



# Church Ministry Analysis **Report**

# 2.0

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**Prepared for:**  
South Haven Baptist Church

**Prepared by:**  
Scott Ball

**Date:**  
May 2021

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# Report Summary

## Current Church Health Score:

58/100



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 trend lines 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 58/100** as an average of your scores in all Six Pillars of Church Health. The Church Ministry Analysis 2.0 reveals that your church falls into the **moderately unhealthy** category. The trend lines indicate that your church is headed for decline, and intentional and strategic change is 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.

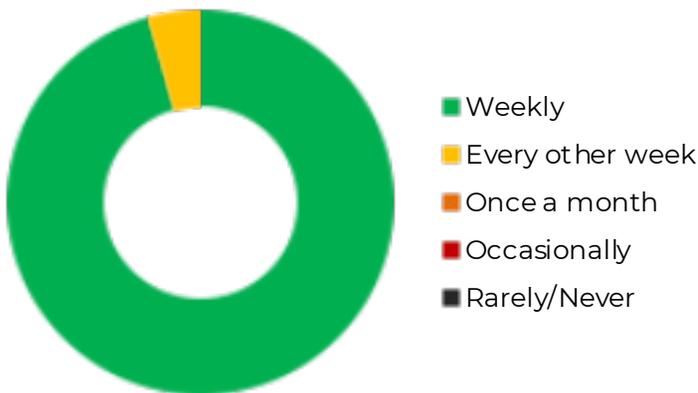
## Church Members



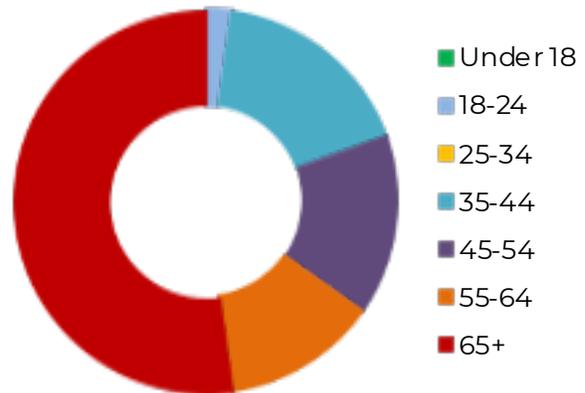
## Regular Givers



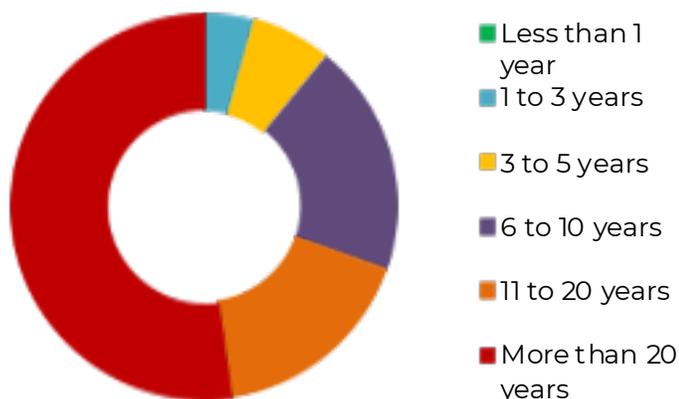
## Attendance Habits



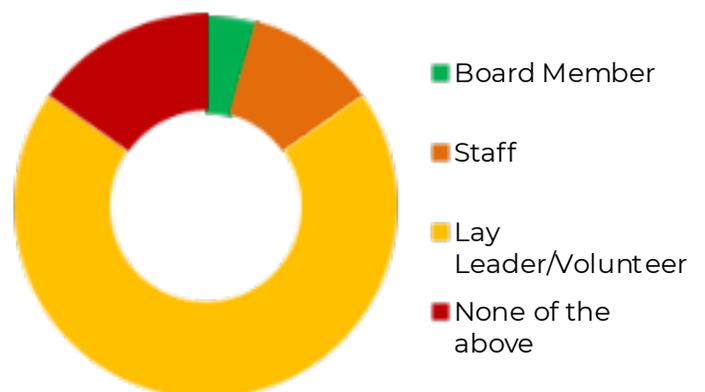
## Age Bracket



## Length of Attendance



## Current Role in Church



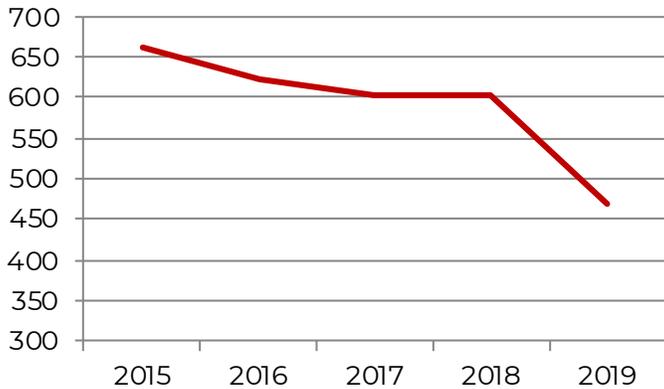


# Trends

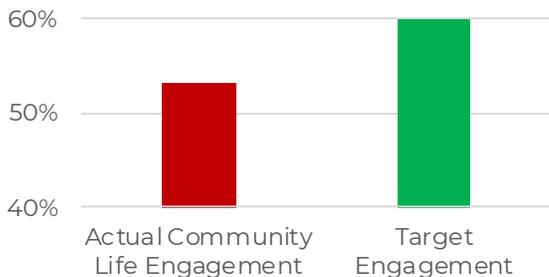
## Section

# Engagement Trends

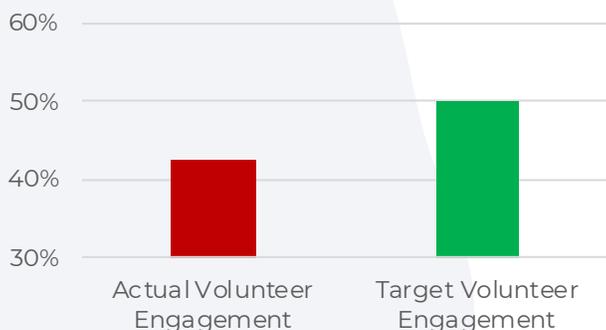
## Average Weekly Worship



## Community Life (Groups) Engagement



## Volunteer Engagement



## Guide Analysis

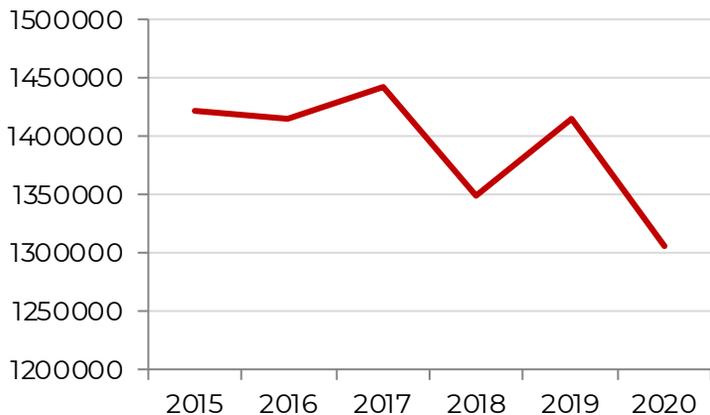
