

Overview: This is about the systems that inform the church’s financial status; the reports that track progress and the means (diversified revenue) which feed the financial wellness and future of the church.

Challenge: Our membership is stagnant and our financial base is insufficient.

Opportunity: Begin a planning process that coincides with a period of great promise in the life of our congregation. Develop a long-term financial plan accompanied with a thorough budgeting process tied to the mission and strategic goals. We hope to achieve financial sustainability that will allow us to carry out our long-range plans and establish the church on a firm foundation for the future.

Goals: To be good stewards of our resources and inspire generosity to increase support for the church’s ministries. Fully fund the church’s operating budget within three years with annual stewardship goals designed to achieve this objective.

<p>2019 Strategic Initiatives: Stability <i>(Completed tasks)</i></p>	<ol style="list-style-type: none"> 1. Immediately stabilize cash flow using smaller church endowments. (Completed – 1/7/19) 2. Document financial processes (Appendix A). (Due date = 9/15/19) 3. Liquidate MCC Endowment Fund. (Due date = 7/31/19) 4. Gather data, establish baselines, add metrics. (Completed = 2/2/19) 5. Setup new accounting system; conduct training. (Due date = 8/1/19) 6. Identify potential co-owner partners. (Due date = 12/31/19)
<p>2019 Strategic Initiatives: Planning & Budgeting <i>(Completed tasks)</i></p>	<ol style="list-style-type: none"> 1. Provide financial statements. (Due dates = 6/30/19 & 12/31/19) 2. Provide periodic written financial updates and presentations to members. (Due date = 7/1/19) 3. Create calendar of finance-related events. (Due date = 7/1/19) 4. Revamp budget to align with strategic plan. (Due date = 10/1/19) 5. Research crowd-funding strategies; get support from members & friends of the church. (Due = 11/1/19)
<p>2019 Strategic Initiatives: Revenue Growth <i>(Completed tasks)</i></p>	<ol style="list-style-type: none"> 1. Identify & engage a consultant to help create a 3-5 year strategic financial & church wide plan. (Due date = 9/15/19) 2. Outline “Extravagant Generosity Program,” small group study, sermon series, & pledge campaign. (Due date = 9/15/19); 3. Home Depot, Glacier Hills Legacy & RRF Advocacy grants. (Due date = 8/15/19) 4. Increase revenue by \$5,000. (Due date = 12/31/19)
<p>How will we know when JOF is fiscally healthy?</p>	<p>You pay current expenses on time. You have adequate emergency and reserve funds. You keep sufficient undesignated reserves. Your giving campaigns are effective and ongoing. Your revenue increases by 5% every year. Your memberships supports mission beyond the local church.</p>
<p>Leads</p>	<p>Contact Pam & Jo Ella for more information about these strategic initiatives.</p>

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<p>2020 Strategic Initiatives: Stability <i>(Completed tasks)</i></p>	<ol style="list-style-type: none"> 1. Identify & complete prep steps for audit. (Due date = 6/15/20) 2. Document financial processes (Appendix A & NEW assessment). (Due date = 6/30/20) 3. Establish building reserve fund (\$5,000). (Due date = 12/31/20) 4. Complete accounting system setup & training. (Due date = 5/31/20) 5. Stabilize expenses with targets. (Due date = 5/31/20) 6. Identify best practices for congregational giving. (Due date = 9/15/20)
<p>2020 Strategic Initiatives: Planning & Budgeting <i>(Completed tasks)</i></p>	<ol style="list-style-type: none"> 1. Determine feasibility of a capital campaign. (Due date = 10/1/20) 2. Create calendar of finance-related events. (Due date = 7/1/19) 3. Give an accounting for how the church’s money is being used at the end of every quarter. (Due date = 6/30/20) 4. Create calendar of finance-related events. (Due date = 7/1/20) 5. Continue efforts to build a culture of extravagant generosity with a church-wide study & sermon series. (Due date = 10/1/20)
<p>2020 Strategic Initiatives: Revenue Growth <i>(Completed tasks)</i></p>	<ol style="list-style-type: none"> 1. Host a session on managing finances for families. (Due date = 3/15/20) 2. Submit HHSA, Glacier Hills Legacy & RRF Advocacy grants. (Due date = 8/15/20). 3. Provide info on giving options every quarter. (Due date = 5/31/20) 4. Develop a marketing plan on estate planning. (Due date = 9/1/20) 5. Redesign stewardship campaign and integrate into budgeting process. (Due date = 10/1/20)
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<p>2021 Strategic Initiatives: Stability (Completed tasks)</p>	<ol style="list-style-type: none"> 1. Identify new marketing strategies to recruit donors. (Due date = 2/1/21) 2. Identify new marketing strategies to recruit volunteers. (Due date = 2/1/21) 3. Contact corporate sponsors to underwrite supplies needed for ministries. (Due date = 5/1/21) 4. Develop & implement evaluation of ministries. (Due date = 6/1/21) 5. Review giving records; reach out to lapsed donors. (Due date = 9/1/21)
<p>2021 Strategic Initiatives: Planning & Budgeting (Completed tasks)</p>	<ol style="list-style-type: none"> 1. Seek new individual funding sources for specific ministries. (Due date = 2/1/21) 2. Continue efforts to build a culture of extravagant generosity with a church-wide study & sermon series. (Due date = 3/1/21) 3. Investigate grants from businesses or corporate sponsors with natural ties to ministries. (Due date = 6/1/21) 4. Invite consultant to evaluate stewardship, tithing & generosity efforts of the church. (Due date = 8/1/21)
<p>2021 Strategic Initiatives: Revenue Growth (Completed tasks)</p>	<ol style="list-style-type: none"> 1. Promote ministries more widely & vigorously. (Due date = 2/1/21 & 9/1/21) 2. Develop plan to more effectively steward current donors. Recruit volunteers to help with this effort. (Due date = 2/1/21) 3. Increase the number of repeat givers by 5%. (Due date = 2/1/21) 4. Develop strategy to increase donor gift size. (Due date = 2/1/21) 5. Help people learn how to step toward the tithe. (Due date = 2/1/21)
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Appendix A: Financial Processes

