



Society for
CHURCH
CONSULTING

LEVEL 2: COMPREHENSIVE CHURCH CONSULTATION

FIRST STEPS / FIRST COMPONENTS

I. Comprehensive Consultation Areas

A. Finances

B. Planning/goal setting

C. Growth barriers

D. Outreach/evangelistic approaches

E. Community analysis

F. Church culture analysis

I. Consultation Areas (cont.)

G. Assimilation effectiveness

H. Perceptions/attitudes

I. Data & statistical analysis

J. Small groups/Sunday school

K. Worship issues

L. Leadership effectiveness

I. Comprehensive Consultation Areas (cont.)

M. Prayer emphasis

N. Missions

O. Personnel issues

P. Programming/ministries analysis

Q. Facilities analysis

R. Denominational issues

S. Ministry/staff alignment

I. Comprehensive Consultation Areas (cont.)

T. Mission/Vision

- 1. Mission: God's plan for all churches. Typically includes six purposes: worship, evangelism, discipleship, prayer, ministry and fellowship.**
- 2. Vision: God's specific plan for a specific church at a specific time.**

1. Understanding the Mission

- **Not missions**
- **We do not establish this mission**
- **Vital for developing the framework of ministry**
- ***Missio Dei:***

**Our ultimate Mission is
to bring glory to God.**

Missio Dei

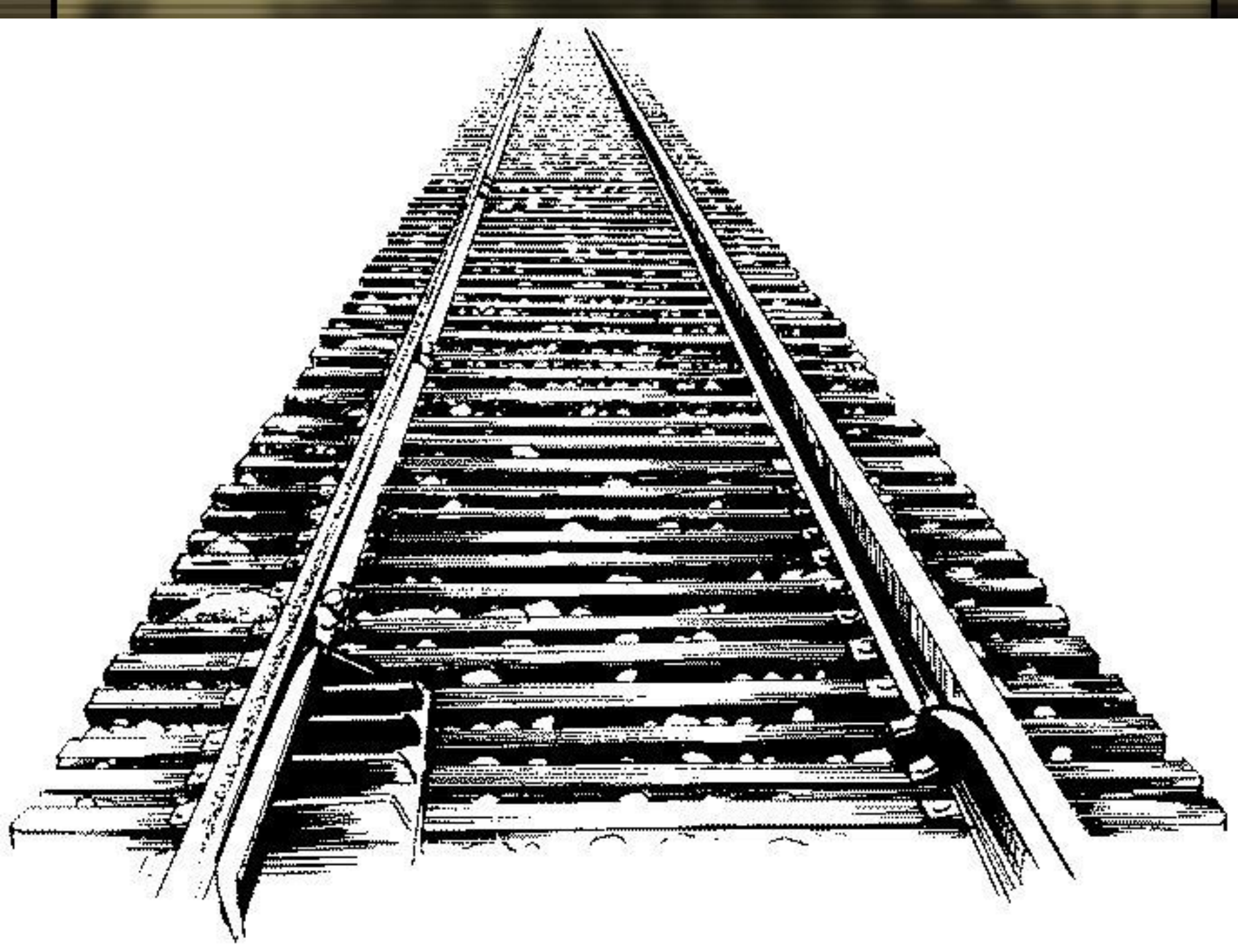


Understanding the Mission

- **Brad Waggoner - A Great Commission leader is one who grasps the reality that success can be evaluated only by a clear theological understanding of why the church exists.**

Understanding the Mission

- **Must be driven from Scripture**
- **Biblically based**
- **Predetermined**
- **Does not change**
- **In the end, bringing glory to God**



2. Establishing a Vision

- **Vision = How a ministry is going to fulfill the Mission**
- **What are our specific actions in this specific place for this specific time?**
- **Includes programming, events, budgets, personnel, etc.**
- **Where do we begin?**

Tradition vs truth (Mark 7:1-13)

- **Aubrey Malphurs – We need a Hermeneutic of Ministry (*A New Kind of Church*)**
 - **Descriptive Principle vs Prescriptive Principle**
 - **Are the biblical passages normative for the church today?**
 - **Which are descriptive and which are prescriptive?**
 - **Look for imperatives,**

Malphurs cont.

- **Negative vs Positive Principle**
 - Are practices legitimate if they are not found in the Bible?
 - Negative = if not in the Bible we cannot do it.
 - Positive = the church is free to pursue practices not found in the Bible as long as they are not prohibited by the clear teaching of Scripture.

Malphurs cont.

- **Pattern vs Principle Approach**
 - **Pattern approach = The practices or patterns of the apostles and the early church are universal and binding on all congregations everywhere at all times.**
 - **Principle approach = The church is obligated to follow only the principles, not the patterns and practices, of the early church.**

- **Purposes or functions = timeless, unchanging and nonnegotiable precepts that are based on Scripture and are mandates for all churches to pursue to accomplish their purpose.**
- **Practices or forms**
 - **Some can be timely and changing, negotiable, cultural, non-absolutes, fulfill functions**
 - **How do we...?**

