

## SECTION TWO

# SURVEYS

This section contains the surveys that you will use to prepare the audit. The Complete Ministry Audit, however, is in section 4. Before you complete the actual audit, either photocopy the audit for use in subsequent years or use the Growth Principle Templates on the CD-ROM (preferred method) (files D:\Growth Principles\Growth Principle 1 – 19.doc). Many churches have found it helpful to conduct portions of the Ministry Audit on an annual basis.

Several files are supplied on the CD-ROM in spreadsheet form for your use to help with the surveys. You will need a computer running Microsoft Windows 98 and Excel 97 or higher. The file names are in parentheses below. See appendix 2 for complete instructions on how to use the files on the CD-ROM.

The surveys are as follows:

Worship Survey (D:\Surveys\Worship-Week 1.doc through D:\Surveys\Worship-Week 4.doc)

Staff Survey (D:\Surveys\Staff\Staff.doc)

Staff Readiness Survey (D:\Surveys\Staff\Staff-Readiness.doc)

Staff Permission Giving Survey (D:\Surveys\Staff\Staff-Permission.doc)

Official Body Survey (D:\Surveys\Body\Body.doc)

Official Body Readiness Survey (D:\Surveys\Body\Body-Readiness.doc)

Official Body Permission Giving Survey (D:\Surveys\Body\Body-Permission.doc)

### Survey Form for Worship

(D:\Surveys\Worship-Week 1.doc through D:\Surveys\Worship-Week 4.doc on the CD-ROM)

1. I was born between:

1900 and 1924 \_\_\_\_\_

1925 and 1945 \_\_\_\_\_

1946 and 1964 \_\_\_\_\_

1965 and 1984 \_\_\_\_\_

After 1984 \_\_\_\_\_

2. My gender is:

Male \_\_\_\_\_

Female \_\_\_\_\_

3. My marital status is:  
Married \_\_\_\_\_  
Single \_\_\_\_\_
4. The number of people in my car this morning was \_\_\_\_\_.
5. The number of miles I drive or commute to church is:  
Less than one \_\_\_\_\_  
One to three \_\_\_\_\_  
Four to six \_\_\_\_\_  
Seven to ten \_\_\_\_\_  
Eleven to fifteen \_\_\_\_\_  
More than fifteen \_\_\_\_\_
6. In relation to the church, my home is in what direction?  
N\_\_\_\_ NE\_\_\_\_ E\_\_\_\_ SE\_\_\_\_ S\_\_\_\_ SW\_\_\_\_ W\_\_\_\_ or NW\_\_\_\_
7. The number of miles I drive or commute to work is \_\_\_\_\_.
8. The number of minutes I drive or commute to work is \_\_\_\_\_.
9. What music do I listen to the most?  
Country \_\_\_\_\_  
Jazz \_\_\_\_\_  
Classical \_\_\_\_\_  
Christian \_\_\_\_\_  
Hard Rock \_\_\_\_\_  
Soft Rock \_\_\_\_\_  
East Listening \_\_\_\_\_  
1950–60s Music \_\_\_\_\_  
News/Talk \_\_\_\_\_  
National Public Radio \_\_\_\_\_  
Rap \_\_\_\_\_
10. I am a  
New Visitor \_\_\_\_\_  
Continuing Visitor \_\_\_\_\_  
Member \_\_\_\_\_  
I usually attend the \_\_\_\_\_ worship service.
11. Our yearly household income is  
Less than \$7,500 \_\_\_\_\_  
\$7,500 to \$14,999 \_\_\_\_\_  
\$15,000 to \$24,999 \_\_\_\_\_  
\$25,000 to \$34,999 \_\_\_\_\_  
\$35,000 to \$49,999 \_\_\_\_\_  
\$50,000 to \$74,999 \_\_\_\_\_  
\$75,000 to \$99,999 \_\_\_\_\_  
\$100,000 to \$124,999 \_\_\_\_\_  
\$125,000 or more \_\_\_\_\_

12. Are you currently in a small group at the church (fifteen people or fewer)?

Yes \_\_\_\_\_

No \_\_\_\_\_

13. Are you currently serving in some capacity?

Yes \_\_\_\_\_

No \_\_\_\_\_

14. Do you have access to electronic mail?

Yes \_\_\_\_\_

No \_\_\_\_\_

### Staff Survey

(D:\Surveys\Staff\Staff.doc on the CD-ROM)

CHURCH: \_\_\_\_\_

DATE: \_\_\_\_\_

Questions 1, 95, 109, 110, and 111 are Worship Survey questions. Please conduct a written survey in worship for four Sundays to obtain this information. (See separate Survey Form.) Ask each person in worship to fill out the survey each week. (Try to avoid scheduling this survey during holidays.)

Note: Please mark “confidential” on any answers you do not wish to be shared with your congregation.

### Growth Principle 1

1. What is the age, gender, and marital status of adult worshippers? (from the Worship Survey)

(M/M = male/married; M/S = male/single; F/M = female/married; F/S = female/single)

Born between 1900 and 1924	Born between 1925 and 1945	Born between 1946 and 1964	Born between 1965 and 1984	Born after 1984		
No.: _____	No.: _____	No.: _____	No.: _____	No.: _____		
%: _____	%: _____	%: _____	%: _____	%: _____		
M/M _____	M/M _____	M/M _____	M/M _____	M/M _____	Male: _____	% _____
M/S _____	M/S _____	M/S _____	M/S _____	M/S _____	Female: _____	% _____
F/M _____	F/M _____	F/M _____	F/M _____	F/M _____	Married: _____	% _____
F/S _____	F/S _____	F/S _____	F/S _____	F/S _____	Single: _____	% _____

What are the population statistics (broken down by age) for our area? (Contact the Chamber of Commerce for this information if your church did not order Percept.)