Prior to the Covid-19 Pandemic, South Haven Baptist Church was experiencing a decline. From 2015 to 2019, the church has declined approximately 30%. The pandemic, like all churches, had a negative impact on attendance. Those losses, which are difficult to quantify in terms of permanence are left off of the chart. Nevertheless, it is likely that some of these losses are somewhat permanent. SHBC must be willing to pursue innovation and an externally-focused vision in order to recoup pandemic losses and overcome a pre-existing decline.

SHBC currently has below target levels of community life engagement. TMG suggests that a baseline of 60% of regular attenders be in a group, and Grace Church is currently at just over 50% based on current engagement against 2019's average worship attendance numbers. Growing engagement in Community Life ministries will be essential to building long-lasting relationships and driving missional impact.

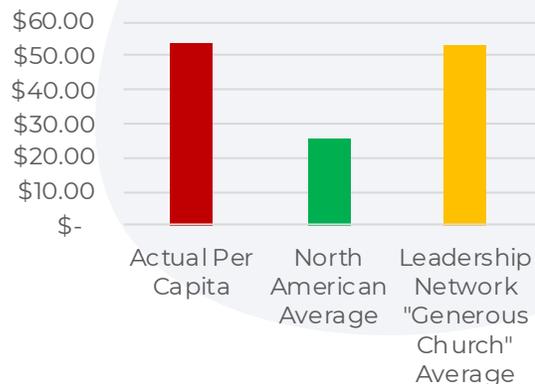
South Haven Baptist has below-target volunteer engagement. TMG sets a minimum goal of 50% of average weekly attendance as a benchmark for health. Again, we have used current engagement against 2019's average worship attendance. The church is about 8% below the target, and as is evidenced later in the assessment, volunteer and leadership development is one of the key areas of improvement for SHBC.

