



Church Ministry Analysis **Report**

2.0

Prepared for:
West Community Church

Prepared by:
Scott Ball

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Report Summary

Current Church Health Score:

40/100

Church health is the primary driver behind sustainable growth and effectiveness. Unhealthy churches may be able to grow in spurts with smart, strategic shifts. But the key to sustaining kingdom-oriented growth and reaching your community with the Good News about Jesus requires becoming fully healthy.

The Church Ministry Analysis 2.0 is a snapshot in time of how healthy your church is right now. The assessment is broken into three primary sections: Trends, The Six Pillars of Church Health, and Next Steps. In the first section, we show you the overall trendlines on what we call “above the waterline” metrics. Like an iceberg, your church’s engagement and financial trends should be fairly obvious (though they are often ignored, despite their visibility). These are not the true measures of health, but they are indicative of where the church is headed without change.

The second section goes “beneath the waterline.” We examine the drivers of your trends by assessing your church according to the Six Pillars of Church Health. In the report, you will see your score in each individual area and an analysis and interpretation of the data by your Malphurs Group Guide.

The final section outlines next steps your church must take in order to increase church health. The Church Ministry Analysis 2.0 is not a life sentence! Your church can change, and the Next Steps section shows how intentional work in the Six Pillars of Church Health empower your church to make and mature more disciples.

Your church is given a summary score of 41/100 as an average of your scores in all Six Pillars of Church Health. The Church Ministry Analysis 2.0 reveals that your church is struggling in all six areas. The trendlines indicate that your church is headed for decline, and intentional and strategic change is urgently needed in order to achieve healthy, sustainable growth.

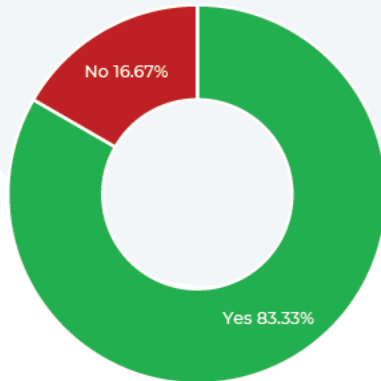


Scott Ball
Vice-President & Lead Guide

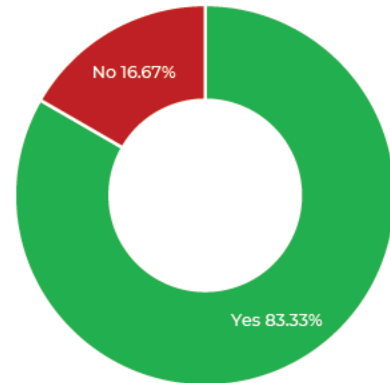
Survey Demographics

The charts below show the demographic breakdown of who participated in the Church Ministry Analysis 2.0. The survey responses reflect a diverse group with varying experiences and perspectives, which helps us understand your church's health and trends.