THE COMPLETE MINISTRY AUDIT

Percentage Born Between:

1900 and 1924\_\_\_\_\_%    1925 and 1945\_\_\_\_\_%    1946 and 1964\_\_\_\_\_%    1965 and 1984\_\_\_\_\_%  
After 1984\_\_\_\_\_%

2. What are our people programs, including specialized ministries?

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3. Has there been any major controversy or division in the last five years?

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4. What is our decision-making process?

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5. Who gives or withholds permission for new ideas or ministries in our church?

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6. What is our church known for on the community grapevine?

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7. Describe our local church organizational structure.

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*Growth Principle 2*

8. Does our church offer a balanced ministry? \_\_\_\_\_

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List the various programs under the following headings:

Love  
(Nurture)

Justice  
(Social Action)

Mercy  
(Evangelism)

_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

9. Does our church have a preschool? \_\_\_\_\_  
How many attend? \_\_\_\_\_
10. Does our church have a grade school? \_\_\_\_\_  
How many attend? \_\_\_\_\_
11. Does our church have a parent's day out program? \_\_\_\_\_  
How many attend? \_\_\_\_\_
12. Does our church have a day care? \_\_\_\_\_  
How many attend? \_\_\_\_\_
13. Does our church have adult day care? \_\_\_\_\_  
How many attend? \_\_\_\_\_
14. Do we start a new Sunday school class every three to six months? \_\_\_\_\_
15. Number of adult Sunday school classes: \_\_\_\_\_  
How many attend? \_\_\_\_\_
16. Number of singles' Sunday school classes: \_\_\_\_\_  
How many attend? \_\_\_\_\_
17. Number of youth Sunday school classes: \_\_\_\_\_  
How many attend? \_\_\_\_\_
18. Number of children's Sunday school classes: \_\_\_\_\_  
How many attend? \_\_\_\_\_
19. When was the newest adult Sunday school class started? \_\_\_\_\_
20. List Sunday evening programs and approximate attendance:

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_____
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21. List midweek programs and approximate attendance:

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22. List Bible studies and approximate attendance:

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23. List athletic programs:

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24. Does our church have a mentoring program? If so, describe:

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25. List other programs:

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*Growth Principle 3*

26. What is our nominating process?

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27. Do we encourage and use spiritual gifts inventories? \_\_\_\_\_  
If so, describe the material and the process:

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*Growth Principle 4*

28. List the membership figures for the last ten years, with the most recent year first.

Year	Membership

29. List our membership losses for the last ten years, with the most recent year first.

Year	Death	Withdrawal	Transfer to Same Denomination	Transfer to Other Denomination	Total

30. Do we concentrate on assimilating new members within the first three months? \_\_\_\_\_

31. Is a staff person or volunteer responsible for the assimilation of new members? \_\_\_\_\_

32. Does our church have enough small groups for the size of our church? \_\_\_\_\_

(You need one small group for every ten people in worship.)

To determine this number:

a. Divide worship attendance by ten; \_\_\_\_\_

b. Count the number of small groups with fifteen or fewer in attendance (include Sunday school classes); \_\_\_\_\_

c. Subtract line a from line b to determine the number over or under what is needed. \_\_\_\_\_

33. List the number of each of the following small groups (do not count Sunday school classes):

a. Recovery \_\_\_\_\_

b. Support \_\_\_\_\_

c. Learning \_\_\_\_\_

d. Mission or Discipling \_\_\_\_\_

e. Institutional (required denominational) \_\_\_\_\_

34. What percent of the congregation is inactive? \_\_\_\_\_

35. Have we cleaned our rolls within the last three years? \_\_\_\_\_

36. Describe our assimilation program:

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*Growth Principle 5*

37. List the amount of money given to all causes outside our congregation for the past ten years.

(List most recent year first and include all denominational and judicatory support, i.e., apportionments.)

Year	Amount Given

*Growth Principle 7 (No questions for Principle 6)*

38. On how many Sundays per year does our lead pastor preach? \_\_\_\_\_

39. Do we regularly have different pastors preach or do we have more than one pastor preach each week? \_\_\_\_\_

40. How many Sundays a year does the service contain a sermon? \_\_\_\_\_

41. How many Sundays a year is there a sermon from our associate pastor? \_\_\_\_\_

42. List the size of our present adult and youth choir(s) and at which service they sing.

Choir	Service	Present Size	Ideal Size*

To determine the ideal size for each choir for each service, divide the attendance for each service at which the choir sings by ten.

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43. What is the percentage of worship attendance to membership? \_\_\_\_\_

44. Do we have an attendance tracking system? \_\_\_\_\_

Do we use it? \_\_\_\_\_

If so, how?

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45. Analyze the worship growth pattern for the last ten years. List the most current year first.

Year	Average Attendance			Total	Percent Increase (+) or Decrease (-)
	Service 1	Service 2	Service 3		

Worship has increased/decreased \_\_\_\_\_% in the last ten years.

(Determine percentage of growth each year. For example, take the amount of difference between years one and two and divide it by year one.)

46. Do we use multimedia in our worship on a weekly basis? \_\_\_\_\_

### *Growth Principle 8*

47. How many Sunday morning worship services do we offer? \_\_\_\_\_

What are the hours? \_\_\_\_\_

48. Average attendance at each: \_\_\_\_\_

49. Do we have worship at any other time of the week? \_\_\_\_\_

If so, when? \_\_\_\_\_

50. Do we have any satellite services? \_\_\_\_\_

If so, how do we accomplish them?