# Financial Trends

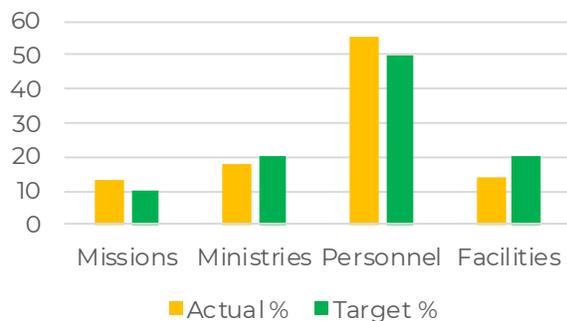
## Annual Giving



## Per Capita Giving



## Budget Allocation



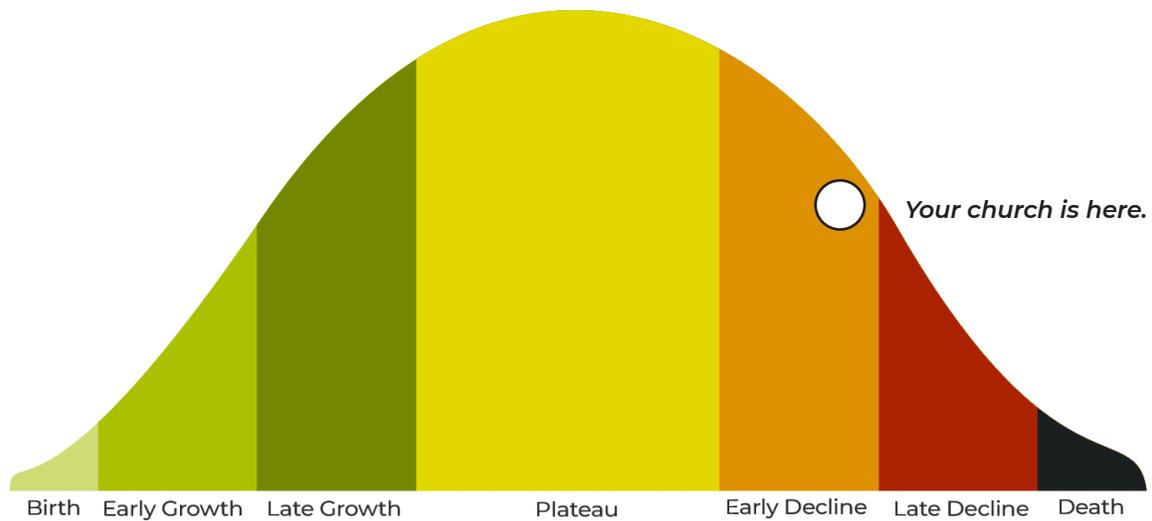
## Guide Analysis

South Haven Baptist has experienced a decline in giving that matches the attendance trends. The church survived the pandemic but incurred significant revenue losses. As things stand, if the church fails to innovate and make missional gains, the giving is likely to decline.

Per capita giving at the church outpaces our low-water mark of the Average American giving level and matches the high-water mark of the Leadership Network Generous Church average. South Haven Baptist Church has higher per capita giving rates than most churches. Even at the reduced giving in 2020, the church outpaces what would be expected both for the size of the church and socio-economic status of the region.

South Haven Baptist Church nearly aligns with our recommended budgeting blueprint. While personnel costs exceed what we typically recommend--which is no more than 50% of the total church budget, the numbers are very close and within an acceptable range. The allocations are close to our targets. No major shifts in how money is allocated is recommended. Strategic investment in change is likely needed, but the overall allocations are near target.

# Life Cycle Analysis



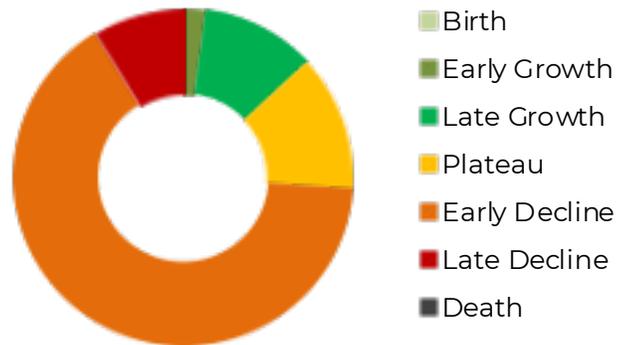
## Guide Analysis

The church is in early decline, rapidly approaching late decline. The general perception is that the church is in an early to late decline phase. While the church has the potential to experience growth, the data inform us that the church is actually at a pivotal point that is more likely to head towards decline than towards a new S-Curve.

The future of South Haven Church is contingent on how the church innovates and engages the community over the next 18 months. While the church is safely in the "early decline" phase, without intentional change, this decline will likely accelerate.

However, the church is well-positioned for innovation and has the resources to grow and make a difference.

## Congregational Perception





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

# Great Commission Focus

## Guide Analysis

There is consensus across the survey that South Haven Baptist Church has articulated a mission statement that is relatively well-known. The positive assessment ends there. Many in the survey are unclear what the “Believe, Belong, Become” statement means, and are even less clear on whether or not the church is effectively living it out.

The church is not consistently holding itself to the standard of its mission. This gap between stated expectation and actual results account for the loss in points in this area. Moving forward, SHBC will benefit from a renewed commitment to leveraging the Great Commission mission (both evangelism and edification) as a measuring stick for ministry effectiveness to ensure disciple-making results. The church may consider revising the mission statement, or at minimum, re-evaluating its current processes for communicating the mission and its meaning.

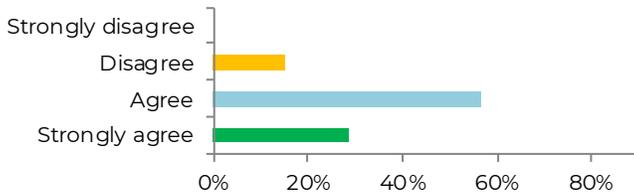
## Current Health Score Mission

68/100

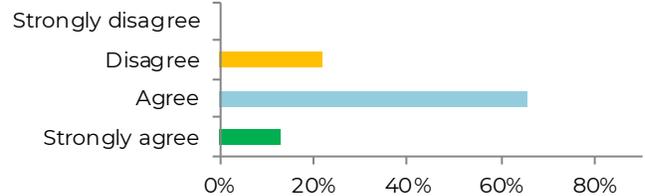


## Question Response Data

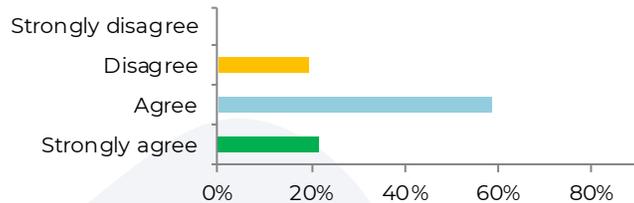
**The church has a clear mission statement.**



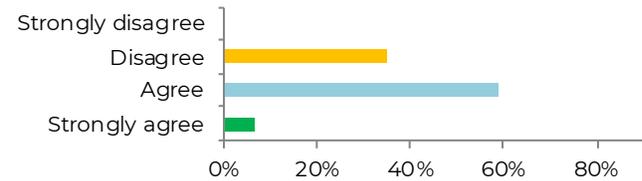
**The church consistently uses its mission statement as a tool for decision-making.**