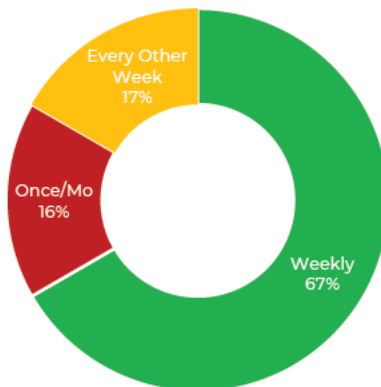
Church Members



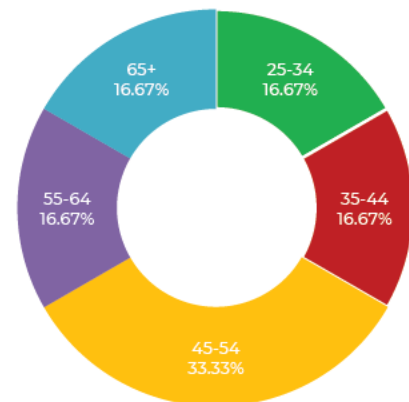
Regular Givers



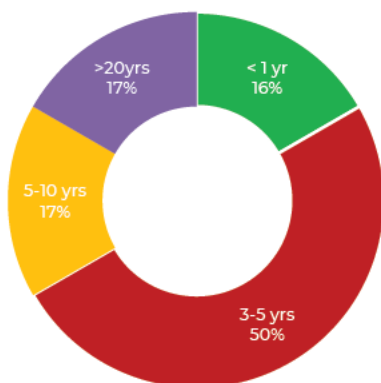
Attendance Habits



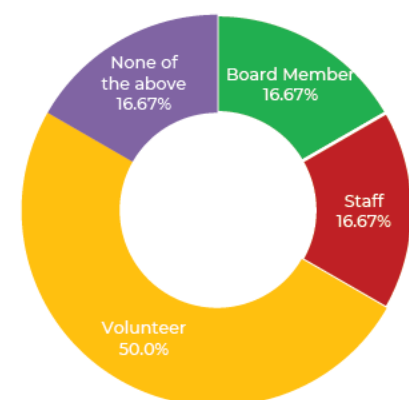
Age Bracket



Length of Attendance



Current Role in Church



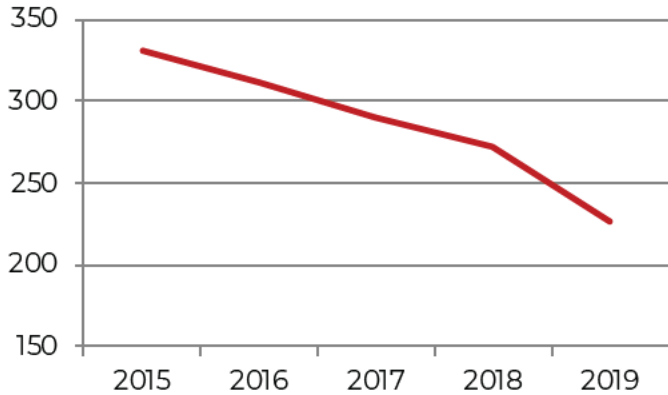


Trends

Section

Engagement Trends

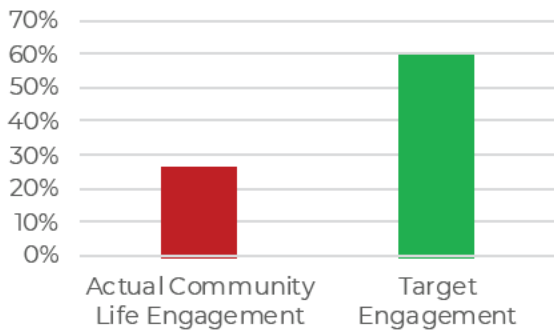
Average Weekly Worship



Guide Analysis

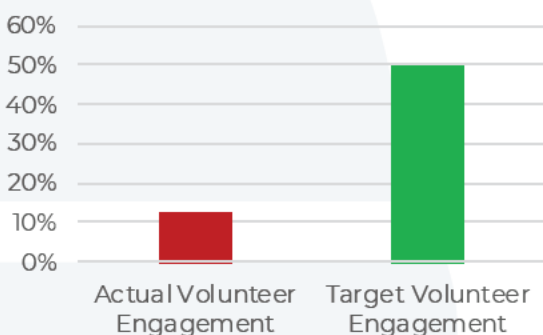
Unfortunately, West Community Church has been experiencing attendance decline for many years now. Attendance in itself is never helpful in determining the issues in a church, but it is a key indicator that church health is suffering in one or more areas. The inflection point in 2018 marks the departure of Pastor Cody from the student ministry. Many survey respondents noted this as a particularly damaging moment for the church's leadership as trust was lost.

Community Life (Groups) Engagement



Although WCC has had Life Groups for quite some time, the number of people engaged has not increased notably. Also interesting is that the engagement in Life Groups has not decreased proportionally with overall church attendance decline. It appears that those in Life Groups have been in the church for much longer, and are most vocal in resisting change. Furthermore, it was noted that new people understanding how to engage in groups or being welcomed is an issue.

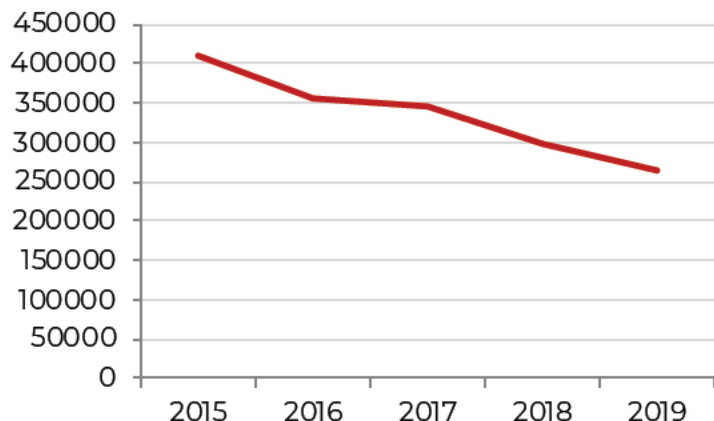
Volunteer Engagement



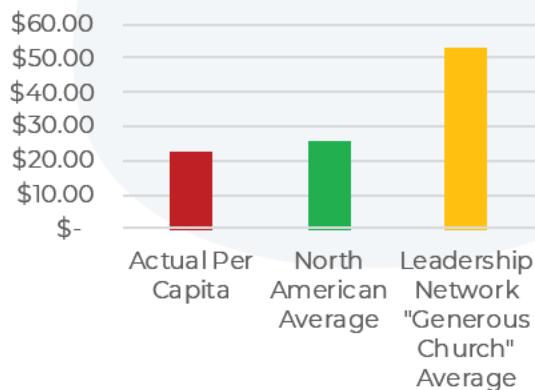
Volunteer engagement was found to be low primarily for two reasons. First, there is no clear methodology for encouraging people to serve or an onboarding pathway. Right now, it appears to be just an organic process of people inquiring about serving somewhere, a little bit of one-on-one recruiting, and a little bit of coercion for imminent needs.

Financial Trends

Annual Giving



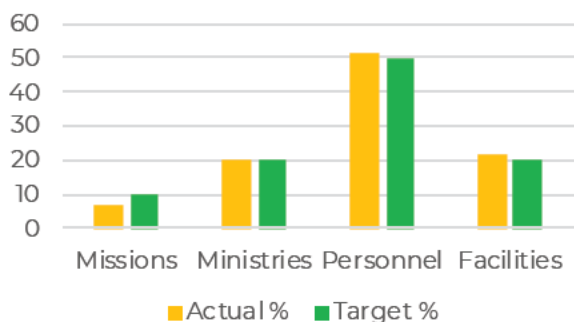
Per Capita Giving



Guide Analysis

The financial situation at WCC is common among many declining churches in that financial decline, for the most part, follows attendance decline. More notably, the most recent years at WCC show attendance declining more rapidly than giving. This too is not uncommon, and usually reflects longer-term members remaining at the church, and continuing to support the church through unhealthy decline. To some extent this behavior usually provides a false sense of security for the church leadership since financial decline tends to become more problematic than attendance decline. It reflects fewer people carrying the financial burdens of the church, leaving it in an even more precarious position. Further, it can also reflect a small group of members continuing to support tradition and status quo.