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51. If offering more than one service, does the same pastor preach each service, or is there a choice of speakers? \_\_\_\_\_

If using more than one speaker, please describe:

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52. Are we willing to have a worship service at the same time we have Sunday school? \_\_\_\_\_

53. When was the newest service started? \_\_\_\_\_

Which one was it? \_\_\_\_\_

54. Does each service have a regular choir or band? \_\_\_\_\_

If not, which ones do not?

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55. Is there a youth choir that sings regularly? \_\_\_\_\_

56. How many Sundays a year does our major adult choir sing? \_\_\_\_\_

57. Does our major adult choir take a vacation? \_\_\_\_\_

58. How many children's choirs does our church have? \_\_\_\_\_

How often do they sing? \_\_\_\_\_

59. How many Christmas Eve services does our church have? \_\_\_\_\_

Describe each service, and list the hours that each service is offered:

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### *Growth Principle 9*

60. List all senior pastors, with dates of service, for the past twenty years: \_\_\_\_\_

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61. Tenure of present lead pastor: \_\_\_\_\_

62. How much vacation do our pastors and staff receive?

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*Growth Principle 10*

63. List all current *paid* staff, giving name, job title, salary, length of service, and whether they are full- or part-time. (Add up program staff and support staff not by the actual number of people but by how the total equates to full-time positions. For example, two half-time people equal one full-time person. See Principle 10, question 2.) Attach this list to the Complete Ministry Audit when you make the final transfer.

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64. Has the number of staff kept pace with the growth of the church? \_\_\_\_\_
65. Are we staffed for *Decline*, *Maintenance*, or *Growth* based on the answer to question 63? \_\_\_\_\_
66. Is the role of our associate pastor that of apprentice, professional, or retired? \_\_\_\_\_
67. Is there adequate continuing education money in the budget for each paid staff member? \_\_\_\_\_
68. Does our paid staff hold weekly staff meetings? \_\_\_\_\_  
If so, on a separate piece of paper, describe a typical staff meeting and attach this list to the Complete Ministry Audit.
69. Does each paid staff member have an opportunity to have input into the staff agenda? \_\_\_\_\_
70. Are new ideas welcome at the staff meetings from the paid staff? \_\_\_\_\_
71. Does the paid staff have yearly retreats? \_\_\_\_\_
72. Does the paid staff gather on Sunday mornings to make sure all bases are covered? \_\_\_\_\_
73. What percent of our budget do our salaries represent? \_\_\_\_\_
74. Is there a certain time each week set aside by the lead pastor during which individual paid staff members can make appointments to consult with the pastor? \_\_\_\_\_
75. Does the lead pastor share his or her vision for the congregation at the staff meetings? \_\_\_\_\_
76. Has our staff had formal training in time management? \_\_\_\_\_

*Growth Principle 11*

77. Use the following chart to determine the actual size of our church in relation to other Protestant churches.

Average Worship Attendance	Larger Than What Percent of Churches
1-49	40.5
50-74	57.5
75-99	69.1
100-149	81.6
150-199	88.6
200-349	96.3
350-499	98.4
500-749	99.3
750-999	99.6
1000+	99.7

Based on these figures, our church is larger than \_\_\_\_\_% of all Protestant churches. (These figures may vary a few percentage points from denomination to denomination.)

78. Is our leadership's perception of our church's size the same as the reality of our church's size?

\_\_\_\_\_

79. What is our greatest challenge in developing lay leaders? Recruiting? Equipping? Identifying? Deploying? \_\_\_\_\_

80. How do we raise up leaders?

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

*Growth Principle 12*

81. In the past, has our church missed any "windows of opportunity"? \_\_\_\_\_  
If so, what were they?

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

82. Do we need more worship space? \_\_\_\_\_

(Do not estimate or rely solely on an architect's estimate. Measure the capacity of your sanctuary by actually counting how many people can sit on a pew comfortably, and then compute a total by

multiplying this number by the number of pews throughout the sanctuary. Another option is to measure actual pew length and divide by twenty-two inches.)

- a. Sanctuary capacity: \_\_\_\_\_
- b. Eighty percent of capacity: \_\_\_\_\_
- c. Average attendance at largest service: \_\_\_\_\_  
(If c is larger than b, you need more worship space.)

83. Is our worship capacity more than 50 percent larger than our Sunday school capacity? (Compare line 82a, above, with line 86b, below.) \_\_\_\_\_

84. Do we need more choir space? \_\_\_\_\_
- a. Choir space capacity: \_\_\_\_\_
  - b. Eighty percent of capacity: \_\_\_\_\_
  - c. Average main attendance: \_\_\_\_\_  
(If line c is larger than line b, you need more choir space.)

85. Do we need more nursery space? \_\_\_\_\_
- a. Nursery capacity: \_\_\_\_\_
  - b. Eighty percent of capacity: \_\_\_\_\_
  - c. Average main attendance: \_\_\_\_\_  
(If line c is larger than line b, you need more nursery space.)

How many nursery personnel are on duty for the largest worship service? \_\_\_\_\_

Is there a nursery available for all events? \_\_\_\_\_

Are infants and toddlers separated? \_\_\_\_\_

Are there any written nursery policies that are given to the parents? \_\_\_\_\_

Do we have adequate security in place to avoid noncustodial kidnapping? \_\_\_\_\_

Is the nursery close to the sanctuary and on the same floor? \_\_\_\_\_

Do we offer pagers to first-time users of our nursery? \_\_\_\_\_

86. Do we need more education space? \_\_\_\_\_
- Allow thirty square feet per person for students kindergarten age and younger; twenty square feet per person for those in first grade or above. Draw a floor plan for each level of each building and show the capacity of each room and the average attendance of the class. From this figure, calculate the education capacity.
- a. Education capacity: \_\_\_\_\_
  - b. Eighty percent of capacity: \_\_\_\_\_
  - c. Average main attendance: \_\_\_\_\_  
(If line c is larger than line b, you need more education space.)