Examples of Guides for Vision

- These interpret the Mission
- Lists of characteristics or functions

Ewart's 6W's: Acts 2

A Biblical Model for Vision

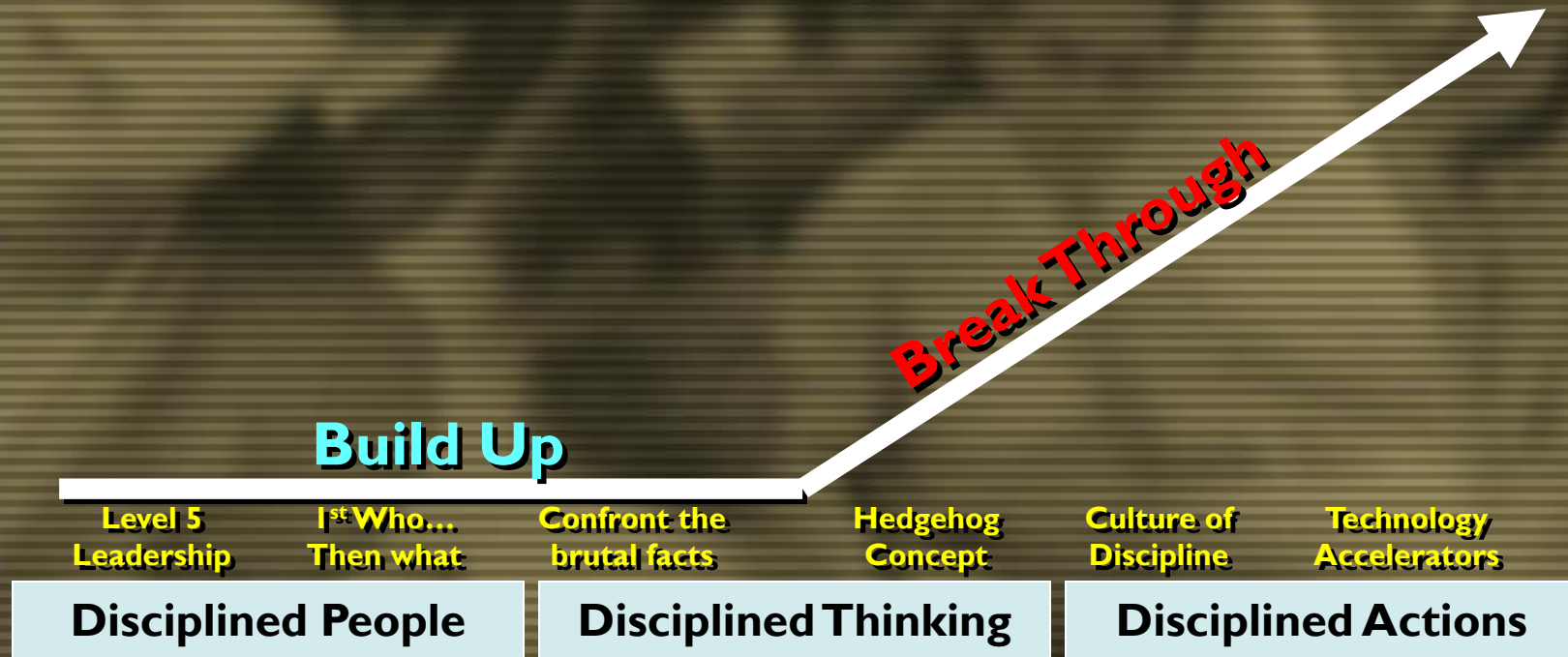
- **Our Worship (Public and Private)**
- **Our Witness (Evangelism & Missions)**
- **Our Warfare (Prayer)**
- **Our Walk (Discipleship)**
- **Our Work (Ministry)**
- **Our Welcome (Fellowship & Assimilation)**

Nine marks of a healthy church:

Mark Dever

1. Expository preaching
2. Biblical theology
3. A biblical understanding of the gospel
4. A biblical understanding of conversion
5. A biblical understanding of evangelism
6. A biblical understanding of church membership
7. Biblical church discipline
8. A concern for promoting Christian discipleship and growth
9. Biblical church leadership

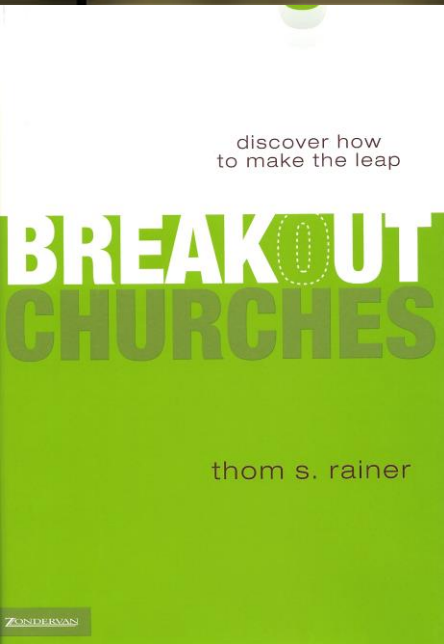
Good To Great, by Jim Collins



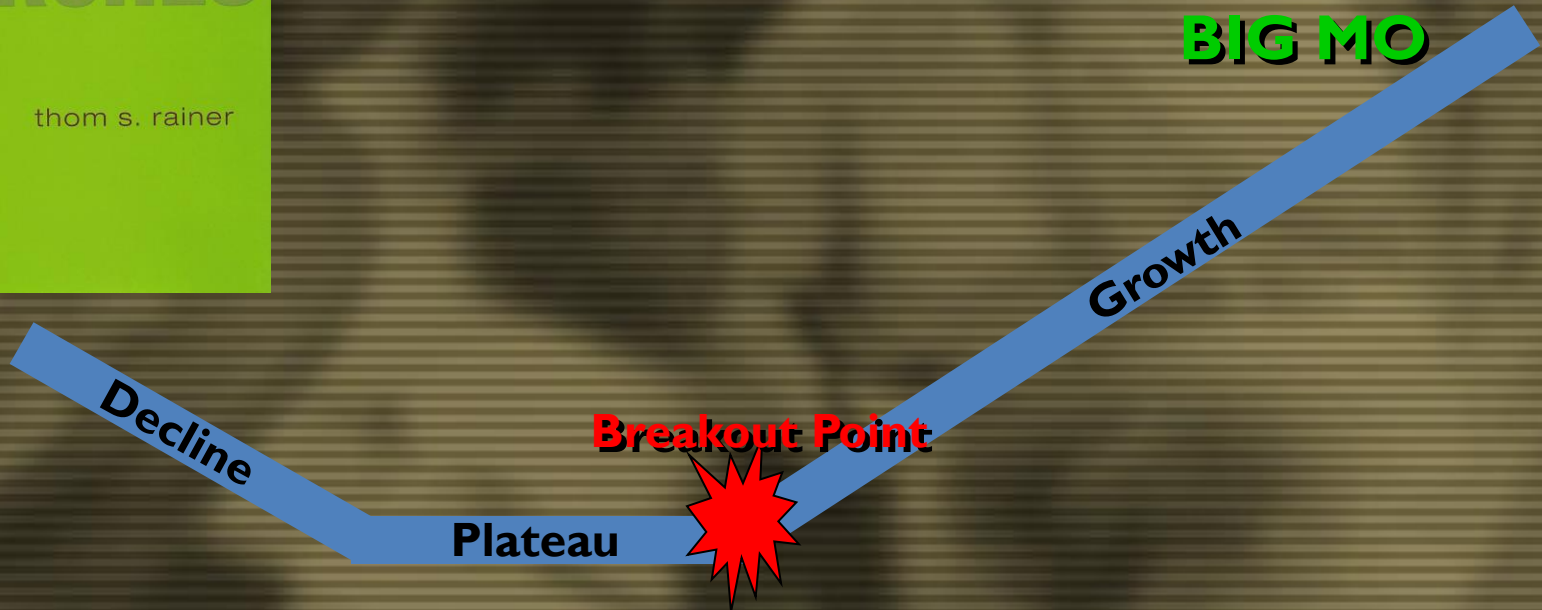
The “Hedgehog Concept”