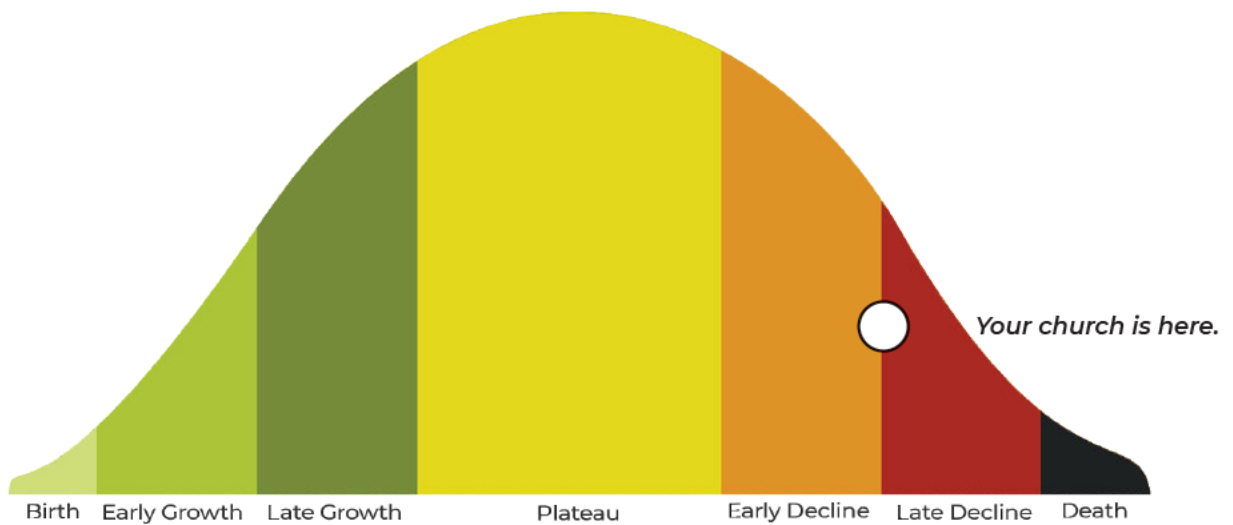
Budget Allocation



Guide Analysis

As noted above, when a smaller group of people provide a larger portion of the church's finances it leaves the church in an unhealthy sense of security resulting in a lack of change. Usually the last change to be made is in personnel resulting in more and more budget allocation going to maintaining an inflated staffing level, and less money going to missions.

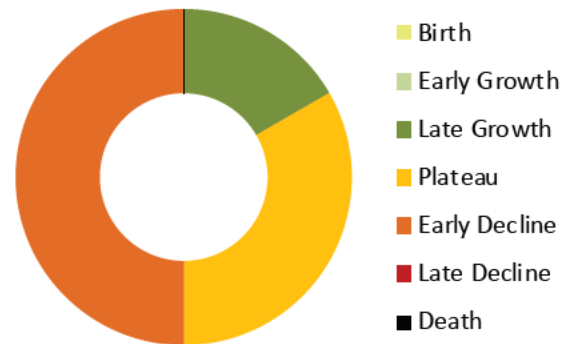
Life Cycle Analysis



Guide Analysis

The chart to the right reflects the perceptions of the survey group, and the chart above is that of our analysis. There are no factual indicators to reflect any reality of growth at WCC, and a sense of plateau felt by some survey respondents is likely attributed to their life group remaining consistent even though the church is declining around them.

Congregational Perception





Church Ministry

Analysis 2.0

by The Malphurs Group



Six Pillars **of Church Health** **Section**

Great Commission Focus

Guide Analysis

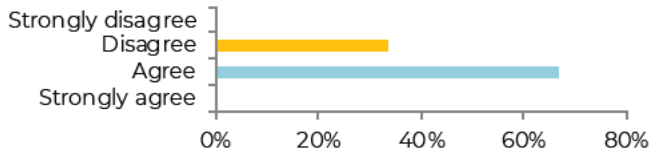
The assessment reveals two key challenges that have driven down the Mission score. First, WCC has a written mission statement, but it is not referenced or communicated enough by leadership to be fully embraced by the congregation. Secondly, the mission statement is simply that--a statement, and nothing more. It is not being used as a strategic tool to drive the church forward.

In order for WCC to be fully healthy, the church must begin to leverage a Great Commission Mission to drive both unity and action. The church may need to re-work this mission statement to make it fresh and meaningful for the congregation.

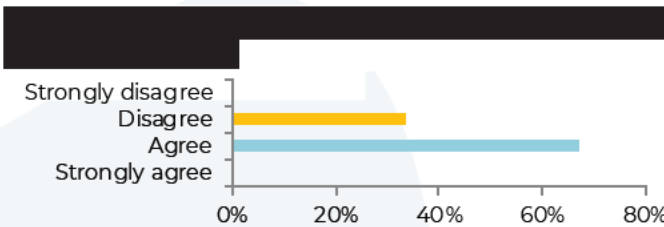
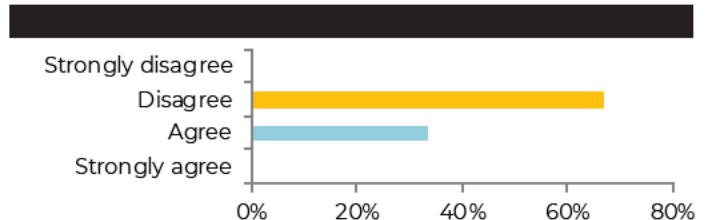
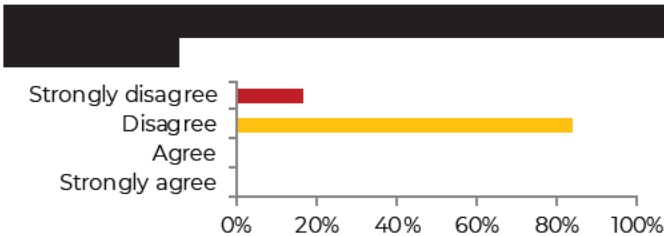
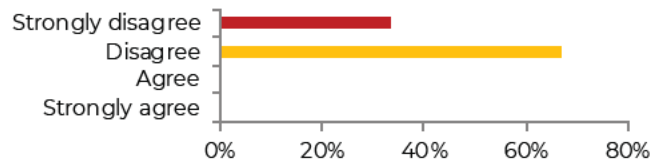
Current Health Score
Mission
 47/100