87. Is each one of our Sunday school classes at less than 80 percent of the capacity for its space? \_\_\_\_\_

88. Which classes are at greater than 80 percent of capacity?

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Do we need to rearrange any of these classes? \_\_\_\_\_

89. Number of classrooms available: \_\_\_\_\_  
 Number of classrooms presently used: \_\_\_\_\_

90. List the total Sunday school average attendance and percent of growth for each of the last ten years (most recent year first):

Year	Average Attendance	Percent Increase (+) or Decrease (-)

Sunday school has increased/decreased \_\_\_\_\_ percent in the last ten years.

91. Do we have more than one session of Sunday school? \_\_\_\_\_  
 If so, please list times and attendance of each:

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92. According to the 80 percent rule, does our church need to add space? \_\_\_\_\_  
 If so, where?

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### *Growth Principle 13*

93. Does our church own enough land? \_\_\_\_\_  
 If we currently own fewer than ten acres, is there adjacent property for sale? \_\_\_\_\_  
 We own: \_\_\_\_\_  
 We need: \_\_\_\_\_

94. What is the average attendance of the largest worship service? \_\_\_\_\_  
 If Sunday school and worship occur at the same hour, count the total number in attendance at that hour if this combined total is larger than other worship service attendance.

95. Average number of people per car (from Worship Survey, question 4): \_\_\_\_\_

96. Number of paved off-street parking spaces available (please count): \_\_\_\_\_

97. Eighty percent of this number of parking spaces is (multiply line 96 by 0.80): \_\_\_\_\_

98. Number of spaces needed to accommodate attendance (divide line 95 into line 94): \_\_\_\_\_

99. How many spaces do we need to add? \_\_\_\_\_

If line 98 is larger than line 97, more spaces are needed. If line 97 is larger than line 98, no more spaces are needed. (Remember: This is an immediate need and does not consider future growth.)

### *Growth Principle 14*

100. If we plan or need to build, how much is the approximate yearly debt service on the new facility we will need to build? \_\_\_\_\_

101. What percent of our budget would this be? \_\_\_\_\_

102. a. Our total indebtedness is: \_\_\_\_\_

b. The percent of our present debt service to our budget is (see Growth Principle 17, question 24):  
\_\_\_\_\_

103. The percent of our debt service to budget with a new facility added will be (line 100 + line 102b):  
\_\_\_\_\_

104. When was the last building program? \_\_\_\_\_

105. What was built?

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### *Growth Principle 15*

106. Breakdown of new members for the past ten years (list most recent year first):

Year	Profession of Faith	Other Denomination	Same Denomination	Total
TOTALS:				

107. Does column one outnumber columns two and three? \_\_\_\_\_

108. Do we intentionally reach out to the unchurched? \_\_\_\_\_  
If yes, describe how on a separate piece of paper.

109. What is the average number of miles our members drive to work? (Worship Survey, question 7)  
\_\_\_\_\_

110. What is the average number of minutes our members drive to work? (Worship Survey, question 8)  
\_\_\_\_\_

111. What is the average number of miles our members drive to church? (Worship Survey, question 5)  
\_\_\_\_\_

(If the answer to question 109 is larger than the answer to question 111, concentrate on meeting the needs of the people represented in those miles.)

Answers to questions 112, 113, 115, and 117 can be obtained through your Chamber of Commerce or Percept. However, we strongly suggest that you obtain a Percept Demographic Study of your area. We recommend you order only the Map and the free transparencies of your choice. If you supply the Percept Demographic study with the Ministry Audit, you do not need to fill out questions 112, 113, and 114.

112. How many people live within a ten-mile radius of the church? \_\_\_\_\_  
Sixty percent of these are unchurched prospects.

113. Who are these unchurched people?

Singles, never married \_\_\_\_\_  
Single-parent families \_\_\_\_\_  
Singles, divorced \_\_\_\_\_  
Young families \_\_\_\_\_  
Older families \_\_\_\_\_  
Middle-aged families \_\_\_\_\_  
Senior citizens \_\_\_\_\_  
Ethnic minorities \_\_\_\_\_  
Others \_\_\_\_\_

114. Which group is not being adequately ministered to in our area? (Call the churches in your area and inquire what programs they offer.)

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115. Has the population of our county increased or decreased over the last ten years? \_\_\_\_\_  
By how much? \_\_\_\_\_

116. Has our church kept pace with the population increase/decrease of our county? \_\_\_\_\_

117. Are the schools full in our area? \_\_\_\_\_

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*Growth Principle 16*

118. How many dollars and what percent of our budget do we spend on the following forms of advertising?

Yellow Pages	\$ _____	Newspaper	\$ _____
Flyers	\$ _____	Radio	\$ _____
Television	\$ _____	Direct Mail	\$ _____
Other	\$ _____		
TOTAL	\$ _____		
PERCENT OF OUR BUDGET		_____ %	

Does the total amount represent 5 percent of our budget? \_\_\_\_\_

119. How many new families visit each week? \_\_\_\_\_

Do we contact them within forty-eight hours? \_\_\_\_\_

If so, who makes the contact?

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120. What percent of these families join our church? \_\_\_\_\_

(Multiply line 119 by 52 and divide the number into the number of new families that join each year.)