Breakout Churches

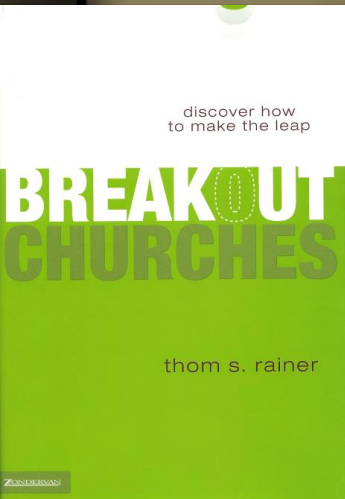


BIG MO

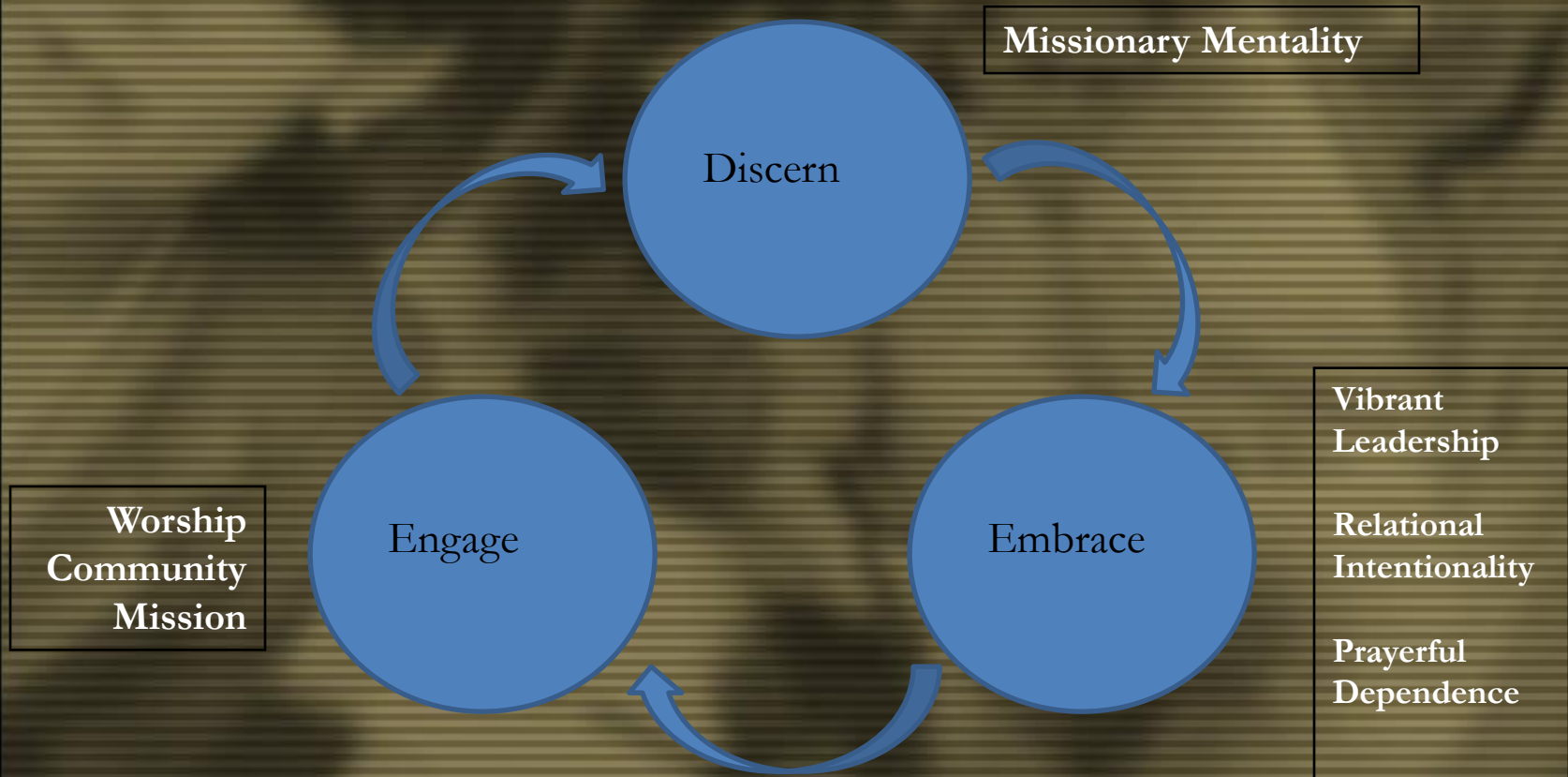


Chrysalis Factor

The “Vision Intersection Profile”



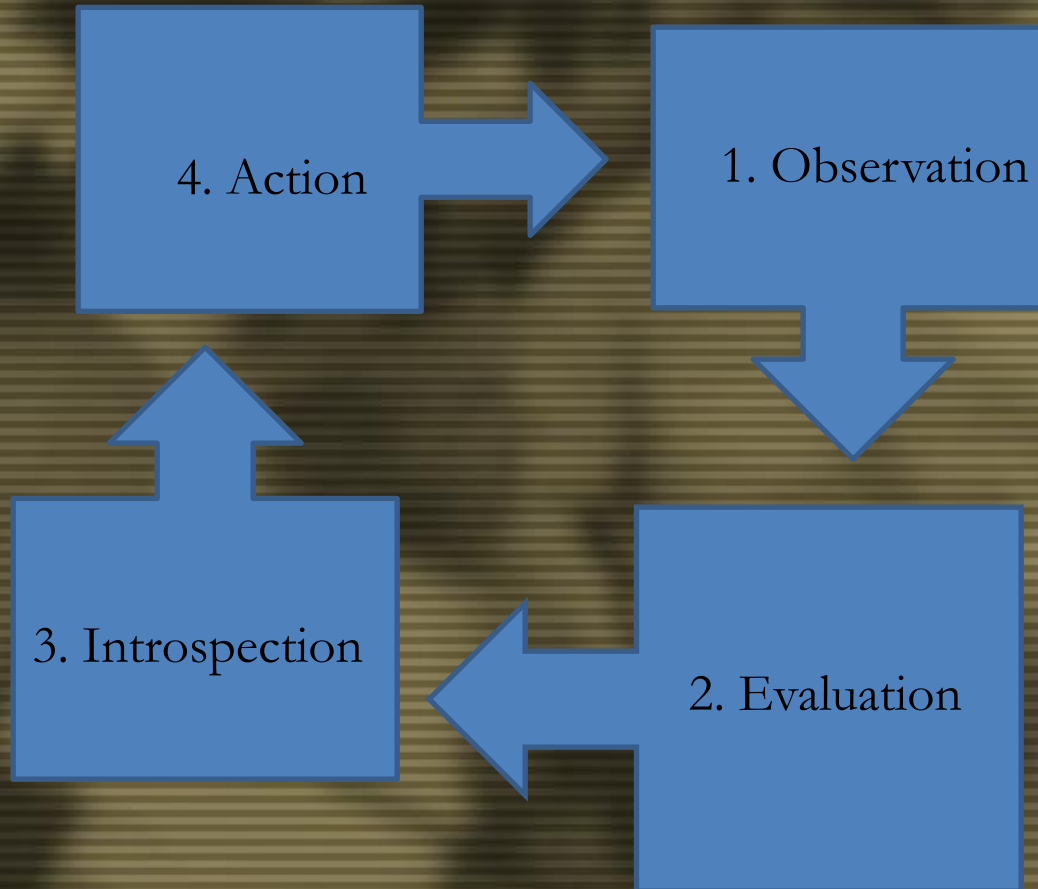
Transformational Loop *Transformational Church* – Rainer/Stetzer



Four-stage assessment process.

David Olson – *The American Church in Crisis*

Numbers 13: 18-20



Great Resource

- *Church Unique* – Will Mancini
- “How missional leaders cast vision, capture culture, and create movement.”