Question Response Data

The church has a clear mission statement.



The church consistently uses its mission statement as a tool for decision-making.



Core Values Alignment

Guide Analysis

West Community Church's alignment with Biblical core values, as seen in Acts 2, is the church's greatest strength. The survey reveals a deep commitment to properly teaching the Word and leading people to worship faithfully. However, this area was not without challenges.

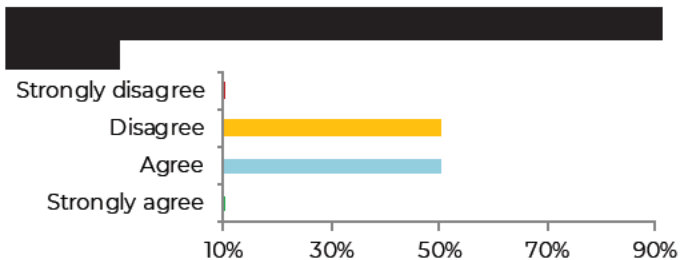
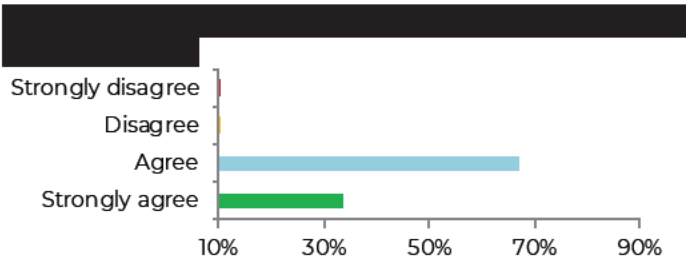
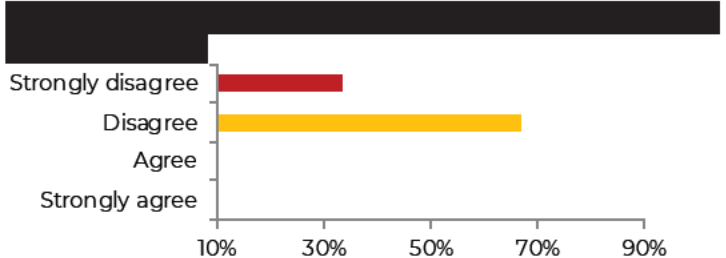
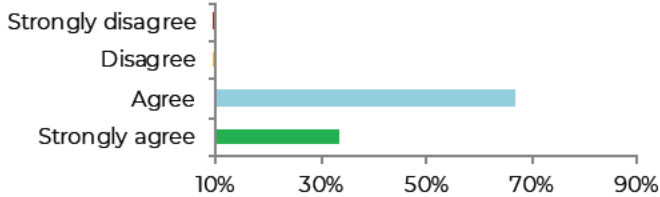
The areas of discipleship that reflect deeper maturity, such as service and evangelism are weak. It is our assessment that WCC has been able to mask discipleship dysfunction because of its pockets of health. Long term, the church must hold itself to a higher standard when it comes to creating a discipleship culture and expecting more discipleship fruit from its members.

Current Health Score Values

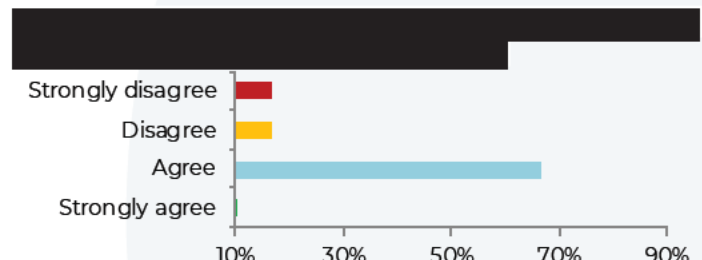
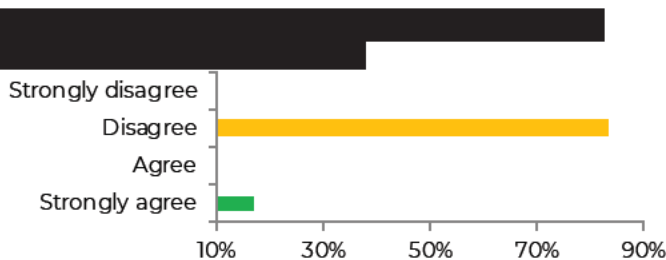
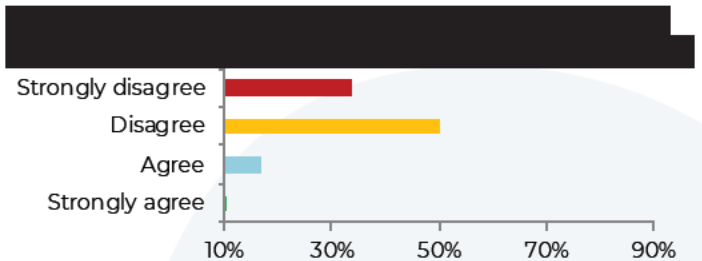
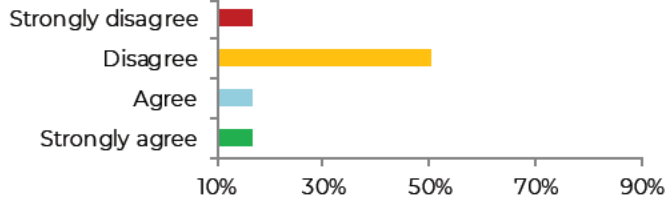
56/100