- General Financial & Accounting Information
- Revenues & Cash Receipts
- Purchasing
- Cash Disbursements & Expenditures
- Chart of Accounts ●
- Chart of Sub-Accounts
- Ledger System
- Payroll
- Memorials Funds & Honorariums
- Designated Gifts
- Endowments
- Investment Accounts
- Authorized Signers
- Unrestricted Gifts
- Tax deductible letter to non-cash donors
- Credit Card Policy
- Check Requisition
- Employee Compensation ●
- Giving Options (<https://www.journeyoffaitha2.org/donate>)
- Reimbursements
- Audit
- Gift-in-Kind
- Financial Records
- Financial Reports
- Individual Giving Statements
- Church Bank Accounts
- Reserve Funds
- Sexual Harassment Policy
- Child Abuse Prevention Policy
- Budget Presentation
- Benevolence/Pastor Emergency Fund ●
- Articles of Incorporation of the Congregation
- Property, Liability, Casualty & Crime Insurance Coverage (church-owned property, buildings, and equipment)
- Review Personnel Insurance (protection against risk)
- Workman's Compensation
- I-9
- W2/W-4
- Health Care Benefits
- Retirement/Pension Fund
- Bylaws (need revisions)

Notes: ● = Description completed or policy/documentation is current



What could we do to acknowledge and celebrate contributions?

	Internal Donor	External Donor	Volunteer	Staff	Ministry Lead	SME
Physical	Immediately acknowledge donation	Immediately acknowledge donation	Get to know them & how an individual volunteer prefers to be appreciated	Link the work staff do well to the goals of those being served or to a specific result of the ministry	Let ministry leads know the positive ways their leadership impacts the team & ministry	Let SMEs know how their advice & expertise produces better results for the ministry
Spiritual	Offer prayer	Offer prayer	Offer prayer	Offer prayer	Offer prayer	Offer prayer
Social	Offer coffee with the pastor	Pastor sends a note and small gift to a major donor	Ministry Lead takes the team out to lunch	Supervisor takes the team out to lunch	Mission Lead takes the Ministry Lead out to lunch	Mission Lead takes the SME out to lunch
Emotional	Personal note about how their donation makes a difference	Personal note about how their donation makes a difference	Link their work to meeting a specific goal, result or personal story	Link their work to meeting a specific goal, result or personal story	Link their work to meeting a specific goal, result or personal story	Note from someone telling their personal story
Training	Offer a general overview of the ministry & its impact	Offer a general overview of the ministry & its impact	Offer a general overview of the ministry & its impact	Offer a general overview of the ministry & its impact	Offer a general overview of the ministry & its impact	Offer a general overview of the ministry & its impact
Celebration	Invite to an annual celebration of the nonprofit's work	Invite to an annual celebration of the nonprofit's work	Invite to an annual celebration of the nonprofit's work	Invite to an annual celebration of the nonprofit's work	Invite to an annual celebration of the nonprofit's work	Invite to an annual celebration of the nonprofit's work
Info	Quarterly report on how their money is being spent	Quarterly report on how their money is being spent	Quarterly report on nonprofit's work	Quarterly report on nonprofit's work	Quarterly report on nonprofit's work	Quarterly report on nonprofit's work