

How to use them



Church Graphs

New tool for church administrators

How to use your MASTER SHEET and 20 graphs

MASTER SHEET: Input Data

The raw data for your Church Graphs – actual numbers, not percentages – are shown on the attached MASTER SHEET, where you see the input numbers supplied by your church. These are the numbers entered into the computerized system and are the basis for all your graphs.

The MASTER SHEET shows attendance and dollars; Graph 9 shows hours.

For confidentiality, the MASTER SHEET is NOT included in the set of 20 graphs. The set shows percentages and unit costs only, never naming a church and never providing actual numbers that could allow someone to make a reasoned guess about church identity.

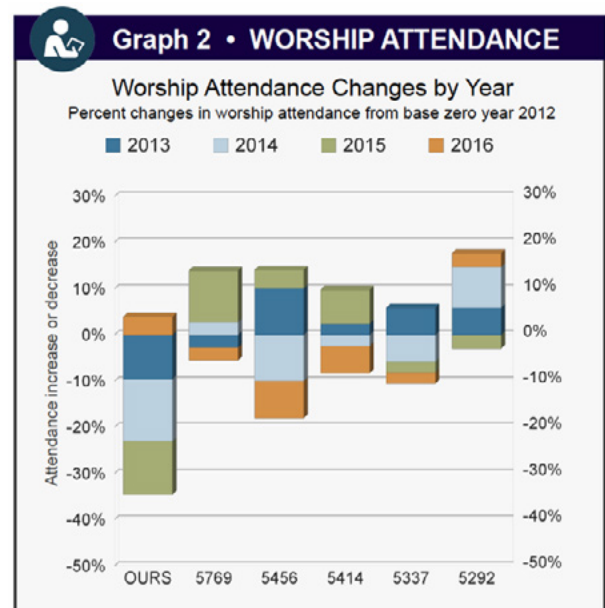
The MASTER SHEET is NOT available online.

Only one MASTER SHEET is produced – the original, no copies – and the original is given to the person who supplied the inputs, and that person makes and distributes copies as needed.

Without the MASTER SHEET – which shows all inputs in actual numbers – the graphs could seem mysterious (percentages only) and users could wonder if they are trustworthy. Of course, if the supplied input numbers on the MASTER SHEET are in error, then the graphs too will be in error, and then corrected inputs need to be entered into the system. **If the inputs are accurate, the computer-generated graphs are accurate**, and they can be verified on the attached VALIDATE SHEET.

MASTER SHEET: Updates

The MASTER SHEET not only shows the input data but also serves as the master sheet from which you make photocopies for periodic updates.



Reading the graph

Each graph shows your church (first stack at left labeled OURS) compared with five other Twin Cities churches, side-by-side for a particular metric, like Worship Attendance above.

Each graph has a zero baseline (0%) from which all change is measured from the base year (four years ago).

The amount of change by year is shown on the graph in different colors. A year's gain is added to the stack above the baseline, a year's loss below the baseline, drawn proportionate to the gain or loss, measured on the side percent scale.

At a glance you can see if the stack is basically above the baseline (net increase over four years) or below it (net decrease over four years).

At a glance you can see if other churches had the same kind of results in any particular year (color) and the magnitude of changes (height of each segment).

At a glance you can see the speed of change (long stacks are more volatile than short stacks).

TO MAKE AN UPDATE:

1. Make a photocopy of the MASTER SHEET. On the copy, write the data month in the Income and Expenses boxes. (Never write directly on the original MASTER SHEET; use it only for making copies, and then write on the copies.)
2. From your most recent church attendance and financial records, for each category on the MASTER SHEET, enter your new numbers on the blank lines in the right-hand column.

(IMPORTANT: Year-to-date Income and Expense numbers need to be divided by the seasonal adjustment factor for that month in order to get an annualized projection. You can use the adjustment factors printed on the MASTER SHEET, or you can develop your own factors based on the historical income and expense patterns of your church.)

3. Make photocopies of your new updated sheet and distribute it to pastor, staff and board, keeping them informed in a timely, consistent and professional manner.

At end of the year, you can submit new numbers to Church Scouts for a complete new set of graphs.

The MASTER SHEET is the most important part of the entire Church Graphs system because it shows the actual numbers and updates projections for the current year.

The MASTER SHEET is particularly useful for orienting new board and staff members about each major aspect of the church and for keeping everyone focused on the key issues.

Validate

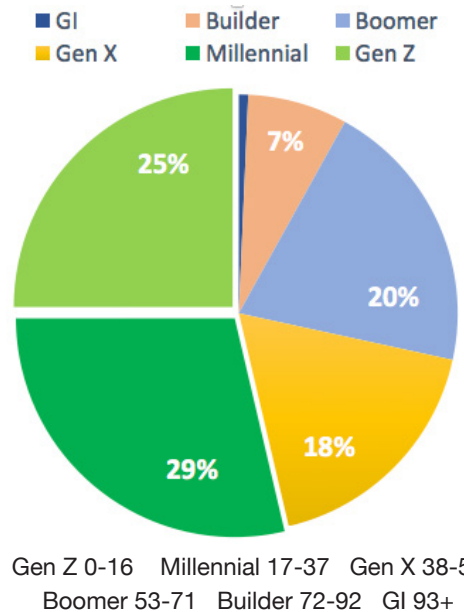
Many people are surprised by some of these charts, particularly the 'ticket prices' in Graph 19. Some people are inclined to dismiss them by saying that *'the numbers must be in error.'* To assure confidence in the graphs, you can use the attached VALIDATE SHEET and your own calculator to verify results.

Purpose

The purpose of Church Graphs is not primarily for historical record, but rather a tool for planning and decision-making.