Question Response Data

Our worship services lead people to live in awe and obedience to Jesus.



The majority of our people are engaged in healthy, biblical fellowship.



Discipleship Pathway Effectiveness

Guide Analysis

West Community's Church's clarity of ministry structure is the church's lowest scoring area. There are two key drivers for the dysfunction. First, there is, a lack of clear organization. The church has a lot of programs, but there is nothing that connects them together in an integrated process of discipleship. Secondly, WCC lacks systems for connecting people into meaningful discipleship. Essentially, WCC plans programs and it's entirely up to an individual's initiative to engage or not. There is no clear distinction between truly effective ministries and secondary ministries.

Current Health Score

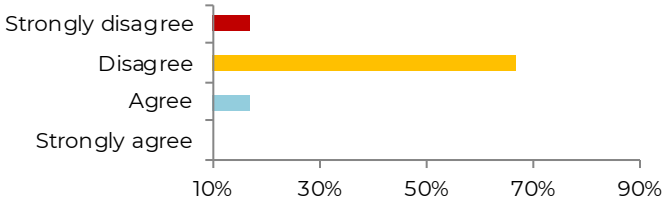
Pathway

32/100

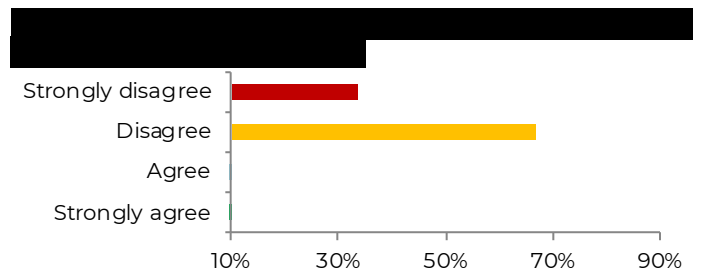
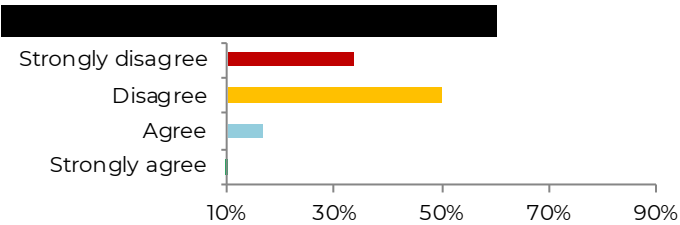
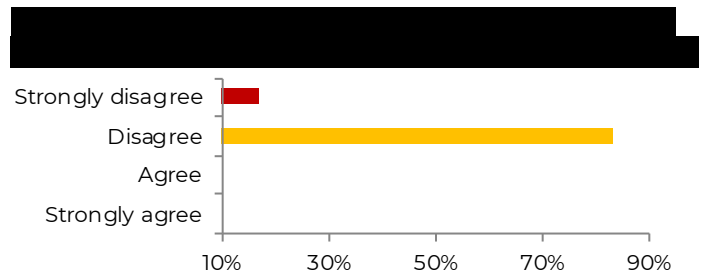
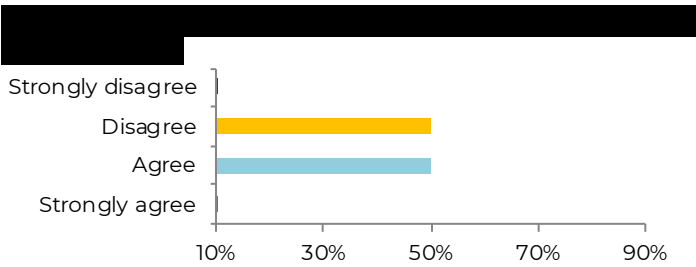
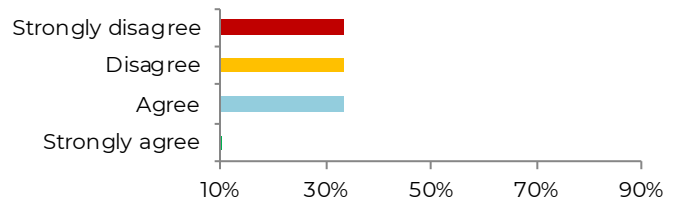
The church must evaluate every program, align them with discipleship goals, and make hard decisions about their future.

Question Response Data

All of the church's ministries work together in an intentional process to make and mature disciples.



The church has a clear system for connecting people into groups or classes.



