	High(6)	VLow(2)	Trad.(4)	Social Serv.	3.7%
78	NE Marion	3,936	0.2%	0	3,928	High(6)	Low(4)	Trad.(4)	Social Serv.	3.7%
79	SW Greensburg	3,906	-1.1%	1	3,949	High(6)	Low(4)	Trad.(4)	Social Serv.	3.7%
80	Hagerstown	3,890	1.3%	0	3,839	High(6)	VLow(2)	Trad.(4)	Social Serv.	3.8%
81	NW Elwood	3,814	-0.9%	0	3,847	High(6)	Low(4)	Trad.(4)	Social Serv.	3.8%
82(b)	SW Danville	6,289	7.7%	0	5,842	High(6)	Avg(5)	Both(5)	Personal	3.8%
83	SW Shelbyville	3,436	1.5%	0	3,387	High(6)	High(6)	Both(5)	Personal	3.8%
84	NW Batesville	3,383	3.3%	0	3,275	High(6)	Low(4)	Trad.(4)	Social Serv.	3.8%

		POPULATION		CHURCHES		MISSION OPPORTUNITIES ASPECT		
TOWN Mission Opportunities Aspect		2007 Projection	Percentage Change 2002 to 2007	Number	Current Population Per Location	Presence Indicator 0= None 10= Dense	Trajectory	Trajectory Subtype
ID	DIRECTION FINDER	1	2	3	4	25	26	27
23	Elwood	22,341	0.4%	1	22,263	Average(5)	Town	Hamlet
25	SW Anderson	17,133	4.6%	0	16,387	Frontier(0)	Town	Hamlet
27	Decatur	16,132	2.2%	1	15,779	Average(5)	Town	Hamlet
28	W Plainfield	15,275	6.9%	2	7,145	Average(5)	Town	Hamlet
29	Hartford City	13,874	0.5%	1	13,804	Average(5)	Town	Hamlet
32	N Noblesville	12,349	5.2%	0	11,737	Frontier(0)	Town	Hamlet
33(b)	NW Fort Wayne	12,257	7.2%	0	11,437	Frontier(0)	Town	Hamlet
34	Batesville	11,290	5.0%	0	10,758	Frontier(0)	Town	Hamlet
35(b)	Aurora	11,694	3.4%	0	11,306	Frontier(0)	Town	Hamlet
36	E Anderson	10,970	1.4%	0	10,819	Frontier(0)	Town	Hamlet
37	SE Franklin	10,717	1.4%	1	10,566	Average(5)	Town	Hamlet
38	NE New Haven	10,617	4.7%	0	10,139	Frontier(0)	Town	Hamlet
39(b)	Winchester	10,809	-1.7%	2	5,500	Dense(6)	Town	Hamlet
40	Berne	10,574	3.5%	0	10,213	Frontier(0)	Town	Hamlet
41	NE Greenwood	10,317	4.3%	1	9,893	Average(5)	Town	Hamlet
42	NE Muncie	10,009	1.0%	0	9,914	Frontier(0)	Town	Hamlet
43(b)	SW Greenwood	18,879	9.9%	1	17,184	Average(5)	Town	Hamlet
44	Tipton	9,709	1.1%	1	9,600	Average(5)	Town	Hamlet
45	Rushville	9,654	1.0%	2	4,782	Dense(7)	Town	Hamlet
46	Portland	9,449	-0.2%	1	9,465	Average(5)	Town	Hamlet
47(b)	NE Brownsburg	17,046	15.7%	0	14,731	Frontier(0)	Town	Hamlet
48	SE New Castle	8,907	-0.5%	1	8,950	Average(5)	Town	Hamlet
49	SW New Castle	8,755	0.0%	1	8,758	Average(5)	Town	Hamlet
50	NW Bluffton	8,502	3.9%	1	8,180	Average(5)	Town	Hamlet
51	W Aurora	8,288	3.5%	1	8,009	Average(5)	Town	Hamlet
52	NW Bright	8,204	5.3%	0	7,794	Frontier(0)	Town	Hamlet
53(b)	NW Carmel	7,597	5.2%	0	7,224	Frontier(0)	Town	Hamlet
54	SE Marion	7,257	-1.1%	0	7,337	Frontier(0)	Town	Hamlet
55	SE Hartford City	7,178	-1.5%	0	7,287	Frontier(0)	Town	Hamlet
56	Brookville	7,026	3.7%	1	6,773	Average(5)	Town	Hamlet
57	SW Franklin	6,994	5.9%	0	6,604	Frontier(0)	Town	Hamlet
58	Osgood	6,528	1.8%	0	6,410	Frontier(0)	Town	Hamlet
59	NE Greenfield	6,344	7.4%	0	5,909	Frontier(0)	Town	Hamlet
60	SE Muncie	5,932	1.2%	0	5,863	Frontier(0)	Town	Hamlet
61	W Winchester	5,912	1.7%	0	5,814	Frontier(0)	Town	Hamlet
62	W Muncie	5,847	-0.7%	0	5,886	Frontier(0)	Town	Hamlet
63(b)	SW Aurora	5,971	1.9%	0	5,859	Frontier(0)	Town	Hamlet
64	SE Greenfield	5,582	2.8%	0	5,432	Frontier(0)	Town	Hamlet
65	SE Anderson	5,503	1.7%	0	5,411	Frontier(0)	Town	Hamlet
66	SE Shelbyville	5,470	-1.3%	0	5,540	Frontier(0)	Town	Hamlet
67	SE Connersville	5,264	2.7%	1	5,124	Average(5)	Town	Hamlet
68	SE Batesville	5,118	3.3%	0	4,954	Frontier(0)	Town	Hamlet