Vision Power

- We must carry out the vision by the power of the Holy Spirit
- That means Bible-driven and prayer-powered
- If not, the ministry can look like this...



Or even worse, this....



Trains vs Bumper Cars

- Bumper cars
- Each car might be cool and slick but what do they do?

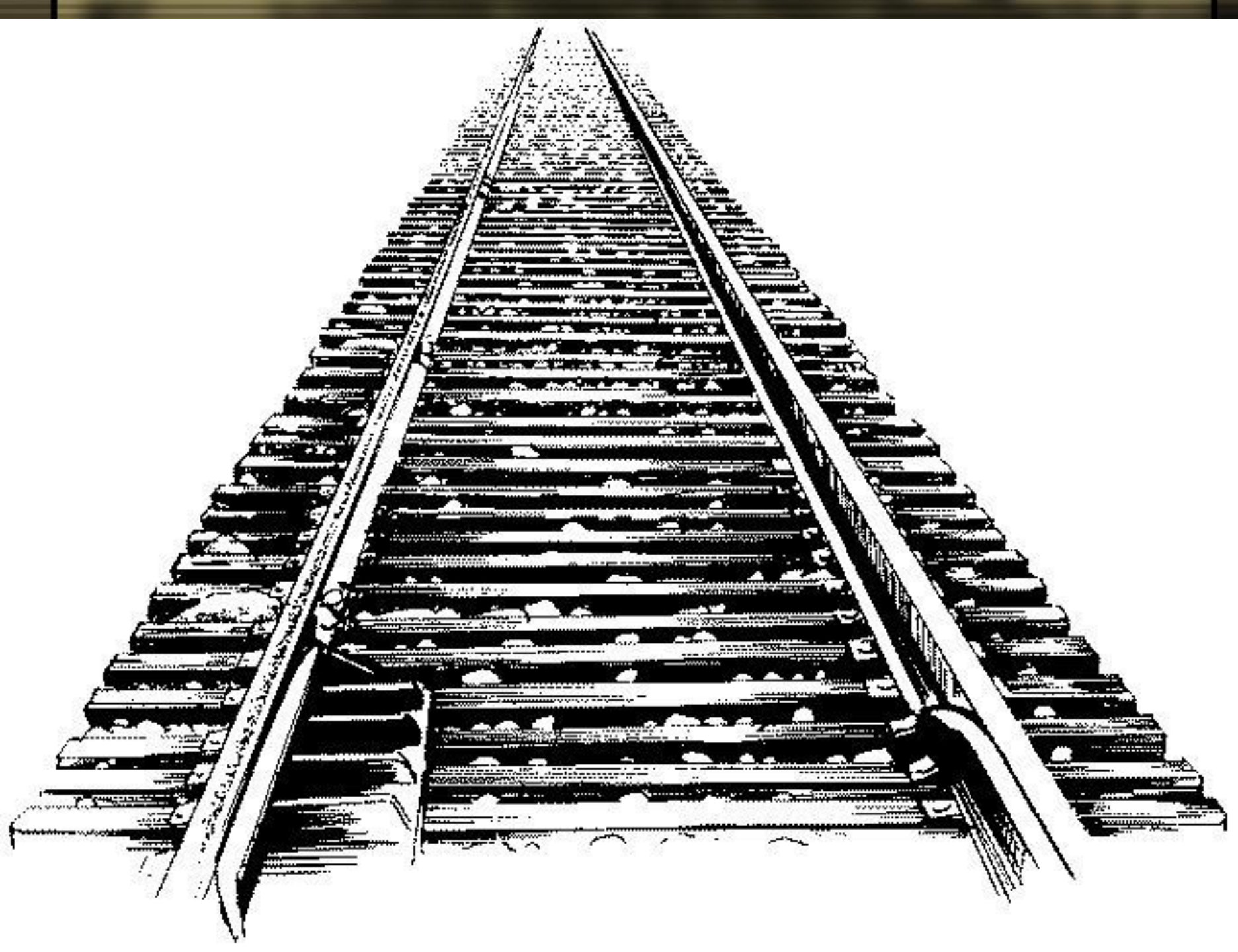


They race around bumping into each other in a circle! Fun but never go anywhere.



Individual directions vs unified vision





- **When the missional vision comes together; when power and people meet, incredible synergy can take place**
- **When people work together on a vision seeking to accomplish the mission, it will look like this...**



II. Growth Barriers (cont.)

A. The biblical issues in growth barriers:

1. The Great Commission: Matthew 28:18-20

2. The Great Commandment: Mark 12:30-31

3. The Ephesians Four Factor: Eph. 4:11-12

4. The Acts 2 Fellowship Factor: Acts 2:42-47

5. St. John's Syndrome: Rev. 3:15-16

II. Growth Barriers (cont.)

B. The barrier of “comfortitis”

Definition: Satisfaction with the status quo

C. The barrier of participatory democracy

Definition: Most decisions are made by the congregation as a whole

II. Growth Barriers (cont.)

D. The barrier of the power group

Definition: A small group controls most of the decision-making in the church.

E. The barrier of the not-like-us malady

Definition: New members are threatening the church with the changes they bring.

II. Growth Barriers (cont.)

F. The barrier of ministry misplacement

Definition: Members are not serving in the proper roles; too few people are doing too much of the ministry.

G. The barrier of the pastoral care pastor

Definition: The pastor is expected to give personal pastoral care to all members.

II. Growth Barriers (cont.)

H. The barrier of biblical blindness

Definition: Failure to believe and/or adhere to major biblical tenets.

I. The barrier of small-church mentality

Definition: The church views herself as small in the past, present and future.

II. Growth Barriers (cont.)

J. The barrier of the stepping-stone pastor

Definition: Short-term pastorates.

K. The barrier of staff shortage

Definition: Inadequate ministry staffing for growth.

II. Growth Barriers (cont.)

L. The barrier of purposeless church:

1. Definition: The church does not know her purpose or functions.

2. *The Purpose-driven Church* influence

3. The purposes of Acts 2:42-47:

**Worship
Prayer
Ministry**

**Evangelism
Discipleship
Fellowship**

II. Growth Barriers (cont.)

M. The barrier of the ex-neighborhood church

Definition: A church whose membership no longer reflects the community.

N. The barrier of finite facilities

Definition: The church has no more space to accommodate future growth.

II. Growth Barriers (cont.)

O. The barrier of “fundingitis”:

1. Definition: A conflict in the church on how to spend additional money.

2. Symptoms:

a. Growth from a small to middle-sized church

b. Internal conflict over financial issues

c. Growth pattern halted

II. Growth Barriers (cont.)

O. The barrier of “fundingitis” (cont.):

3. Diagnosis:

a. Observation

b. Interviews

c. Surveys

d. Financial analysis

e. Statistical analysis

Case Study



What Members Feel about their Church May NOT Be What the Community Feels



III. Congregational Analysis

A. Direct Observation

B. Interviews

C. Document Analysis

D. Surveys / Questionnaires

E. Demographics

III. Congregational Analysis (cont.)

F. History:

- 1. Interview longer-term members**
- 2. Interview ministerial staff**
- 3. Collect pertinent documents**
- 4. Interview former pastors and staff**
- 5. Match interviews with data**

III. Congregational Analysis (cont.)

G. Timeline:

- 1. Indicate significant leaders**
- 2. Indicate significant victories**
- 3. Indicate significant problems or tragedies**
- 4. Indicate significant controversies**
- 5. Indicate natural disasters**
- 6. Indicate other shaping events**
- 7. How far to go back?**