Vision Clarity

Guide Analysis

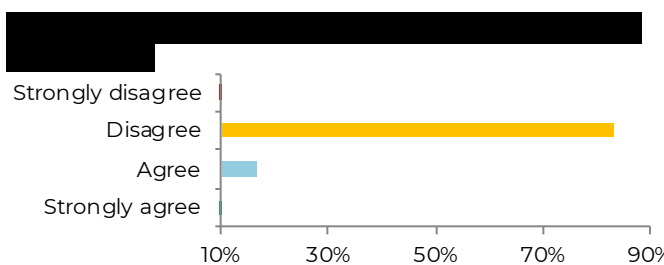
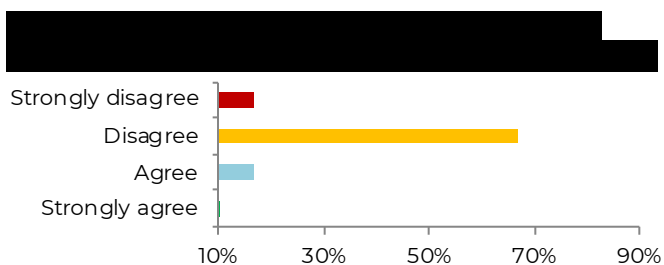
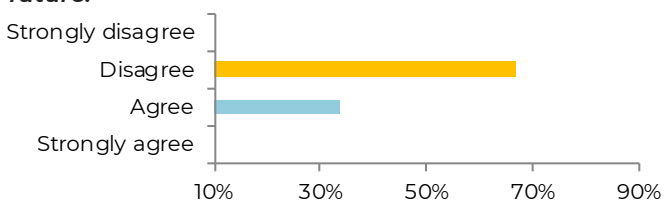
Vision is another area of particular weakness for WCC. The church lacks a clear and shared dream for the future. This is a breeding ground for conflict. At the most basic levels, WCC is not goal-setting and pursuing a clear future direction.

The silver lining is that many leaders are open to change. This receptivity to a new future must be leveraged. Take time to not only discuss the future, but articulate a clear picture of your desired future. In this written vision, include a clear roadmap of how your church must change, and set goals to indicate your progress.

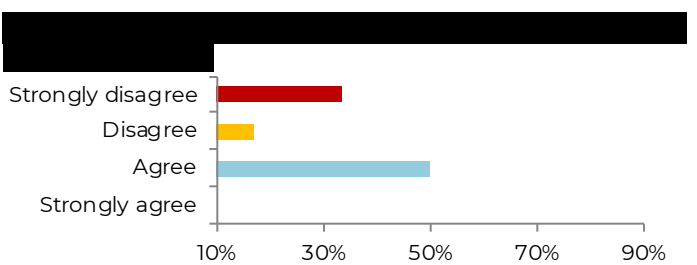
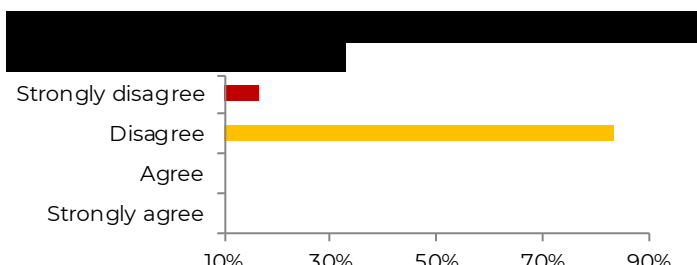
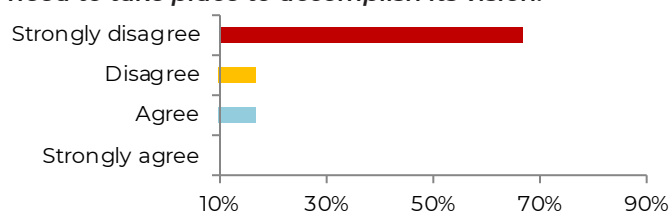
Current Health Score
Vision
 33/100

Question Response Data

The church has a clear and compelling vision for the future.



Church leadership has identified specific changes that need to take place to accomplish its vision.