Generational analysis

Insightful reading of these graphs and good planning for the future requires an understanding of the age demographics of the Twin Cities, summarized in this chart:



The GI and Builder generations are dying off. The Boomer generation is losing influence. Gen X is overpowered by the sheer size, new thinking, tough questions and relational style of the Millennial generation.

The Millennials and their children (Gen Z) are now the majority in Twin Cities population, and still growing. This reality is necessarily re-shaping our churches.

The typical church of the future will be different in many ways from the typical church of the past, as discussed in detail at www.churchscouts.org/briefing9.pdf.

In the past, a church could grow just by taking care of its church family, and children of the faithful would continue the tradition. But no longer. Fertility rate is now 1.9 per female (3.2 in Boomer generation), and children are leaving the church in record numbers. For growth now, the church must stop that loss and also become successful in engaging with the secular community, formulating missionary strategy for our own time and culture.

In interpreting these graphs, and in making plans for the future, particular attention should be given to the **Children** and **Teens** categories because this where the future of the church is being developed.

Key points

Emphasize these points about **Church Graphs**:

- Every number on every graph represents a **person**, an **hour** or a **dollar**, entrusted to leaders for carrying out the church's mission.
- Numbers replace vague words like *some*, *few*, *many*, *less*, *more* with specific measurement for communicating with greater precision.
- **Church Graphs** tell everything essential to know about the business part of your church – priorities, attendance, income, expenses, assets, liabilities, trends, and levels of efficiency and effectiveness. **If the business part is not good, the ministry part suffers greatly.**
- We should give at least as much diligence to management of our churches as we give to management of our businesses.
- These new graphs convey information that until now has not been available and/or has been too complex to hold in comprehension without aid of computerization and graphics.
- When leaders confront the key facts about the church on the same page, at the same time, in the same room, then discussion and decision-making becomes **better, bolder, faster.**
- Signals revealed by the graphs, and comparisons with other churches, will cause major **rethinking** about priorities, strategies and allocations of time and money.
- The **gospel** (changed lives) is *qualitative*, but the church's **mission** (making disciples) is *quantitative*. The church needs both perspectives.
- People are constantly rotating in and out of leadership positions. Often they don't fully understand the issues constraining church growth, don't see opportunities, or lack confidence for making big decisions. **Church Graphs** get new leaders oriented *fast!*
- **Church Graphs** are not static; they reveal trends and speeds to show *how ministry is moving* in your church and in churches around you.

Another service to Twin Cities churches from Church Scouts

Scouts tell what's happening around you

www.churchscouts.org

The other churches

For confidentiality, each of the other Twin Cities churches is identified only by an ID number known only to that church.

The five comparison churches were selected by computer because of similarities in size and character.

Working backwards

Graph 20 is a very powerful graph. It's really the **bottom line** – what it's all about.

As an analysis tool, **Church Graphs** enables you to spot a church that seems to be doing things very well – or very poorly – and then use the church ID to move backwards through the charts to see details of each parameter to get some understanding of **why** the church is getting those bottom-line results.

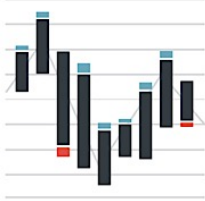
Online help

For help in interpreting the graphs and converting the new knowledge into action, help is available online at www.churchscouts.org/graphs.

More information

For more information, and for PDF downloads of these materials to send to others, go to www.churchscouts.org/graphs.

For personal contact, email to graphs@churchscouts.org or text or call **952-935-7980**.



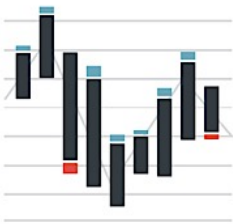
Input Sheet 1 for Church Graphs

INSTRUCTIONS: From information in your church records, fill in blue cells below. Make close approximations if you don't know actual numbers.

AVERAGE WEEKLY ATTENDANCE	2012	2013	2014	2015	2016
Worship services					
Children (exclude for-fee day school)					
Teens (weekend or weekday)					
Adult meetings and activities (exclude worship services, include Sunday School)					

Approximate age breakdown of entire congregation (percent):				
Age 0-12		Twin Cities Avg	14%	
13-19		Twin Cities Avg	11%	
20-39		Twin Cities Avg	28%	
40-65		Twin Cities Avg	35%	
Over 65		Twin Cities Avg	12%	
<i>Total must equal 100%</i>				

Seats in largest room	
Worship services per week	
Worship service attendance last Easter	
Approximately how many people call your church their home church?	
For multisite church organizations only (if consolidated statements): How many multisites do you have?	
Own, Rent or Both	
Off-street parking spaces	



Input Sheet 2 for Church Graphs

INSTRUCTIONS: Get a recent typical payroll record. For each person on the payroll, enter total hours that person worked during the period, then spread those hours across the functions worked using best estimates. **TOTAL PAYROLL \$** is amount actually paid by check or automatic withdrawal.

People on current payroll, as many as you have (recent typical pay period)	Hours worked per period	Spread hours worked per period across these functions						
		Worship	Children	Teens	Adult	Admin	Maint	Missions
Person 1								
Person 2								
Person 3								
Person 4								
Person 5								
Person 6								
Person 7								
Person 8								
Person 9								
Person 10								
Person 11								
Person 12								
Person 13								
Person 14								
Person 15								
Person 16								
Person 17								
Person 18								
Person 19								
Person 20								
Person 21								
Person 22								
All others combined								
TOTAL HOURS WORKED								
		<i>– Total hours in functions above must equal TOTAL HOURS WORKED –</i>						
TOTAL PAYROLL \$		Total wages, FICA and withholdings paid during the period						