III. Congregational Analysis (cont.)

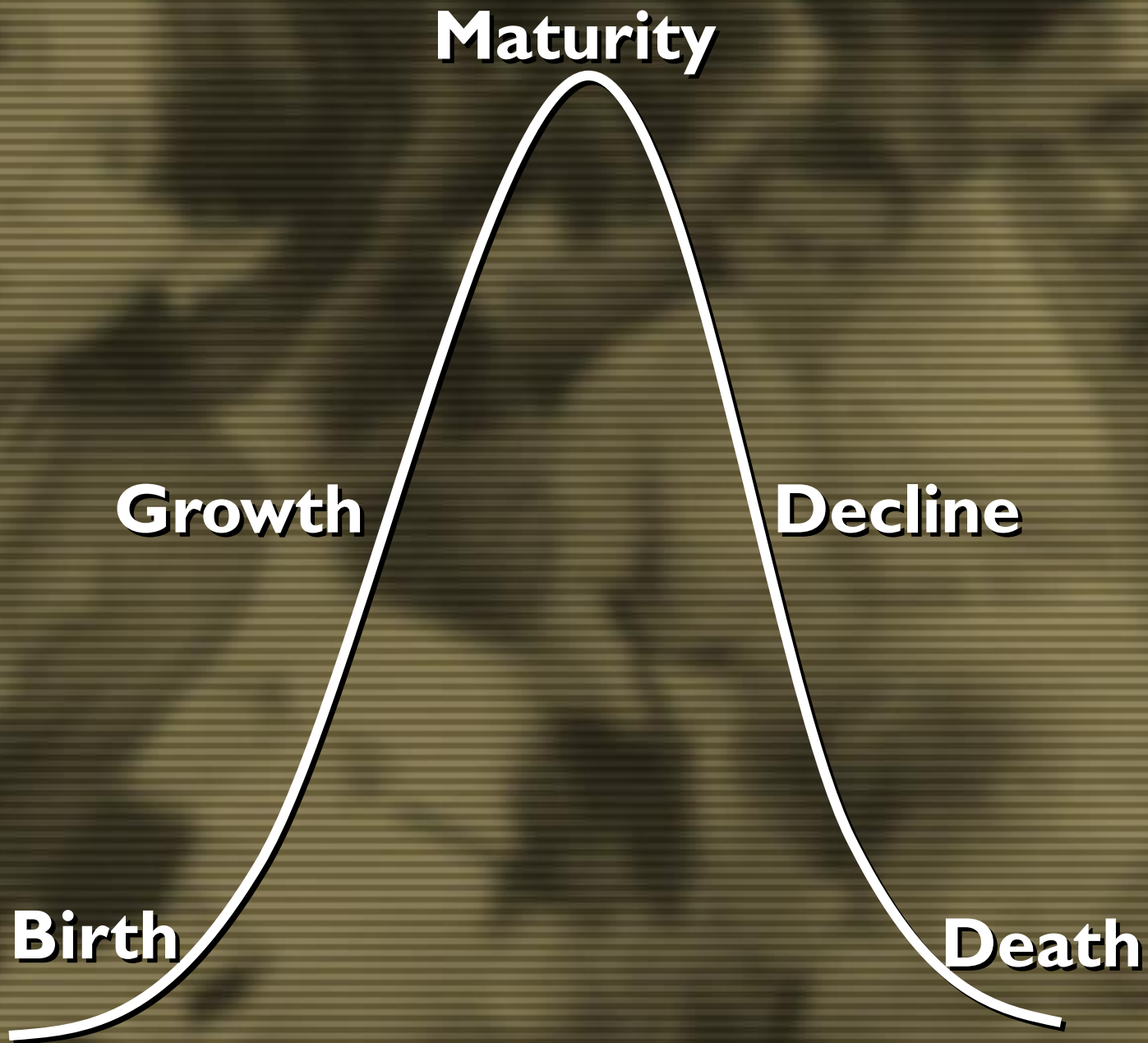
H. Lifecycle:

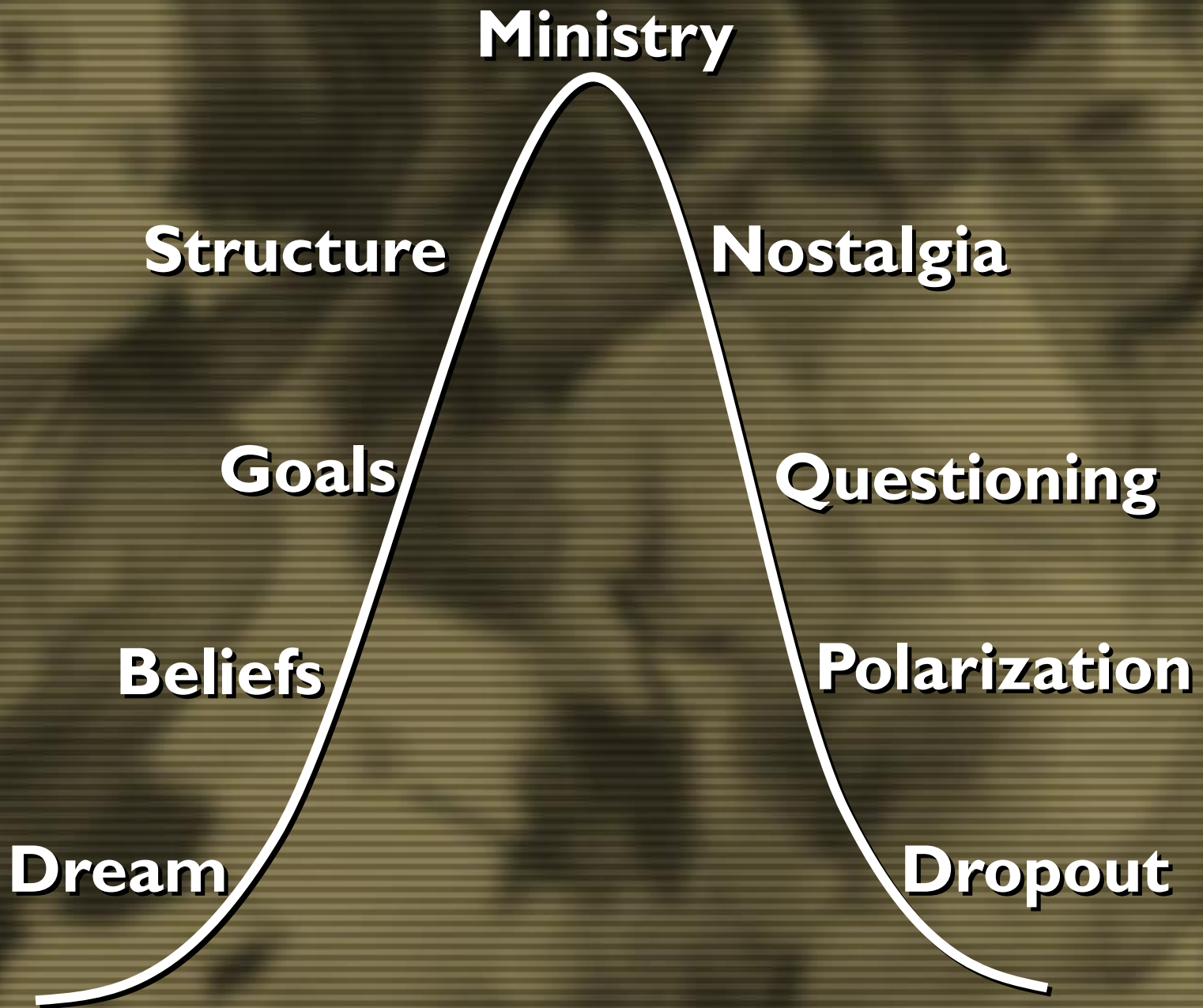
- 1. Birth: vision, enthusiasm, total involvement**
- 2. Early growth: high energy, unity of purpose**
- 3. Prime growth: continued unity, some fallout, begin to focus on structures**
- 4. Plateau: structures complete, greater fallout, uncertain new direction**

III. Congregational Analysis (cont.)

H. Lifecycle:

- 5. Early decline: focus on comfort, few struggles, few challenges, erosion slow but almost imperceptible**
- 6. Later decline: significant losses, division**
- 7. Death**







III. Congregational Analysis (cont.)

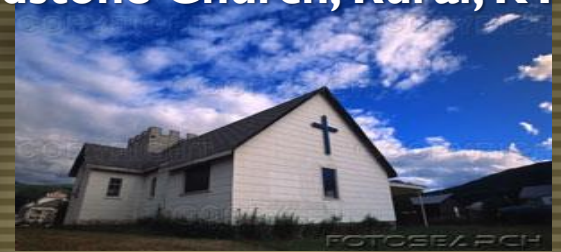
J. Church Type Analysis: What Type of Church Is This?