121. What brought these families to our church?

Friends and relatives \_\_\_\_\_

Driving by \_\_\_\_\_

Newspaper \_\_\_\_\_

Yellow Pages \_\_\_\_\_

Preschool \_\_\_\_\_

Singles' groups \_\_\_\_\_

Television \_\_\_\_\_

Banner \_\_\_\_\_

Direct Mail \_\_\_\_\_

Other \_\_\_\_\_

122. How many contacts are made each week with unchurched people? \_\_\_\_\_

123. Does someone on our staff work on behalf of the unchurched twenty hours each week?

\_\_\_\_\_

124. Do we make it clear in worship that we expect visitors each Sunday? \_\_\_\_\_

Does our bulletin reflect this? \_\_\_\_\_

125. How many visitors are on our mailing list each week? \_\_\_\_\_

126. Do we put visitors on the mailing list the first time they visit? \_\_\_\_\_

127. How do we collect the names of first-time visitors?

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128. Do we designate 10 percent of our parking spaces for visitors? \_\_\_\_\_

129. Do we provide information packets for visitors? \_\_\_\_\_

130. Do we have a booth or designated area for information? \_\_\_\_\_

If so, is it well marked? \_\_\_\_\_

131. Do we have a decision booth where people can register any spiritual decision made during worship and receive help? \_\_\_\_\_

132. Is a sizable portion of our budget designed to help our leaders connect with the outside world?  
\_\_\_\_\_

*Growth Principle 17*

133. List budget totals for the past ten years, including operational expense and debt service (list most recent year first):

Year	Budget Total

134. Do we have a pledge drive every year for the budget? \_\_\_\_\_

If not, do we systematically teach tithing as a spiritual discipline? \_\_\_\_\_

If we do not use a pledge drive, what material do we use to teach tithing?

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If you do not do a pledge drive, ignore all of the following questions about pledging.

135. What time of the year is the pledge drive? \_\_\_\_\_

136. Do we have at least three weeks of education prior to taking pledges? \_\_\_\_\_

137. Does our pledge card ask only for money? \_\_\_\_\_

138. List the number and average of pledges for each of the past five years (list the most recent year first):

Year	Number of Pledges	Average Amount	Total Pledged	Budget	Percentage of Budget

139. Do our pledges underwrite no more than 70 to 90 percent of our budget? \_\_\_\_\_

140. Has the amount and the number of pledges increased or decreased each year? \_\_\_\_\_

141. Based on our records, what kind of income can we expect next year if we do nothing different?

Pledges/current members	_____
Pledges/new members*	_____
Loose plate	_____
Regular nonpledger	_____
Building usage fees	_____
Foundation	_____
Special offerings	_____
Sunday school offerings	_____
Interest	_____
Memorials	_____
Other	_____
TOTAL	_____

142. Do we select our stewardship leaders based on their giving patterns and willingness to give of themselves? \_\_\_\_\_

143. Do we contact new members for pledges? \_\_\_\_\_

144. Do we keep detailed records of giving and pledge patterns and analyze them regularly? \_\_\_\_\_

\* If you discount your total pledges to reflect your historical pledge loss, then count your anticipated pledge from new members after you have divided them by two. If you do not discount the total pledges from current members, then do not count anticipated pledges from new members.

THE COMPLETE MINISTRY AUDIT

145. Is our pledge program centered around tithing? \_\_\_\_\_

146. How are campaigns conducted?

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147. Describe our last three stewardship programs:

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148. Do we encourage designated giving and discourage a unified budget? \_\_\_\_\_

149. Do we have regular special offerings for items within the budget? \_\_\_\_\_

150. Complete the following for the last ten years (most recent year first):

Year	Average Worship Attendance	Percent of Income to Average Worship Attendance*

151. Does our total budget income (operating and building) equal or exceed one thousand dollars for every person in worship on an average Sunday? (See above list.) \_\_\_\_\_

152. Does one-third of our church's income come from no more than one-fourth of our pledges? \_\_\_\_\_

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\*Divide worship total into income total for each year.

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153. Complete the following table on indebtedness for the last ten years (most recent year first):

Year	Total Debt	Total Percent of Debt to Budget*	Budgeted Debt Service (mortgage)	Percent of Debt Service to Budget**

154. Is our debt service less than 25 percent of our total operating budget? (See above list.) \_\_\_\_\_

155. List of financial resources:

Endowments	_____
Wills	_____
Capital fund pledges	_____
Cash reserves	_____
Foundation	_____
Stocks and bonds	_____
Other	_____
TOTAL	_____

156. Is there a plan to use this money? \_\_\_\_\_

If so, what is it?

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157. When was the last capital fund drive? \_\_\_\_\_

158. Does the lead pastor or someone on the paid staff know what each member gives? \_\_\_\_\_

\*To compute percent of indebtedness to budget, divide budget total into indebtedness totals for each year.

\*\*To compute percent of debt service to budget, divide budget total into budgeted debt service total for each year.

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*Growth Principle 18*

159. Does our church have a mission statement that is clear, concise, and open-ended? \_\_\_\_\_  
If so, what is it?

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160. Do we have a master plan for the use of land and facilities? \_\_\_\_\_

161. List present officially adopted objectives (goals) of the church:

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*Growth Principle 19*

162. How many people received the Official Body Survey? \_\_\_\_\_

163. How many people completed the Official Body Survey? \_\_\_\_\_

164. Do you make any changes in your schedule in the summer? \_\_\_\_\_  
If so, what are they?

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**Staff Readiness Survey**

(D:\Surveys\Staff\Staff-Readiness.doc on the CD-ROM)

To be completed by each staff member separately. Answers are then averaged on the Totals spreadsheet on the CD-ROM (D:\Spreadsheets\Readiness Survey-Totals Spreadsheet.xls) and used in the audit (section 4).