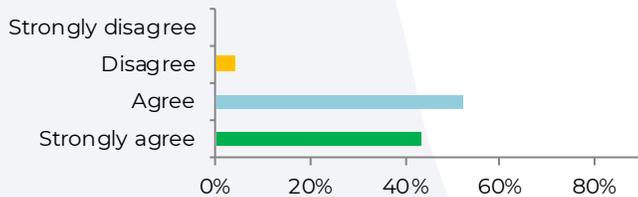
**The church regularly communicates its mission to the congregation.**



**The church is successful in living out its stated mission.**



**The church's mission statement is in alignment with the Great Commission.**



# Core Values Alignment

## Guide Analysis

South Haven Baptist Church has elements of a healthy disciple-making culture, but most areas need improvement. SHBC gets high marks for generosity and a commitment to Scripture. Yet when it comes to life-on-life discipleship, service, and evangelism, the church needs improvement. Put another way, it seems as though many in the congregation see church as an event rather than discipleship as a lifestyle. Too few are taking personal accountability for spiritual growth. There appears to be some conflict between the first and second services, which reveals an internally-focused mentality that is holding the church back.

Generally, the people at South Haven Baptist Church seem to know what living a life of discipleship ought to look like, but is falling short in a few, key areas that require personal responsibility. The church must take a hard look at the discipleship culture it has been building and push for a broader and deeper commitment from those that call their church home.

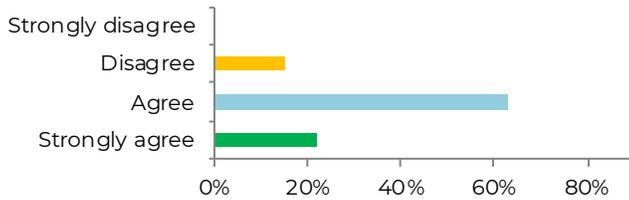
## Current Health Score Values

62/100

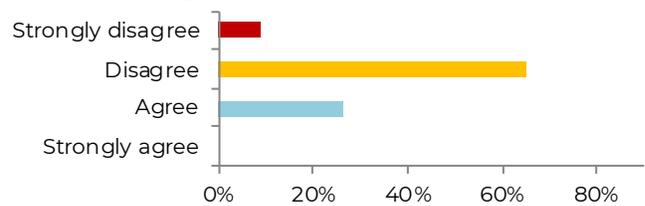


## Question Response Data

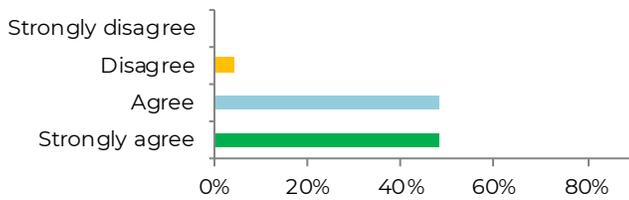
**Our worship services lead people to live in awe and obedience to Jesus.**



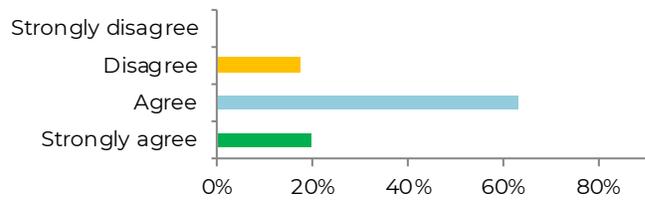
**The majority of our people are regularly volunteering in a church ministry.**



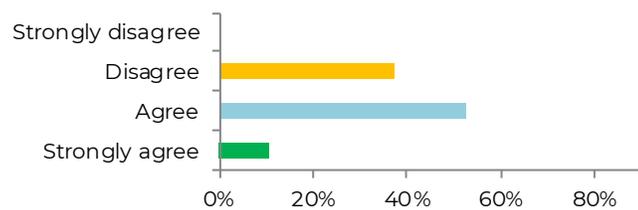
**Our church teaches the Bible in a way that leads to life transformation.**



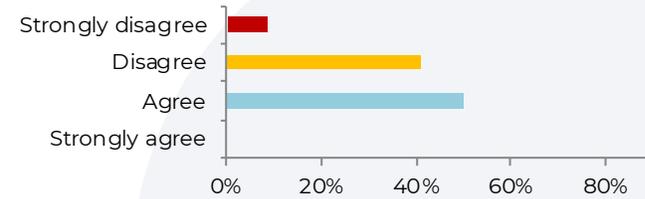
**Our people support the church generously with their finances.**



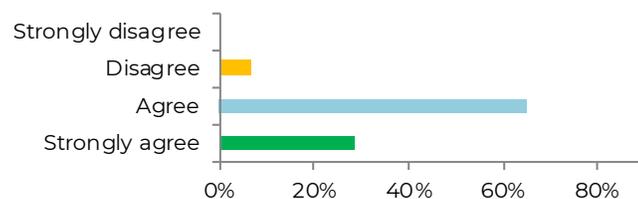
**The majority of our people are engaged in healthy, biblical fellowship.**



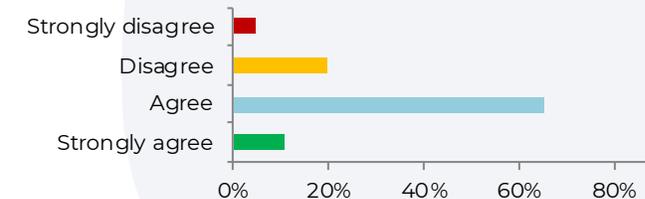
**Our people consistently share their faith in their daily lives with non-believers outside the walls of the church.**



**Church members are led to pray for one another specifically and intentionally.**



**The church is more concerned with the effectiveness of ministries than adherence to traditions.**



# Discipleship Pathway Effectiveness

## Guide Analysis

The assessment revealed that it is unclear how all of the churches ministries work in-tandem to facilitate discipleship. The church is struggling to mature believers even while the church also is failing to reach the next generation both before and since the pandemic. The raw data and the comments show ineffective strategies from leadership and low commitment from the congregation.