- 1. A Patriarchal/Matriarchal Church**
- 2. A Pastoral Church**
- 3. A Program-Oriented Church**
- 4. A Corporate Church**
- 5. A Mega Church**

Church Types in America

Roundstone Church, Rural, KY - 55

- **A Patriarchal/Matriarchal Church**
Under 100 in attendance



- **A Pastoral Church**
100-250



Elkins Lake Church, Huntsville, TX - 230

- **A Program-Oriented Church**
250-500



Colonial Heights Church, Kingsport, TN - 480

Church Types in America

- **The Corporate Church**
500 – 1,000



First Baptist, Lenoir City, TN - 950

- **The Mega Church**
1,000 +



**St. John and St. Agnes, Naples, FL – 12,000
(Meets in 2 Locations)**

III. Congregational Analysis (cont.)

K. Document Analysis:

1. Statistical records

2. History & related documents

3. Bulletin / worship folder

4. Newsletter/Website/Social Media

III. Congregational Analysis (cont.)

K. Document Analysis:

5. Routine letters

6. Brochures

7. New member documents

8. Publicity

III. Congregational Analysis (cont.)

K. Document Analysis:

9. Constitution and bylaws

10. Self-published instructional material

11. Sunday school & small group records

III. Congregational Analysis (cont.)

L. Direct Observation:

1. How well concealed is the property?

2. Is there an obvious “right” door to enter? On Sunday? On Thursday?

3. What is the general condition of the real estate?

III. Congregational Analysis (cont.)

L. Direct Observation:

- 4. What is the appearance of the nursery, preschool, and children's area? Are they near exits on the first floor?**
- 5. What is the appearance of the most frequently used women's restroom?**
- 6. What is the condition of the worship center?**

III. Congregational Analysis (cont.)

L. Direct Observation:

7. How attractive is the best large meeting room?

8. What do corridors say to first-time visitors?

9. Is the signage adequate, accurate and attractive?

10. What does the front sign say to passing drivers?

III. Congregational Analysis (cont.)

L. Direct Observation:

I 1. What is the body language between staff members?

I 2. What is the music quality/type in the worship services?

I 3. How friendly is the church?

I 4. How smooth is the flow of worship services?

III. Congregational Analysis (cont.)

L. Direct Observation:

15. What impression does the preaching convey?

**16. What takes place during the welcome/
greeting time?**

17. Who speaks in meetings? Who does not?

18. How does the building fit in the community?

19. Is the Web site more than a brochure?

III. Congregational Analysis (cont.)

M. Church Diagnostic Tools:

I. Basic ratios/statistics:

- a. Guest contact: Contacting a guest within 48 hours of their visit increases return likelihood by nearly 100%.**
- b. Small group ratio: 7:100 – For every 100 active members, a church should have 7 small groups.**

III. Congregational Analysis (cont.)

M. Church Diagnostic Tools:

I. Basic ratios / statistics:

- c. Newcomer-involvement ratio: 8:10 – 80% of new members should be in small groups within 6 months.**
- d. New-group ratio: 1:5 – 20% of the groups should have been started within the last two years.**
- e. Old-group ratio: 9:10 – 90% of the groups will likely stop incorporating new people after two years of existence.**

III. Congregational Analysis (cont.)

M. Church Diagnostic Tools:

I. Basic ratios/statistics:

f. Three key issues in assimilation:

- 1. Expectations**
- 2. Relationships**
- 3. Involvement**
- 4. Convictional teaching and preaching**

g. Average membership losses:

- 1. Death: 1% to 2%**
- 2. Transfer: 3% to 4%**
- 3. Reversion: 2% to 6%**

III. Congregational Analysis (cont.)

M. Church Diagnostic Tools:

I. Basic ratios/statistics:

h. Guest joining rate:

1. 40% of first-time guests join per year

2. 70% - 75% of second-time guests join per year

i. Leadership ratio – 1:5 – 20% of leadership have been members for less than 2 years

j. Ministry staff minimums

III. Congregational Analysis (cont.)

M. Church Diagnostic Tools:

I. Basic ratios/statistics:

k. Conversion ratio: higher of membership or attendance divided by annual conversions

1. Excellent	Less than 20:1
2. Very good	20:1 to 30:1
3. Good:	31:1 to 40:1
4. Fair:	41:1 to 50:1
5. Poor	Above 50:1

III. Congregational Analysis (cont.)

N. Church Demographics:

1. The critical locator map:

a. Members

b. Attenders

2. Age

3. Marital status

4. Income

5. Education

6. Family size

IV. Data Analysis

A. Ten-year data:

1. Total membership

2. Resident membership / small group

3. Average small group/Sunday school attendance

4. Average worship attendance

IV. Data Analysis (cont.)

A. Ten-year data:

- 5. Baptisms / conversions (know your church's nomenclature)**
- 6. Other additions**
- 7. Deletions**
- 8. Budget receipts**
- 9. Total receipts**

IV. Data Analysis (cont.)

C. Pastors / ministers

D. Key Events

E. History

F. Publications

G. Listing of groups / classes by size and attendance

H. Architectural plans/decent drawings

IV. Data Analysis (cont.)

I. Most recent budget

J. Bylaws

K. Defined community

L. Learn how to use percentages:

M. Clear and accurate charts:

1. Ten years

2. Use proper division

3. Excel spreadsheets and/or visuals

IV. Data Analysis (cont.)

N. Communicate without boring people

O. Learn to combine data:

1. Sunday school/small group attendance as a percent of worship attendance

2. Baptismal / conversion ratio: Resident members divided by annual baptisms / conversions

IV. Data Analysis (cont.)

P. Learn to look at different periods

Q. Use common sense!

R. The congregational wake-up call

V. Community Analysis

- A. Community survey (Percept, MissionInsite)**
- B. U.S. Census**
- C. County Planning Department**
- D. Newspapers**
- E. Chamber of Commerce**
- F. Builders**
- G. Realtors**

V. Community Analysis (cont.)

H. Utilities

I. Demographic Services

J. Visual Survey

K. Psychographics

L. Praxiographics

M. Mediagraphics

VI. Understanding Church Finances

Presuppositions to Financial Issues

- A. Resources belong to God.**
- B. God can provide all resources.**
- C. Christians are called to be good stewards of the resources – Matthew 25:14-30.**
- D. Financial decisions are spiritual decisions.**
- E. Money is a means, not an end.**
- F. A church that is financially driven is already a failure.**

VII. Types of Church Budgets

Accounting categories budget:

Ministry	2009 Budget
Giving to God	1,500,000
Missions & Evangelism	264,750
Singles and College	10,000
Education	63,900
Music	31,703
Student	24,350
Activities	4,500
General Administration	89,045
Property Administration	202,245
Personnel	<u>809,507</u>
Total Investments	1,500,000
Capital Needs Now	215,800

VII. Types of Church Budgets (cont)

B. Mission-driven:

2008 Budget	
Missions and Evangelism	\$70,000
Equipping Ministries	75,250
Worship and Music	88,137
Prayer Ministries	15,200
Fellowship Ministries	17,483
Target Ministries	64,111
General Ministries	52,837
Facilities	<u>53,379</u>
Total	436,397

Southeast Christian Church, Louisville, Ky.