CHURCH: \_\_\_\_\_

DATE: \_\_\_\_\_

Decide how you *feel* about the following statements and circle the appropriate number under each statement. Rate yourself on a scale of one to ten. One means that you totally agree with the statement. Ten means that you totally disagree with the statement and have no desire to change your attitude.

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1. The nursery should be extra clean, neat, staffed with paid help, and open every time there is a church function.  
1      2      3      4      5      6      7      8      9      10
2. Turf issues are harmful to the growth of a church.  
1      2      3      4      5      6      7      8      9      10
3. I am willing for the facilities to be used, even if they get dirty.  
1      2      3      4      5      6      7      8      9      10
4. Reaching out to new members is just as important as taking care of the present members.  
1      2      3      4      5      6      7      8      9      10
5. I am comfortable with radical change if it will help my church reach more people for Christ.  
1      2      3      4      5      6      7      8      9      10
6. I am seldom concerned about procedure.  
1      2      3      4      5      6      7      8      9      10
7. Paying off the debt is not a major concern to me.  
1      2      3      4      5      6      7      8      9      10
8. I support the idea of spending some of the church savings in order to hire more staff or start new programs.  
1      2      3      4      5      6      7      8      9      10
9. Several worship services are fine with me because I am more interested in meeting the needs of all the people than I am in knowing everyone at church.  
1      2      3      4      5      6      7      8      9      10
10. I am not at all offended when my lead pastor does not give me regular personal attention.  
1      2      3      4      5      6      7      8      9      10
11. I realize that more staff is needed today than in the past.  
1      2      3      4      5      6      7      8      9      10
12. I always trust and affirm my lead pastor's efforts to reach more people for Christ.  
1      2      3      4      5      6      7      8      9      10

### Staff Permission Giving Survey

(D:\Surveys\Staff\Staff-Permission.doc on the CD-ROM)

To be completed by *each* staff member separately. Answers are then averaged on the Totals spreadsheet on the CD-ROM (D:\Spreadsheets\Permission Giving Survey-Totals Spreadsheet.xls) and used in the audit (section 4).

Answer the following questions on a scale of one to ten with one meaning you totally agree with the statement and ten meaning you totally disagree with the statement.

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# THE COMPLETE MINISTRY AUDIT

1. Our church leaders believe that people doing the actual ministry should make the majority of the decisions that affect how they do their ministry.  
1      2      3      4      5      6      7      8      9      10
2. People at the lowest level of organization in our church should be able to suggest and implement improvements to their own ministry without going through several committees and levels of approval.  
1      2      3      4      5      6      7      8      9      10
3. All persons in the congregation should be free to live out their spiritual gifts in the congregation without getting approval, even if it means starting a new ministry.  
1      2      3      4      5      6      7      8      9      10
4. The nature of ministry lends itself to a team-based approach rather than to individual effort.  
1      2      3      4      5      6      7      8      9      10
5. Our leadership is flexible enough to permit restructuring or reorganization so that the organization facilitates the new mission of the church.  
1      2      3      4      5      6      7      8      9      10
6. It is possible to organize ministry so that teams can take responsibility for entire ministries.  
1      2      3      4      5      6      7      8      9      10
7. There is enough complexity in our ministry to allow for initiative and decision making.  
1      2      3      4      5      6      7      8      9      10
8. Our leadership is comfortable with individuals or teams making autonomous, on-the-spot decisions.  
1      2      3      4      5      6      7      8      9      10
9. The laity are interested in or willing to organize into teams or small groups.  
1      2      3      4      5      6      7      8      9      10
10. Our key leadership is willing to share its power with those who are not in leadership.  
1      2      3      4      5      6      7      8      9      10
11. Our church has a history of following through on new ideas.  
1      2      3      4      5      6      7      8      9      10
12. Our key lay leadership is willing to radically change its own roles and behavior.  
1      2      3      4      5      6      7      8      9      10
13. Our church is secure enough to guarantee a period of relative stability during which permission giving can develop.  
1      2      3      4      5      6      7      8      9      10
14. We have adequate resources to support and train our people.  
1      2      3      4      5      6      7      8      9      10
15. Our staff and key lay leadership understand that becoming a permission giving church is a lengthy, time-consuming, and labor-intensive process that may take five years, and are willing to make the investment in time.  
1      2      3      4      5      6      7      8      9      10

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16. Our church has a network that could provide information to any layperson anytime.  
1            2            3            4            5            6            7            8            9            10
17. Our laypeople have the skills needed to take greater responsibility for the ministries of the church.  
1            2            3            4            5            6            7            8            9            10
18. Our senior/lead pastor is willing to invest in training the team leaders.  
1            2            3            4            5            6            7            8            9            10
19. Our finance and trustee committees should exist to serve the needs of those trying to implement ministry.  
1            2            3            4            5            6            7            8            9            10
20. Our leaders are more concerned with discovering ways to reach the unchurched than with how those ministries are discovered or implemented.  
1            2            3            4            5            6            7            8            9            10

### Official Body Survey

(D:\Surveys\Body\Body.doc on the CD-ROM)

This questionnaire is to be completed by each member of the official administrative body.

CHURCH: \_\_\_\_\_

DATE: \_\_\_\_\_

Please have *each* member of the official body fill out this section. Answers should be rated on a scale of one to ten. One means an unqualified *yes* and ten means an unqualified *no*. Some questions logically cannot be answered in this manner and should be answered as indicated by the question. Answers will be averaged on a blank work sheet set for totals and inserted into the ministry audit.