Creating a streamlined Discipleship Pathway is not about increasing program attendance or engagement, but about providing the congregation with a clear process for achieving discipleship ends, while holding people accountable. Ministries appear to be siloed in many respects, and the pandemic is being used as an excuse for a lack of change and innovation. As a result, the church is losing influence both inside and outside its four walls. The church must re-envision its discipleship process and the systems to engage people into that process.

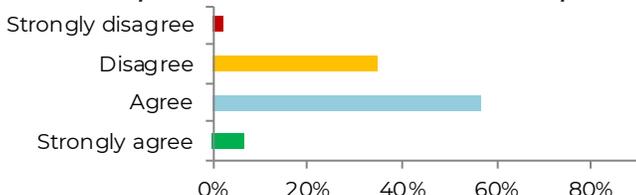
## Current Health Score Pathway

51/100

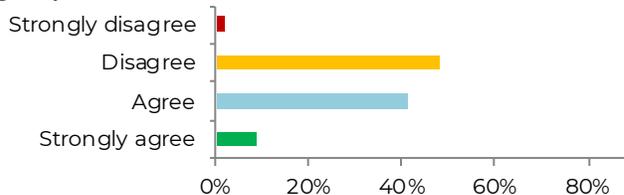


## Question Response Data

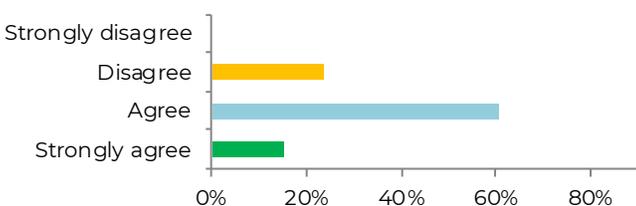
**All of the church's ministries work together in an intentional process to make and mature disciples.**



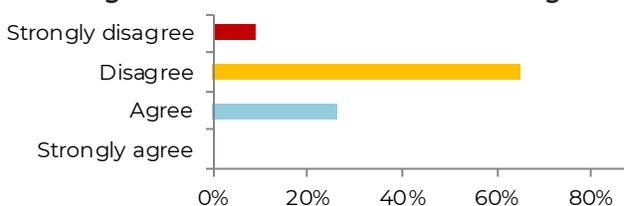
**The church has a clear system for connecting people into groups or classes.**



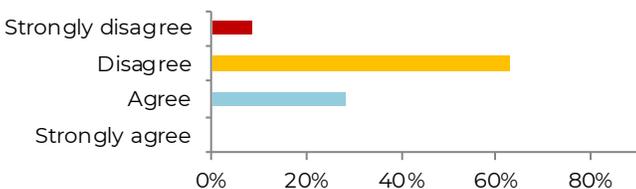
**The church's worship services are vibrant and attractive to newcomers.**



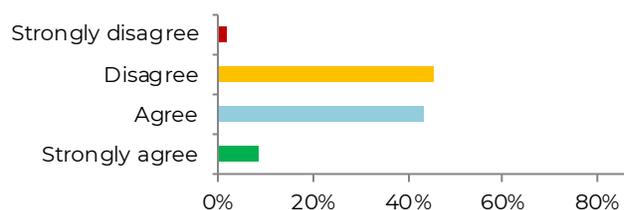
**The church has an effective system for recruiting and launching volunteers based on their area of giftedness.**



**The church is attracting young families.**



**The church has a streamlined and intentional strategy for reaching the community.**



# Vision Clarity

## Guide Analysis

*It is not an exaggeration to say that the church lacks a shared dream for the future. The assessment indicates that the pastor and other individuals have articulated elements of a vision, but the church at large is not especially externally-focused largely because the vision is not common, or shared. The church has no clear metrics for understanding progress or measuring missional success, which means it cannot know if it is more or less fruitful.*

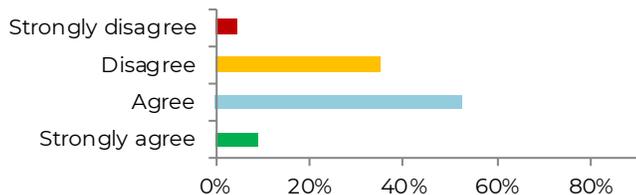
*Most in the survey indicate that they have little or no knowledge about the church's desired future. There is a desire to see a shared vision, but an expectation that this would be articulated primarily by the staff rather than shared by the congregation. In our experience, unless the vision of the church is known, shared, and championed by a plurality of lay leadership, the desired outcomes are unlikely to be achieved.*