DEPARTMENTS	2009 BUDGET	2008 PROJECTION	\$ VARIANCE	% VARIANCE	% OF TOTAL
TEACHING					
Preaching	727,369	710,384	16,985	2.4%	2.2%
Leadership Administration	881,809	706,121	175,688	24.9%	2.7%
WORSHIP & CREATIVE ARTS					
Worship	1,218,240	1,071,847	146,393	13.7%	3.7%
Communications	857,420	611,357	246,063	40.2%	2.6%
CONNECTING GROUPS					
0-30 Groups	3,057,212	2,460,865	596,347	24.2%	9.3%
Campus Groups	763,747	641,995	121,752	19.0%	2.3%
Community Groups	412,243	676,733	(264,490)	-39.1%	1.3%
Care Groups	1,170,624	850,115	320,509	37.7%	3.6%
OUTREACH					
Global Missions	3,571,083	3,419,873	151,210	4.4%	10.8%
National Outreach	774,249	744,195	30,054	4.0%	2.3%
Community Outreach	1,924,287	1,835,604	88,683	4.8%	5.8%
On Campus Outreach	926,552	855,195	71,357	8.3%	2.8%
MINISTRY SUPPORT					
Operations	2,919,467	3,064,299	(144,832)	-4.7%	8.9%
First Impressions	2,293,077	1,969,737	323,340	16.4%	7.0%
Finance & Legal	1,665,947	1,546,096	119,851	7.8%	5.1%
Information Technologies	1,236,942	1,126,826	110,116	9.8%	3.8%
<i>Future Campuses</i>	125,000	481,001	(356,001)	-74.0%	0.4%
<i>Payroll Benefits</i>	3,403,415	2,966,573	436,842	14.7%	10.3%
<i>Capital/Equipment</i>	1,100,000	1,075,000	25,000	2.3%	3.3%
<i>Debt Reduction</i>	4,803,317	4,174,100	629,217	15.1%	14.6%
<i>So IN and Surplus Offerings</i>	(882,000)	-	(882,000)	-	(2.7)%
TOTAL CHURCH BUDGET	32,950,000	30,987,916	1,962,084	6.3%	100.0%
BLANKENBAKER CAMPUS	32,328,173				
SOUTHERN INDIANA CAMPUS	1,378,827				
FUTURE CAMPUSES	125,000				
SO IN AND SURPLUS OFFERINGS	(882,000)				
	32,950,000				



VII. Types of Church Budgets (cont)

C. Previous funding – Budget is based on last year's budget or receipts

D. Zero-based – Assume a starting point of zero for every need

VIII. Composition of Budgets

A. Personnel

B. Program

C. Administrative

D. Denomination/Missions

E. Outreach/Public Relations

F. Debt Repayment/Building

IX. Church Financial Ratios/ Information

B. General Membership Giving:

- 1. Non-givers: 33% of the church's membership gives nothing**
- 2. National average: 3% or less per family-unit members**

IX. Church Financial Ratios/ Information (cont.)

C. Per Capita Weekly Giving Average:

- 1. Most frequently used**
- 2. Answers the question, “How much does each attender (all ages) give each week?”**
- 3. 2005 national average: \$13.71**
Source: 2007 Yearbook of American & Canadian Churches
- 4. Calculation: (Annual budget receipts/
avg. worship attendance) / 52**

IX. Church Financial Ratios/ Information (cont.)

5. Example:

Annual Budget Receipts:	\$275,000
Divided by average worship attendance:	192
Equals:	\$1,432.29
Divided by 52 weeks:	\$27.54
Higher than the 2005 national average:	\$13.71

IX. Church Financial Ratios/ Information (cont.)

**D. Pareto Principle: 20% of members
give 80% of total income**

**E. Debt retirement: No more than 25%
of undesignated gifts**

**F. Facility costs: No more than 50% of
undesignated gifts**

IX. Church Financial Ratios/ Information (cont.)

G. Factors that Increase Giving:

- 1. Giving increases modestly with more regular attendance**
- 2. Giving increases slightly more after a sermon about finances or stewardship**
- 3. Giving increases the most (double the above) when a person becomes active in a Sunday school class**

IX. Church Financial Ratios/ Information (cont.)

H. Generational Giving:

- 1. Builders (born before 1946):
institutional loyalty**
- 2. Boomers (1946-1964): mission of
organization**
- 3. Buster/Gen X (1965-1976): mission &
involvement**
- 4. Bridgers (1977-1994): involvement**

IX. Church Financial Ratios/ Information (cont.)

I. Compensation Guidelines

Pastor/Senior Minister Salary & Housing

Attendance range	Urban (median)	Suburban (median)	Medium City (median)	Small Town (median)
0-250	\$65,592	\$68,730	\$59,500	\$52,640
251-500	\$83,696	\$83,174	\$76,773	\$73,000
501-749	\$111,066	\$92,328	\$84,305	\$89,650
751-1,000	\$116,394	\$110,387	\$85,578	\$84,240
1,000+	\$102,900	\$114,962	\$104,655	\$101,253

X. Borrowing Issues

A. The “never-borrow” church

B. The “faith-borrow” church

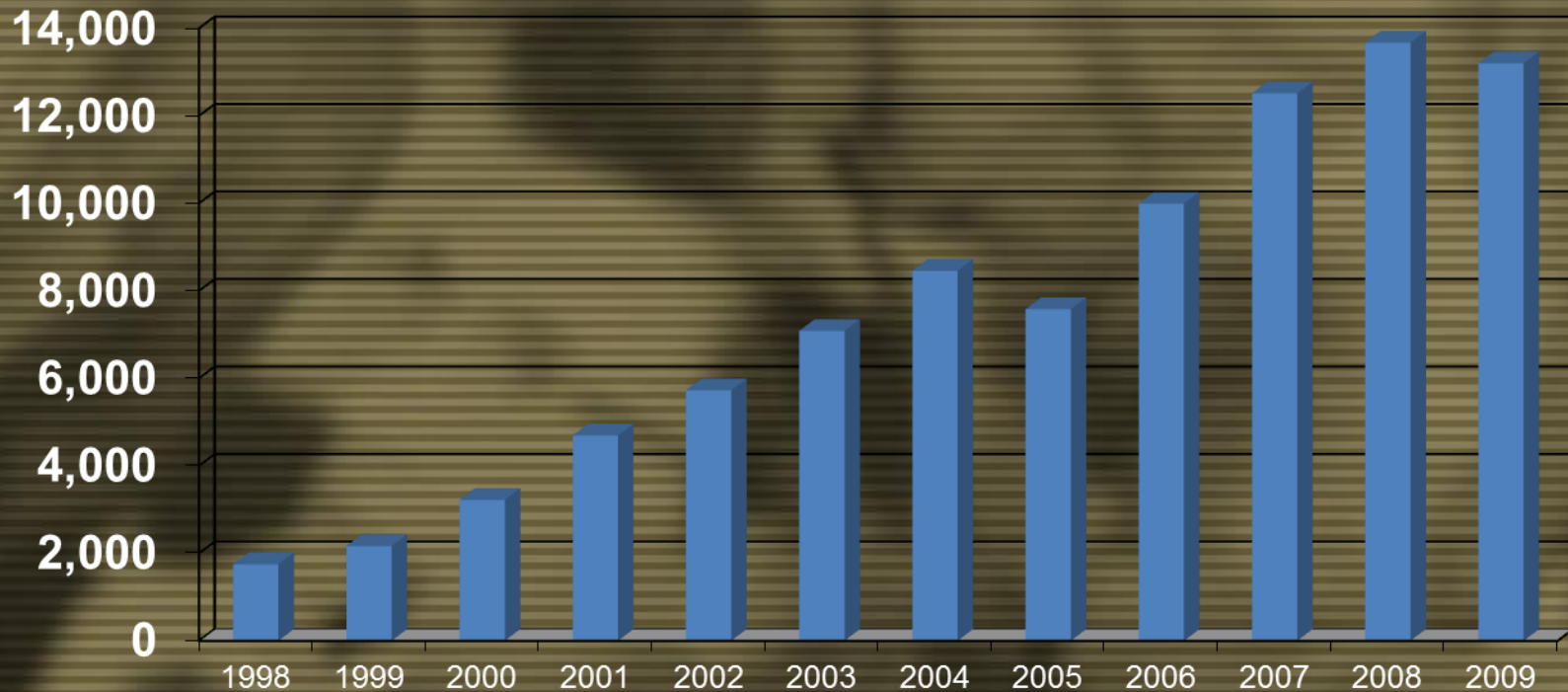
C. The indirect correlation between debt and freedom to minister