Strategy Deployment

Guide Analysis

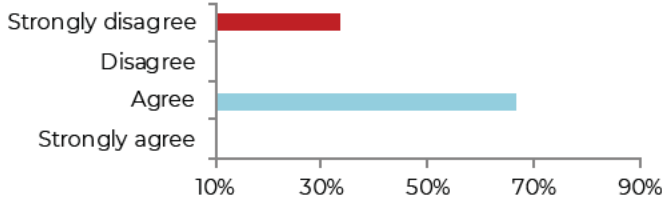
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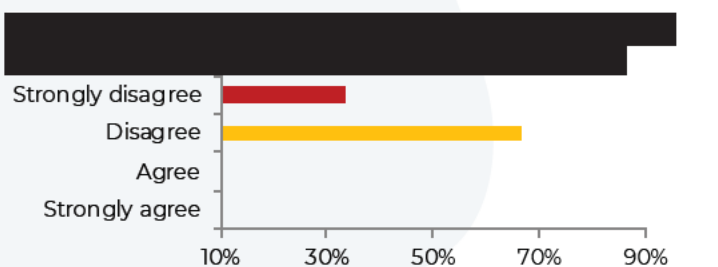
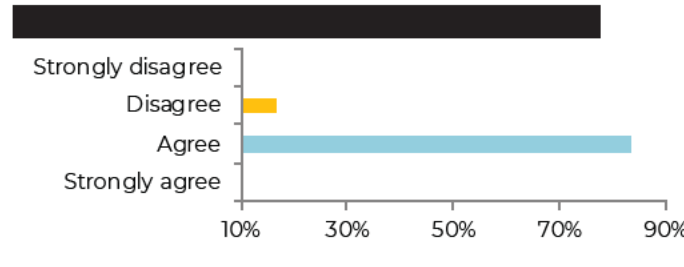
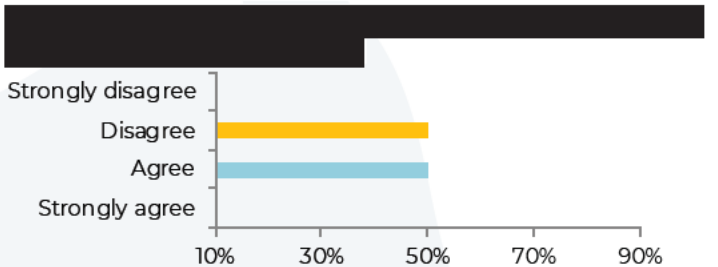
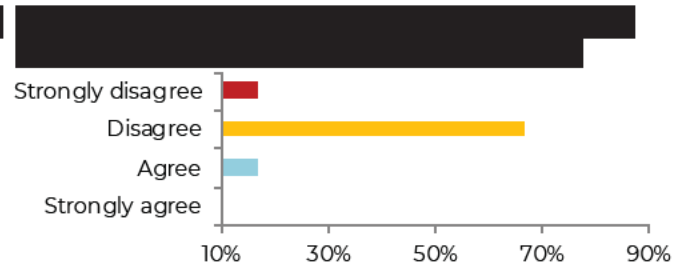
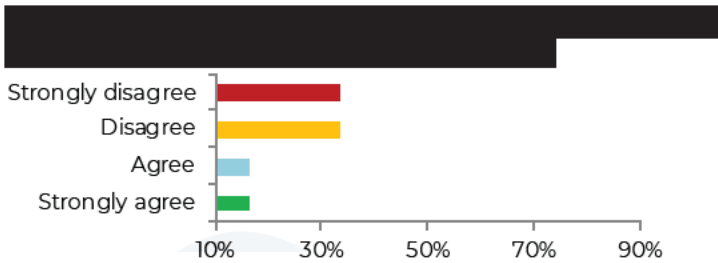
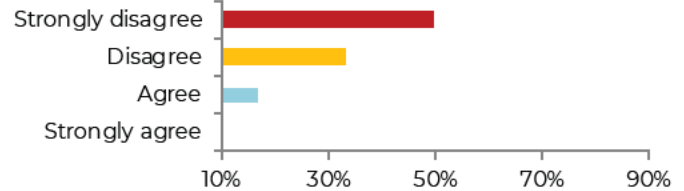
Current Health Score
Strategy
 39/100

Question Response Data

The church outlines specific goals or projects to accomplish each year.



The church has a clear process for evaluating and streamlining adult discipleship ministries.



Leadership Culture

Guide Analysis

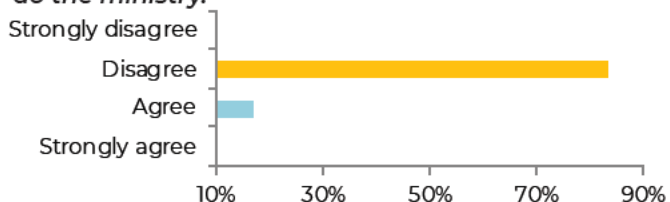
At The Malphurs Group, we call the first five pillars in this report the “essentials,” but Leadership drives all five pillars. Without a healthy leadership culture, the church has little chance to thrive.

There are pockets of health within the culture of WCC. The leadership is well-respected, and has a track record of faithfulness. However, the church is rapidly approaching a leadership cliff due to a lack of systems to recruit, train, and launch new leaders. WCC must invest energy and resources in creating these systems. Existing leaders must begin intentionally sharing their leadership with the next generation.

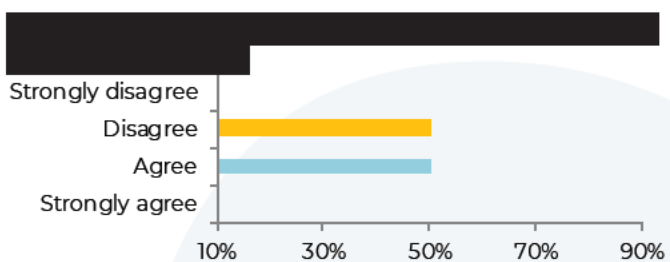
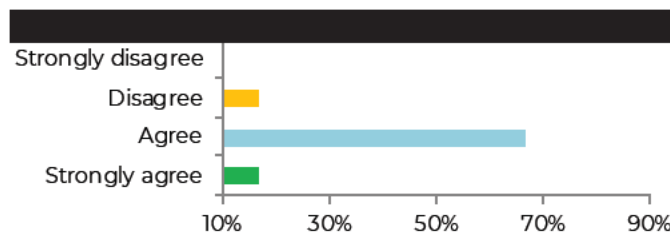
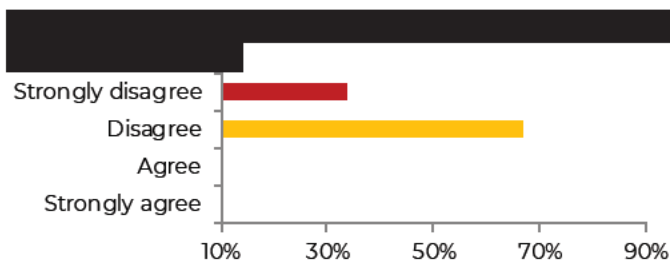
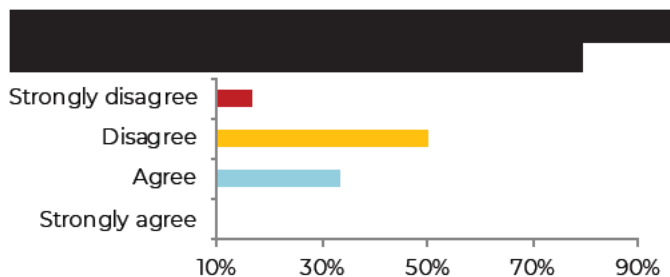
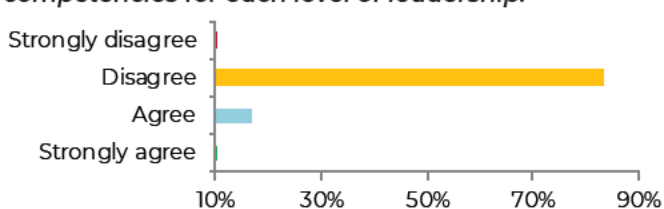
Current Health Score
Leadership
 40/100