YES								NO	
1	2	3	4	5	6	7	8	9	10

1. Our lead pastor understands the everyday world of our members. \_\_\_\_\_
2. Our church deals openly with controversy. \_\_\_\_\_
3. If our official administrative body consists of more than twenty-five people, do we have an official executive committee to do the basic work? \_\_\_\_\_
4. Our leaders can articulate the implications of their relationship with Jesus Christ without sounding like bigots. \_\_\_\_\_
5. The scriptures are embodied in the daily lives of our leaders. \_\_\_\_\_
6. Called and gifted unpaid leaders teach most of our Bible studies. \_\_\_\_\_

7. Our leaders appear to be growing more like Jesus. \_\_\_\_\_
8. Our leaders serve outside the congregation as much as they serve within the congregation. \_\_\_\_\_
9. All of our leaders are in an accountability or small group. \_\_\_\_\_
10. Our leaders function like a team. \_\_\_\_\_
11. When our leaders pray, lives are touched by the presence of the Holy Spirit. \_\_\_\_\_
12. Our leaders offer to pray for others on a regular basis. \_\_\_\_\_
13. Our leaders have a regular prayer life. \_\_\_\_\_
14. Our leaders are always open to new ways of doing ministry. \_\_\_\_\_
15. Our leaders serve out of gratitude for what God has done in their lives. \_\_\_\_\_
16. Our unpaid leaders have the skills needed to take greater responsibility for the ministries of the church. \_\_\_\_\_
17. We measure the size of our church by the number of people in worship instead of by the actual membership. \_\_\_\_\_
18. The sermons speak to our personal needs. \_\_\_\_\_
19. Our lead pastor repeats sermons for no apparent reason. \_\_\_\_\_
20. The scriptures form the basis of the sermon. \_\_\_\_\_
21. The sermons stimulate thought. \_\_\_\_\_
22. Our worship music is pleasing to a majority of the congregation. \_\_\_\_\_
23. Are we willing to have a worship service at the same time we have Sunday school? \_\_\_\_\_
24. We are willing to provide an additional service of worship even though our space may be adequate without it. \_\_\_\_\_
25. Our church understands that churches usually grow based on the leadership strengths of their lead pastors. \_\_\_\_\_
26. Our lead pastor assumes leadership for the ministry of our church. \_\_\_\_\_
27. Our lead pastor holds up for us a vision large enough to cause us to grow individually. \_\_\_\_\_
28. Our lead pastor is a leader rather than an enabler. \_\_\_\_\_
29. Our lead pastor causes things to happen in our church that would not happen otherwise. \_\_\_\_\_

30. Our lead pastor pulls us into areas of ministry that we might not go to on our own. \_\_\_\_\_
31. Our lead pastor learns from mistakes. \_\_\_\_\_
32. Our lead pastor knows how to delegate authority and he or she does so. \_\_\_\_\_
33. Our lead pastor consults us regularly about his or her vision for our church. \_\_\_\_\_
34. Our lead pastor has shown the ability to grow and develop new skills along with the growth of our church. \_\_\_\_\_
35. Our lead pastor possesses the skills needed for a church our size. \_\_\_\_\_
36. Our lead pastor can respond and relate to a wide variety of religious expressions. \_\_\_\_\_
37. Our lead pastor is able to mediate between the various factions of the church. \_\_\_\_\_
38. The main responsibility of our paid staff is to identify, recruit, equip, lead, and deploy the laity into mission. \_\_\_\_\_
39. Our lead pastor makes use of the valuable information our paid staff has about the congregation. \_\_\_\_\_
40. Our lead pastor and paid staff function as a team. \_\_\_\_\_
41. Our paid staff requires minimal supervision. \_\_\_\_\_
42. We are willing to pay higher salaries and be content with fewer paid staff members. \_\_\_\_\_
43. In relation to other churches, our church is small, medium, large, or very large. \_\_\_\_\_
44. Our lay leadership communicates to the congregation a realistic perception of our church's size and ability. \_\_\_\_\_
45. Our congregation has a realistic perception of our church's size and ability. \_\_\_\_\_
46. Our lay leadership causes the official vision of the church to happen in ways that meet the needs of the congregation. \_\_\_\_\_
47. Our lay leadership is objective on major issues and decisions. \_\_\_\_\_
48. Our lay leadership knows the difference between opinion and judgment. \_\_\_\_\_
49. Our lay leadership can suspend judgment long enough to make intelligent decisions. \_\_\_\_\_
50. Our lay leadership can accept and appreciate people with different viewpoints. \_\_\_\_\_
51. At least half of our lay leadership is new to the institutional church. \_\_\_\_\_
52. Our lay leadership is accessible to the rest of the congregation. \_\_\_\_\_

53. Our lay leadership has the necessary time and energy. \_\_\_\_\_
54. Our lay leadership causes things to happen. \_\_\_\_\_
55. Each member of our lay leadership teams has a large following in the congregation. \_\_\_\_\_
56. The tenure of our lay leadership is limited to three years. \_\_\_\_\_
57. New lay leadership surfaces on a regular basis. \_\_\_\_\_
58. We expect the following level of commitment from our members (high, medium, or low): \_\_\_\_\_
59. Our church understands that we can use only 80 percent of our space. \_\_\_\_\_
60. I have a problem finding a parking space on Sunday morning. \_\_\_\_\_  
If so, what hour do I arrive? \_\_\_\_\_
61. All of our ministries have an outreach component to them that is an entry point into the life of the congregation. \_\_\_\_\_
62. We have adequate exterior and interior signs posted around the church. \_\_\_\_\_
63. We have an adequate number of trained hosts and hostesses. \_\_\_\_\_
64. When at church, members go out of their way to meet and welcome people they do not know. \_\_\_\_\_
65. Our members pray regularly that the church will grow spiritually and numerically. \_\_\_\_\_
66. Our church talks often about money and financial stewardship. \_\_\_\_\_
67. We avoid telling people the church needs their money and instead talk about people's need to become stewards. \_\_\_\_\_
68. Our lead pastor plays the following role in the pledge drive:  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
69. Our church's main strength is (list only one):  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
70. Our church's main weakness is (list only one):  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