**Current Health Score**  
**Vision**  
**58/100**

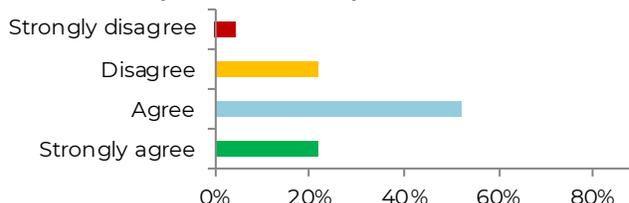


## Question Response Data

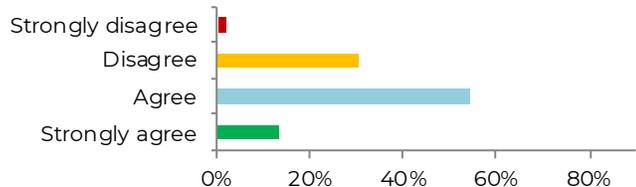
**The church has a clear and compelling vision for the future.**



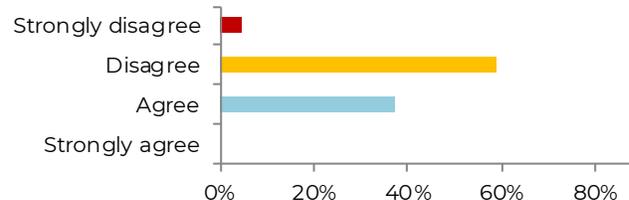
**Church leadership has identified specific changes that need to take place to accomplish its vision.**



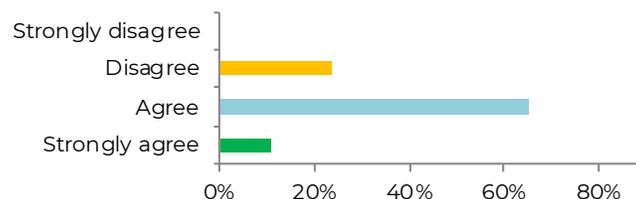
**The church's leadership regularly uses visionary language to guide the church in a specific direction.**



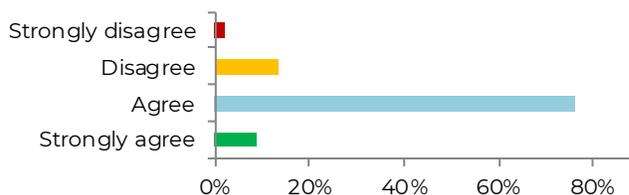
**The church has a dashboard for success which includes specific, measurable goals.**



**The church's vision is focused outward towards the community.**



**Our leaders pursue positive change even when there is vocal opposition.**



# Strategy Deployment

## Guide Analysis

Generally, South Haven Baptist Church does not seem to make and follow-through with yearly strategic plans. Or, if leadership does this, the knowledge of these goals is not broadly known. The church should consider outlining clear initiatives yearly and communicate them to the church to build ownership.

The church seems to be relatively guest-friendly in its language and intended approach to ministry. But many in the assessment indicate that the quality of children and student ministries has declined in recent years. Or, devoid of context on our end, it would be more accurate to state that the results of these ministries have been lacking. Therefore, the church could improve by employing more systems for attracting guests and families, identifying them, and effectively connecting them into the life of the church.

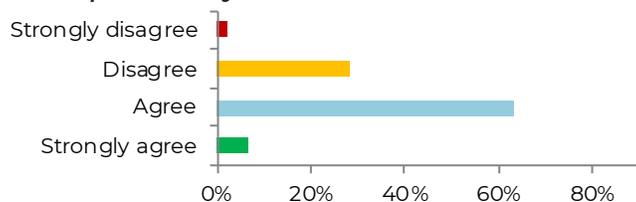
## Current Health Score Strategy

60/100

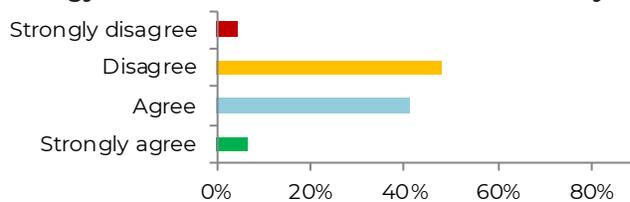


## Question Response Data

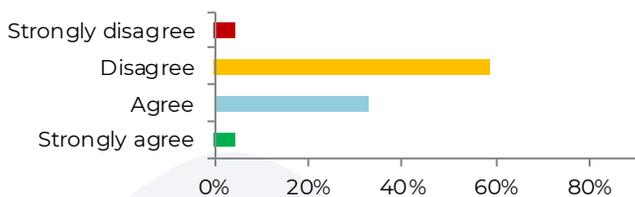
**The church outlines specific goals or projects to accomplish each year.**



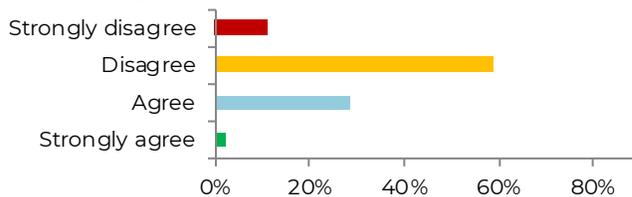
**The church has an effective external communications strategy that builds awareness in the community.**



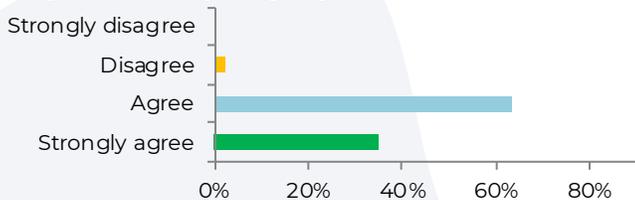
**The church has a low-commitment step, like a newcomer event, to help guests connect in community.**