D. The hidden costs of debt

XI. Minimum Financial Data for the Church Consultant

A. Budget Giving:

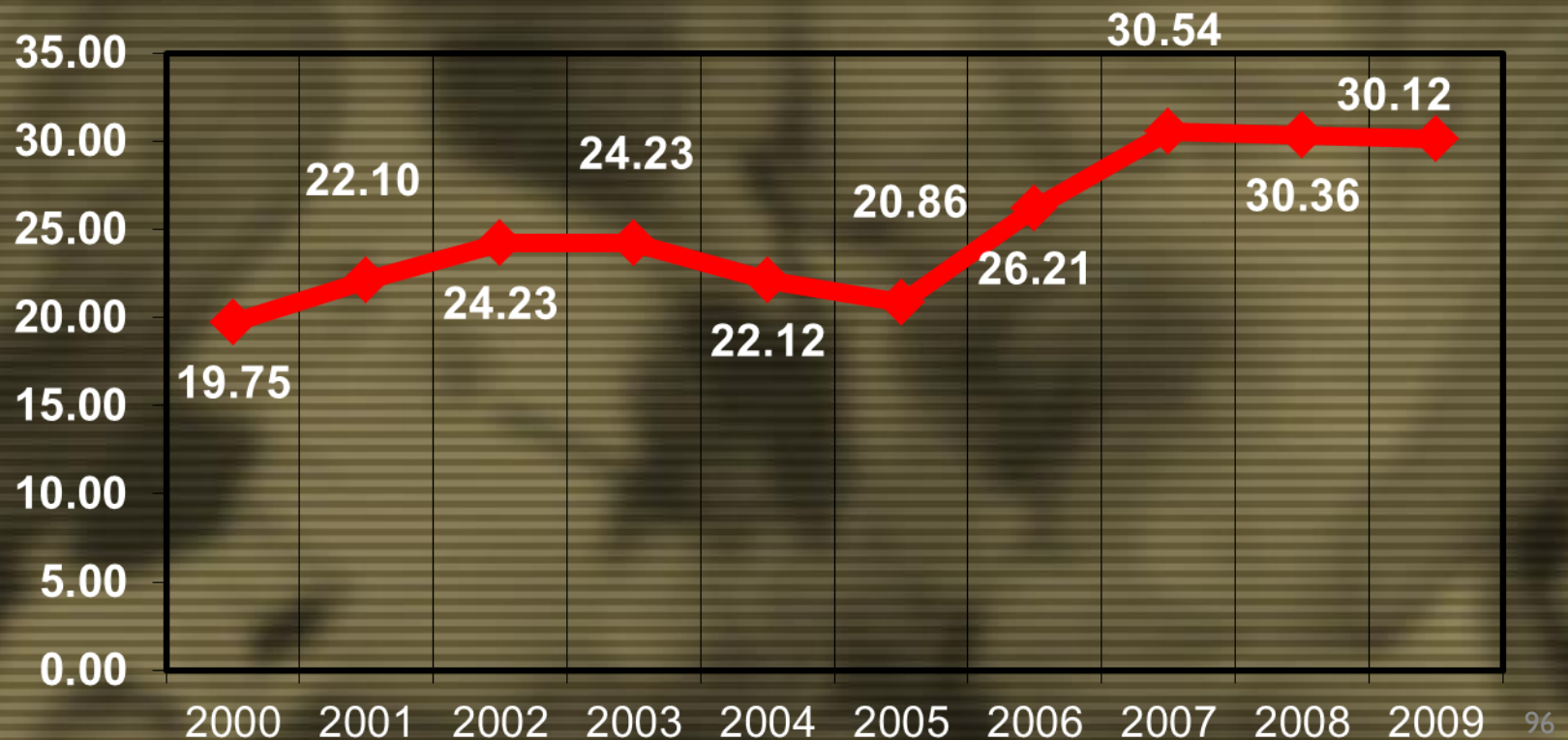
Average Weekly Offerings



XI. Minimum Financial Data for the Church Consultant (cont.)

B. Total Giving

C. Weekly Giving:



XI. Minimum Financial Data for the Church Consultant (cont.)

E. Budget Composition Analysis:

Analysis of 2005-2006 Budget			
		<i>U.S. avg. for 2005</i>	
Personnel	\$125,233	61%	49%
Building, rent, mortgage, capital funds, projects	\$20,530	10%	13%
Utilities	\$26,689	13%	9%
Denominational contributions	\$83,477	9%	9%
Computers, office supplies, books	\$2,053	1%	7%
Missions & evangelism	\$2,053	1%	5%
All other (incl. debt repayment)	\$10,265	5%	9%
Total	\$205,300	100%	100%

XI. Minimum Financial Data for the Church Consultant (cont.)

F. Budget Process:

- 1. How budgetary figures are decided**
- 2. How the church seeks financial commitment of members**

XII. Churches with Endowments

A. Endowment: A sum of money given where the interest from funds can be used for the church's financial needs

1. Undesignated endowment

2. Designated endowment

XII. Churches with Endowments

B. The Blessing: The ability to do more ministry

C. The Curse: Dependence results in lower giving

Further Training

Level 3: Advanced Issues in Church Consultation

- **Mission Drift**
- **Church Leadership**
- **Strategic Planning**
- **Statistical & Data Analysis**
- **Sunday School & Small Groups**

Further Training

Level 4: Best Practices in Church Consultation

- **Assimilation Issues**
- **Practical Consulting Issues**
 - **Writing a Consultation Proposal**
 - **Acquiring Clients A to Z**
 - **Building a Resource File**
 - **Writing Consultation Reports**
 - **Church Consultation Fees**
 - **Presenting Church Consultations**

Further Training

Level 5: Practicum & Certification

The final level of training requires a full consultation process at a local church, including the writing of a report. You will work under the supervision of Dr. Chuck Lawless.

Church Consultation

Next Steps to Consider

- **Use the Church Health Survey**
- **Membership in the Society**
- **Levels 3-4 training**
- **Level 5 certification**