71. Our church wants to go in the following direction:

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72. The objectives of our lead pastor and the church match. \_\_\_\_\_

73. Our church is free from power cliques. \_\_\_\_\_

74. One or two people derail things that the majority wants. \_\_\_\_\_

75. The average age of the person filling out this report is: \_\_\_\_\_

76. I have been a member of this church for: \_\_\_\_\_

### Official Body Readiness Survey

(D:\Surveys\Body\Body-Readiness.doc on the CD-ROM)

To be completed separately by each official body member. Answers are then averaged on the Totals spreadsheet on the CD-ROM (D:\Spreadsheets\Readiness Survey-Totals Spreadsheet.xls) and used in the audit (section 4).

Decide how you *feel* about the following statements and circle the appropriate number under each statement. Rate yourself on a scale of one to ten. One means that you totally agree with the statement. Ten means that you totally disagree with the statement and have no desire to change your attitude.

1. The nursery should be extra clean, neat, staffed with paid help, and open every time there is a church function.

1            2            3            4            5            6            7            8            9            10

2. Turf issues are harmful to the growth of a church.

1            2            3            4            5            6            7            8            9            10

3. I am willing for the facilities to be used, even if they get dirty.

1            2            3            4            5            6            7            8            9            10

4. Reaching out to new members is just as important as taking care of the present members.

1            2            3            4            5            6            7            8            9            10

5. I am comfortable with radical change if it will help my church reach more people for Christ.

1            2            3            4            5            6            7            8            9            10

6. I am seldom concerned about procedure.

1            2            3            4            5            6            7            8            9            10

7. Paying off the debt is not a major concern to me.

1            2            3            4            5            6            7            8            9            10

8. I support the idea of spending some of the church's savings in order to hire more staff or start new programs.

1            2            3            4            5            6            7            8            9            10

9. Several worship services are fine with me because I am more interested in meeting the needs of all the people than I am in knowing everyone at church.

1            2            3            4            5            6            7            8            9            10

10. I am not at all offended when my lead pastor does not give me regular personal attention.

1            2            3            4            5            6            7            8            9            10

11. I realize that more staff is needed today than in the past.

1            2            3            4            5            6            7            8            9            10

12. I always trust and affirm my lead pastor's efforts to reach more people for Christ.

1            2            3            4            5            6            7            8            9            10

### Official Body Permission Giving Survey

(D:\Surveys\Body\Body-Permission.doc on the CD-ROM)

To be completed separately by *each* official body member. Answers are then averaged on Totals spreadsheet on the CD-ROM (D:\Spreadsheets\Permission Giving Survey-Totals Spreadsheet.xls) and used in the audit (section 4).

Answer the following questions on a scale of one to ten, with one meaning that you totally agree with the statement, and ten meaning that you totally disagree with the statement.

1. Our church leaders believe that people doing the actual ministry should make the majority of the decisions that affect how they do their ministry.

1            2            3            4            5            6            7            8            9            10

2. People at the lowest level of organization in our church should be able to suggest and implement improvements to their own ministry without going through several committees and levels of approval.

1            2            3            4            5            6            7            8            9            10

3. Each person in the congregation should be free to live out his or her spiritual gifts in the congregation without getting approval, even if it means starting a new ministry.

1            2            3            4            5            6            7            8            9            10

4. The nature of ministry lends itself to a team-based approach rather than to individual effort.

1            2            3            4            5            6            7            8            9            10

5. Our leadership is flexible enough to permit restructuring or reorganization in order to facilitate the new mission of the church.

1            2            3            4            5            6            7            8            9            10

6. It is possible to organize ministry so that teams can take responsibility for entire ministries.  
1      2      3      4      5      6      7      8      9      10
7. There is enough complexity in our ministry to allow for initiative and decision making.  
1      2      3      4      5      6      7      8      9      10
8. Our leadership is comfortable with individuals or teams making autonomous, on-the-spot decisions.  
1      2      3      4      5      6      7      8      9      10
9. The laity are interested in or willing to organize into teams or small groups.  
1      2      3      4      5      6      7      8      9      10
10. Our key leadership is willing to share its power with those who are not in leadership.  
1      2      3      4      5      6      7      8      9      10
11. Our church has a history of following through on new ideas.  
1      2      3      4      5      6      7      8      9      10
12. Our key lay leadership is willing to radically change its own roles and behavior.  
1      2      3      4      5      6      7      8      9      10
13. Our church is secure enough to guarantee a period of relative stability during which permission giving can develop.  
1      2      3      4      5      6      7      8      9      10
14. We have adequate resources to support and train our people.  
1      2      3      4      5      6      7      8      9      10
15. Our staff and key lay leadership understand that becoming a permission-giving church is a lengthy, time-consuming, and labor-intensive process that may take five years, and are willing to make the investment in time.  
1      2      3      4      5      6      7      8      9      10
16. Our church has a network that could provide information to any layperson anytime.  
1      2      3      4      5      6      7      8      9      10
17. Our laypeople have the skills needed to take greater responsibility for the ministries of the church.  
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18. Our senior/lead pastor is willing to invest in training the team leaders.  
1      2      3      4      5      6      7      8      9      10
19. Our finance and trustee committees should exist to serve the needs of those trying to implement ministry.  
1      2      3      4      5      6      7      8      9      10
20. Our leaders are more concerned with discovering ways to reach the unchurched than with how those ministries are discovered or implemented.  
1      2      3      4      5      6      7      8      9      10