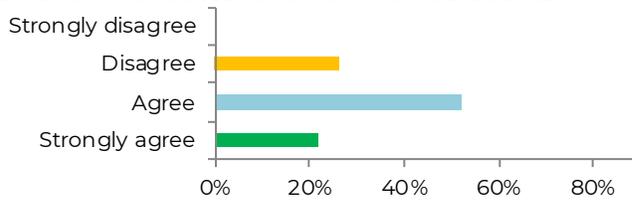
**The church has a clear process for evaluating and streamlining adult discipleship ministries.**



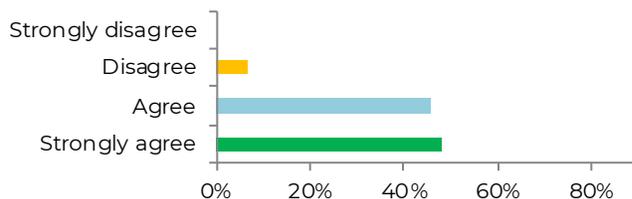
**The church's worship services (including online services) use guest-friendly language.**



**The church is known in the community for having excellent ministries for children and students.**



**Our facility is clean and genuinely guest-ready.**



# Leadership Culture

## Guide Analysis

Leadership has relied on the pastor and staff as the primary “doers” and shapers of ministry. This creates a natural bottleneck that relies on “professional Christians” to make ministry happen, aside from a handful of key lay leaders. Put plainly, too much is expected from too few leaders at South Haven Baptist Church.

The church would benefit from broader intentional systems and processes for developing more and better leaders, and from a structure that stratifies lay leadership opportunities so that team management can be shared beyond the staff. While the Deacon Training program is a step in the right direction, such a program is unlikely to drive systematic results across all ministry areas. The volunteer base has taken a hit due to Covid, and therefore it must be fortified and improved through more intentionality, structures, and systems. The leaders must also look to build trust and engagement from less active members.

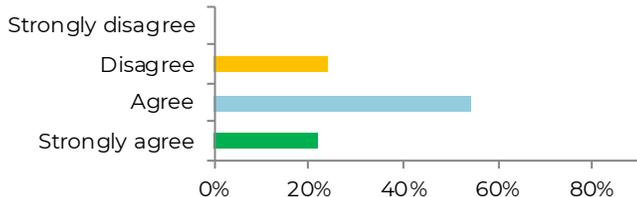
## Current Health Score Leadership

52/100

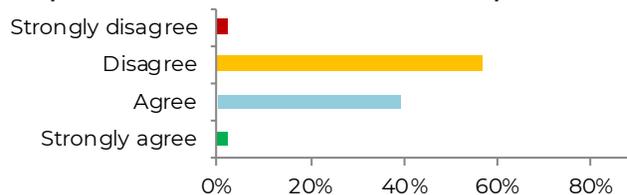


## Question Response Data

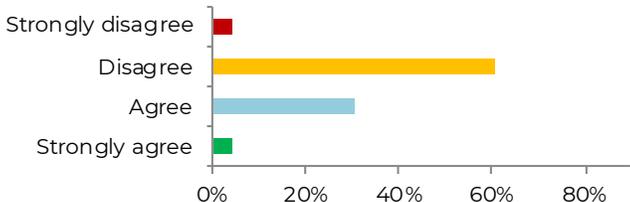
**The staff and leadership empowers the congregation to do the ministry.**



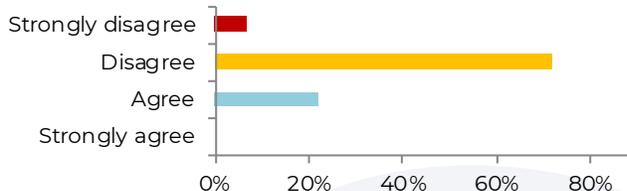
**The church has clearly articulated core leadership competencies for each level of leadership.**



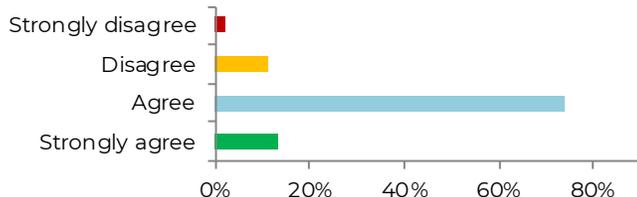
**The church has an organizational chart that extends from senior leadership to front-line volunteers.**



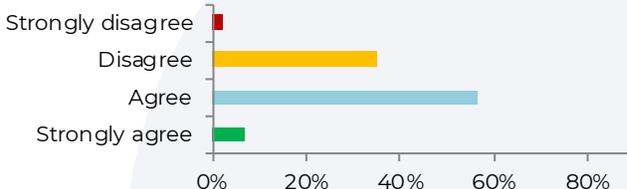
**The church has a reliable system for developing more and better leaders.**



**The church is governed by a board of qualified leaders.**



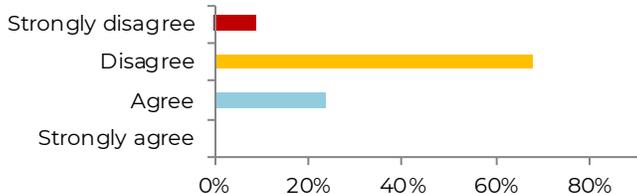
**The church has written job descriptions for staff and volunteer positions.**



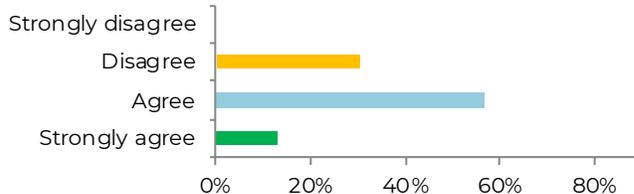
# Leadership Culture, Cont'd.