		POPULATION		CHURCHES		MISSION OPPORTUNITIES ASPECT		
TOWN Mission Opportunities Aspect		2007 Projection	Percentage Change 2002 to 2007	Number	Current Population Per Location	Presence Indicator 0= None 10= Dense	Trajectory	Trajectory Subtype
ID	DIRECTION FINDER	1	2	3	4	25	26	27
69	W Anderson	5,104	2.5%	0	4,981	Frontier(0)	Town	Hamlet
70	NW Richmond	4,981	-0.7%	0	5,014	Frontier(0)	Town	Rural
71(b)	NW Marion	6,333	0.8%	0	6,280	Frontier(0)	Town	Hamlet
72	NW Muncie	4,686	-0.2%	0	4,697	Frontier(0)	Town	Rural
73	W Brownsburg	4,394	4.6%	0	4,202	Frontier(0)	Town	Rural
74	NE Decatur	4,342	1.0%	0	4,301	Frontier(0)	Town	Rural
75	SW Portland	4,221	0.6%	0	4,194	Frontier(0)	Town	Rural
76	SW Bluffton	4,217	0.6%	0	4,192	Frontier(0)	Town	Rural
77	SW Connersville	4,216	1.9%	0	4,136	Frontier(0)	Town	Rural
78	NE Marion	3,936	0.2%	0	3,928	Frontier(0)	Town	Rural
79	SW Greensburg	3,906	-1.1%	1	3,949	Average(5)	Town	Rural
80	Hagerstown	3,890	1.3%	0	3,839	Frontier(0)	Town	Rural
81	NW Elwood	3,814	-0.9%	0	3,847	Frontier(0)	Town	Rural
82(b)	SW Danville	6,289	7.7%	0	5,842	Frontier(0)	Town	Hamlet
83	SW Shelbyville	3,436	1.5%	0	3,387	Frontier(0)	Town	Rural
84	NW Batesville	3,383	3.3%	0	3,275	Frontier(0)	Town	Rural

Naming the Present Challenges and Opportunities

Purpose: To specifically name the type of congregational development challenges and opportunities that exist within the bounds of the regional agency by its Trajectory type.

Naming the present challenges and opportunities is a summarizing task. In other words, the work so far has been discovery and identification. Now the task is to name the challenges and opportunities that have emerged. For the sake of simplicity, use the Trajectory type structure.

Part One: Share the Trajectory Stories

Each task group should share their story (the summary) with the full planning group. A discussion relative to the findings and their meaning to the regional agency as a whole should follow the presentations. During this discussion, at least the following questions should be addressed.

- *What are the challenges and/or opportunities within the Magnets (if any)?*
- *What are the challenges and/or opportunities within the Regionals (if any)?*
- *What are the challenges and/or opportunities within the Missions (if any)?*
- *What are the challenges and/or opportunities within the Towns (if any)?*

Note: Describe each challenges and/or opportunity and why you believe it is one.

Part Two: Summarize the Present

Prepare a Perceiving the Present summary report reflecting the aggregate findings. The output of this exercise will be used in the next step of the planning process.

Notes