



# Using Our Resources Wisely, Stewardship and Financial Initiatives, A Progress Report

Congregational Meeting May 29 , 2011

# Purpose of Meeting

- Have a brief overview of the process followed and the congregational input received to date
- Hear about the approach taken in developing new initiatives and the progress being made
- Learn about the revenue generating, expenditure control, stewardship & allocation initiatives being started/studied/considered
- Opportunity to ask questions about the various initiatives
- Provide feedback on individual initiatives or the overall approach



# Background: Why this Initiative?

- Small deficits for past 2 years in Ministries and Programs Fund
- Another small deficit forecast for 2011 in M&P, starting to become chronic and a bit larger
- Need for a more vigorous “year end push” to increase revenues and meet budget goals – Spec. Treasurer’s Appeal in 2010
- Now have some reliance on Endowment funds to support current operations
- In November 2010, Council and Stewards started discussions about how best to balance the M&P budget (a financial and stewardship review)



# Overall Goal, Process Followed

Goal: To ensure that we have the resources to do God's work in our congregation and the community

Process:

- Survey and Congregational Meeting: opportunity to obtain valuable input from the wider congregation on financial concerns and ways to address these concerns
- Letter to all households; survey provided 181 responses (Feb)
- Survey results to Town Hall meeting: 50 attendees, feedback (Mar)
- Inventory of Ministry widely discussed at Session, Council
- Financial Options & Revenue Generation papers for Retreat (Apr)
- April 30: Council Retreat –all input considered & proposals developed with follow-up & some actions approved at Stewards & Council meetings in May.



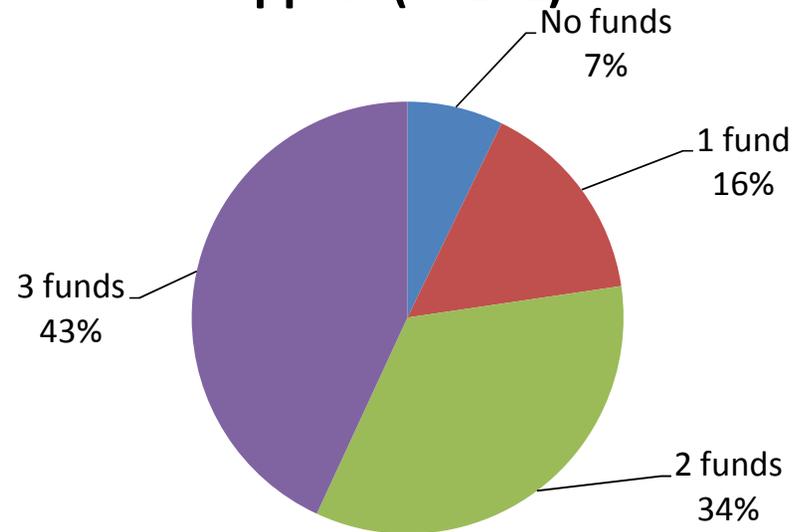
## Congregational Input: Survey Results

- Excellent response rate, 1/3 of households
- Young adults, those new to RPUC under-represented
- Strong participation in giving to one (M&P) or several of the current Funds (M&P, M&S, PR)
- Good support for one fund option; could interpret as desire for flexibility, possible re-allocation among existing funds
- Comments re. revenue 15%, expenses 36%, Funds, alloc. 53%
- General satisfaction with expenditures & management (Q4), moderate level of concern in specific areas
- Most thought they received adequate stewardship & financial info (Q5); a minority seem to be misinformed
- Concern re. reduced ability to give, volunteer (15% of replies)



# Giving to Funds

**Number of Funds Respondents Support (n=181)**



# Giving to Funds: “Yes” Response

- Percent giving to funds and most common reasons for giving:
  - Ministry and Programs – 93%
    - Is the most important fund at the church; the specific things supported (staff, programs, operations, ministries, outreach)
  - Mission and Service – 61%
    - Supports things beyond RPUC (missions and social justice, both overseas and national)
  - Property Renewal – 61%
    - Ensure the building is in good repair, property renewal important, the specific projects that it supports



n=181

# Town Hall Meeting Results

## Key Points, (Mar 27<sup>th</sup>)

- Increase Revenue, Givings
  - User pay: encourage small donations at events, functions, congregational groups; enhance awareness of program costs
  - Need ideas for increasing revenues & people to make it happen
  - Fund raising has to be fun & different to involve younger families
  - 93% of respondents support M&P, but they don't give enough!
- One Fund, Allocation, Flexibility, Deficit Concerns
  - Giving to one fund could cause overall givings to decline
  - One fund provides flexibility, but could “take” from another fund/budget – issues of priorities, transparency
  - Need for flexibility in measures adopted to solve deficit