## Question Response Data

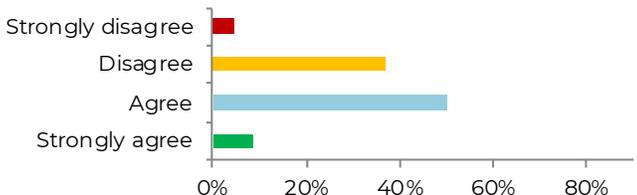
*The church provides formal evaluation for leaders at every level on a regular basis.*



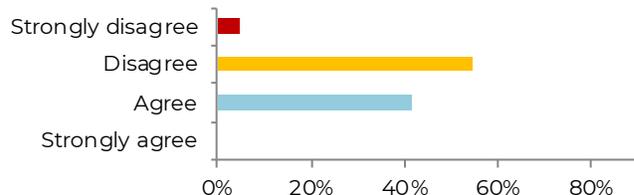
*Each member of the church staff has no more than eight direct reports (paid staff or volunteers).*



*The church's senior leadership has systems for receiving honest feedback.*



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





# Next Steps

## Section

# Recommended Next Steps

In light of the assessment, we recommend the focusing on the following three areas:

## Define a Shared Vision

Fundamentally, South Haven Baptist Church is plagued by a lack of a shared dream and plan for the future. The leadership will struggle to recruit leaders, increase engagement, and reach the community without a clearly articulated vision for the future. A vision must be a clear, shared, exciting picture of the future. The analysis shows that most people in the church do not expect things to be better than they are today, and this is unsurprising. Without a shared, articulated vision for the future that outlines the impact the church desires to make and how the church must change in order to achieve that impact, SHBC will continue on autopilot and will not recover the ground lost in the pandemic.

Moreover, part of a healthy vision is setting clear benchmarks for success. At the Malphurs Group, we do not obsess about the numbers. We don't get too worried if you do or do not hit your benchmarks. But without clear goals, the church will not be able to tell if you are moving fast or slow towards your vision. Imagine driving with no speedometer and no speed limit. You might be able to guess your speed generally, but you'd have no frame or reference to know if it was fast or slow. Likewise, churches that have no clear measures struggle to see when they are dying—which is one of the reasons why thousands of churches each year close, only realizing their predicament once it is too late to change. SHBC still has the resources and time to shape a vision and make an impact, but the church must have clear indicators for progress.

## Focus on Leadership Development & Culture

As stated in the Leadership section, South Haven Baptist Church expects too much from too few leaders. Moreover, there is an undertone that expects that staff can drive discipleship. SHBC (not just the leaders, but the congregation at large) must embrace an Ephesians 4 mindset where leaders are equippers of ministry rather than the primary doers of ministry. We recommend spending time in sermons and in small group curriculum highlighting these Biblical principles. This may have been done in the past, but these principles must be communicated often!

Additionally, the church needs to look at systems and structures for leadership development. As it stands, the church does not have reliable systems for recruiting, training, evaluating, and launching leaders. As a result, the survey revealed a sense that ministry teams are understaffed and some leaders are overworked. The pressure on staff is likely intense (this is an assumption, not

directly reported in the survey). Good systems lead to more and better leaders, which engenders a healthier volunteer and staff culture and prevents burnout and turnover.

### **Re-Innovate the Discipleship Process & Systems**

Put simply, South Haven Baptist Church needs to be able to answer the question: “How do we make and mature disciples?” This question should be answered with a process for discipleship that encompasses both of these functions: making and maturing disciples. Right now, the church answers these questions with a series of programs, and notes that most of them are not working due to Covid-19. This is the problem with being married to programs rather than a process.

By clearly outlining a discipleship pathway—a process-oriented approach to discipleship—the church can more easily pivot in the current environment (and in the case of future crises). This defined process facilitates evaluation of current ministry effectiveness, and empowers the church to make tough decisions about how to “do church” moving forward. SHBC does not need to chase a new model based on a “successful” church. Instead, the leadership must define the process of discipleship and align current and/or new ministries in a way that reliably makes and matures disciples in your specific context.

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The prognosis for South Haven Baptist Church is fair. While the church is still a mid-size congregation, the decline predates the pandemic and Covid likely accelerated the decline. The church must invest in strategic and intentional change over the next 12-18 months in order to jumpstart a new S-Curve and begin to grow.

We recommend that SHBC engage in an intentional revitalization process, which can lead to healthy growth and long-term sustainability. While the Malphurs Group offers a low-cost option, our biggest recommendation is that you use a third-party facilitator—even if that is not The Malphurs Group. There is a sense within the survey that the same people are always making decisions, and that so long as this remains the case, the results are unlikely to be different. Whether true or not, perception is reality when leading change. An outside facilitator with no “agenda” apart from your health is likely to be well-received. Additionally, an outsider will provide objective feedback and the accountability that a constricted process timeline. The church is well-positioned for a revitalization process to bring swift and lasting long-term results.