Question Response Data

The staff and leadership empowers the congregation to do the ministry.

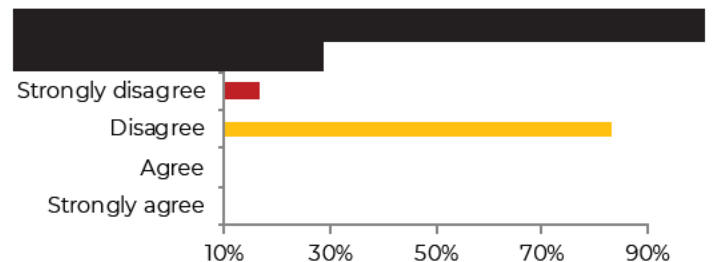
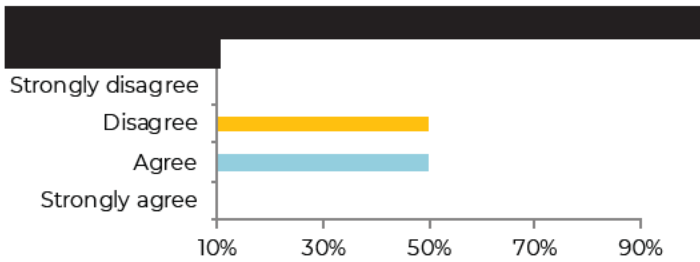
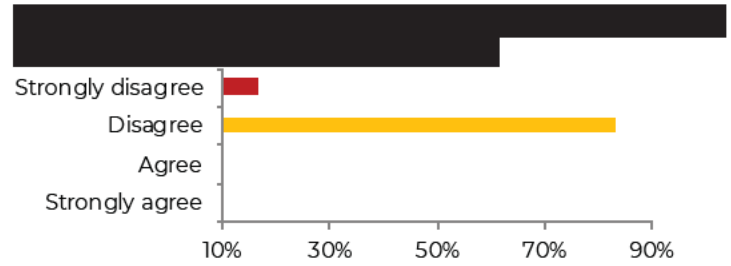
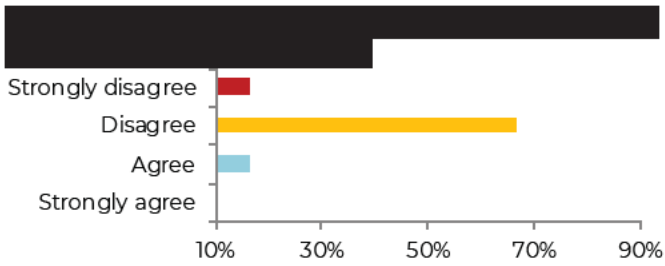


The church has clearly articulated core leadership competencies for each level of leadership.



Leadership Culture, Cont'd.

Question Response Data





Church Ministry

Analysis 2.0

by The Malphurs Group



Next Steps

Section

Recommended Next Steps

The Church Ministry Analysis cannot sugar-coat reality. West Community Church is not healthy, and on its current trajectory could face closure within the next twenty years. This estimate is based on the age of the congregation, current cash flow, and the declining health of the organization. However, the church is not without hope for revitalization.

Here are three key recommendations for West Community Church to move forward towards healthy growth.

First, re-establish your core identity. Churches often glance over things like mission and core values because they do not seem as urgent or important as strategy and programs. However, a clear identity drives good decisions and direction. WCC should evaluate these core foundations of mission and core values, and refresh the language. Additionally, leadership must spend inordinate time communicating this refreshed language in order to unify the whole congregation around the core identity. Be sure to stay focused on living out your core identity, ignoring negative and contrary voices.

Second, allow a clarified vision to drive strategic innovation and programmatic streamlining. The ministry calendar at WCC is bloated and is failing to produce consistent discipleship fruit. In the post-pandemic world, every church needs a clear online and in-person strategy for engaging people into deeper discipleship. Merely revising programs will not work. WCC needs a bold vision for the future that drives true innovation. This vision must also allow for ineffective programs to end or lose prominence.

Third, West Community Church must develop a commitment to leadership development. The future of the church does not depend on financial resources but leadership capital. Many of the leaders are aging, and young leaders have not been intentionally cultivated. By crafting a Leadership Pipeline, WCC can identify qualified leaders, train them, and launch them into appropriate leadership levels. This fundamental shift in how the church operates can unlock the full potential of a bold vision for the future.

West Community Church did not become unhealthy in a day, and it will take time to move towards health. However, a clear process like Strategic Envisioning can move you forward faster. The Malphurs Group Strategic Envisioning process elevates your church health in all six pillars of church health, and gives you a step-by-step plan to enact the recommended changes. Without a guided process with the Malphurs Group or another partner, the church is likely to struggle.



Church Ministry Analysis 2.0

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