# Town Hall Meeting Results

## Key Points, con't

- Communication, Stewardship, Special Appeals
  - Funds/budgets should remain separate to remind us where money is spent/needed (e.g., Observer)
  - Congregation may need info on % of money needed for each Fund to give accordingly/proportionately
  - Provide financial status reports more often and earlier in year
  - At yr end, everybody wants to know “what is needed”, then yr end givings increase to meet the need through special appeals
- Managing Expenditures
  - No specific comments/no areas identified
- Was the Survey Representative?
  - Seek other opportunities to get feedback



## Using our Resources Wisely: Principles Followed, Approach Taken by Council, Stewards

- Meet needs of the congregation and community
- Not have a chronic and growing deficit in our M&P budget
- Combination of initiatives: revenues/givings, expenditure control, flexibility in allocation –small changes add up
- Preventative: tools, procedures and information ready
- Longer-term view & consider implications; discernment
- Compromise likely necessary for some initiatives to proceed
- Take a new perspective, creativity
- Finances and stewardship seen in the larger context of our ministry: congregational dev't, communication, worship, music, pastoral care, Christian dev't, outreach



## New Revenue Generation Initiatives Fund Raising, Rentals –Actions Approved

- Proceed with marketing of rental space (website), including the Sanctuary for concerts (Worship & Music policy needed), space for communications tower, larger scale rentals (RCM)
- Proceed, organizer/sponsoring group available: grocery tape collection, greeting card marketing, BBQ & RPUC Café
- Proceed if/when organizer/sponsor identified: Dicken's Christmas Carol, 60<sup>th</sup> Anniversary Cookbook, AV garage sale
- Investigate more fully, develop business plan, obtain approvals: funeral visitation program, kitchen revenues program, special license possibilities, solar panels on roof
- Proposal that net revenue from these new fund raising & rental initiatives to go to Ministry & Programs Fund



# Stewardship Campaign Package, Fall 2011

## -Changes Approved

- Keep 3 funds: Ministry & Programs (M&P), Mission & Service (M&S), Property Renewal (PR)
- Ask congregation to consider pledging/giving a larger amount or higher percentage to M&P, given the deficit in this Fund
- Structure form like a United Way form – option to allow Stewards to allocate pledge to the Fund with greatest need; or you can allocate your pledge to the 3 Funds yourself
- Pledge section for Observer subscription
- Provide Inventory of Ministry
- Provide information on % of funds expended by M&P, M&S, and PR in 2010



## Expenditure Control Initiatives Actions Approved

- Stop blanket payment for Observer subscriptions: Only those who specifically pledge for the Observer during the Stewardship Campaign in fall 2011 will continue to receive it as of spring 2012
- Recruit volunteer to perform audit review each year, with a full audit completed by an accounting firm every 5-7 years
- Work of Christmas Cheer Coordinator to be undertaken by staff: has been proposed by staff, to be approved by Stewards



## Fund Allocation Initiatives, Budget Consultations Actions Approved

- Seasonal appeals (Easter, Thanksgiving, Christmas) to go to the Ministry & Programs Fund
- Moderate use of reserve funds to reduce M&P deficit as a last resort
- Report/consult on 2012 budget at fall congregational meeting, and other venues, along with strategic plan materials such as the RPUC Mission Statement, the Snapshot document, and the Inventory of Ministry



## Initiatives Under Consideration

-to be reviewed at June Stewards, Council mtgs

- Revenue: Fund-Raising Coordinating Group? Net revenue from the proposed new fund-raising & rental initiatives to go to M&P fund. Promotion package for rental space on website.
- Expenditures: No reduction in staff hours. Ministry and Personnel Committee to review job descriptions over next year to determine if changes might be warranted due to changing demands/programs/circumstances
- Fund Allocation: “Fail-safe” re-allocation procedure among funds to help ensure that M&P Fund does not run a deficit in a given year. Various options proposed.



# Observations, Conclusions

- A work in progress
- With a combination of initiatives, there is a greater likelihood of medium and longer-term success
- Questions, feedback on the initiatives is appreciated

