

FINANCE -STEWARDSHIP COMMITTEE

S.M.A.R.T. GOALS

Finance-Stewardship F-S S.M.A.R.T. Goals-objectives

S = Specific
M = Measurable
A = Achievable
R = Relevant
T = Time Bound

KEY AREAS;

FUNDING OPERATING BUDGET-----Primary Function

S = Responsible for funding all PCB's operations
M = Measured in pledges
A = Done annually
R = No finds-no church
T = Done annually

This is done on an annual basis

1st Year: Need to improve co-ordination w/Session on the budgeting side of the equation
Push back Budget Completion to September to better define budgetary goals
Evaluate running the campaign right after the 1st of each year

3rd & 5th Years: This process needs to be evaluated on an annual basis.

CHALLENGE: This is a moving target. Goals, needs and desires change on an annual basis. The methods need to adapt as the goals-needs-desires change

Scripture based campaigns do not resonate w/the Congregation.
Religious themed campaigns do.

CAPITAL CAMPAIGN: Secondary Function

S - Raises money for specific—very expensive needs
M - Judged in dollars
A - Must be or capital projects go unfunded and the structure-grounds deteriorate
R - See Comment above
T - Must be or costs to repair-fix-improve increase dramatically

1 Year: Work w/Trustees to determine upcoming capital needs

Co-ordinate w/Session on how to structure this Campaign
Communicate effectively and continually with Congregation so they are aware of PCB's needs.

Needs include:

- * \$120K for parking lot
- * \$25K - \$35K for communications
- * \$10K - \$15K for dehumidifier for basement to combat mold
- * Roof inspection
- * Split HVAC for choir loft

2-3 Years: Execute Session & F-S co-ordinated plan.

5 Year This is ongoing as mechanicals and other parts of the building age.

CHALLENGE: Analyzing on an annual basis the capital needs of PCB is critical. The building was built in the early 1960's. Infrastructure wears out and right now, the parking lot is well beyond it's useful life.

ENDOWMENT FUND: Secondary Function but critical to the long term viability of PCB.

S = Create a system where the interest from the fund fully funds the operation of PCB

M = This is another dollar measurement

A = if successful, this guarantees the long term future of PCB

R = Long term, nothing more relevant

T = Will take 3-5 years

1st Year: Put together plan for structuring this committee and giving is a set of defined goals
Create the long term goals and plans for the church

Communicate these goals and objectives to the congregation

3rd Year: Goals and philosophy of what the ENDOWMENT is for and fully communicated to the congregation and the campaign is underway.

5 Year: This will be a continual, ongoing process

CHALLENGES: The end game is to raise \$8 - \$10 Million Dollars. The money is their and properly presented, the will to give is to. The ***critical*** piece to this puzzle is in establishing the long term goals-vision-needs of PCB.

POLICIES & PROCEDURES: Secondary Function

S = Develop plan and procedures to keep P & P Manual up to date vis a vis PCB's financial matters.

M = Develop plan to ID needed changes & updates

A = Develop plan to get changes to Session

R = Current P & P manual is seriously out of date.

T = Complete my 12/31/24.

1st Year: Analyze current policies and suggest changes to Session. Make approved changes.

3rd & 5th Years: Update Manual every November & December. Implement changes for next fiscal year.

CHALLENGES: This must be done annually. This is not glamorous, however it is extremely important.

COMMITMENT COMMITTEE & FINANCE COMMITTEE

S= Need to split the structure-philosophy of needs for money and capital with the actual running of the campaign

M = This is a dollar measurement

A= Needs to be to split the fund raising workload

R = Need to broaden our approach to fund and capital raising

T = This must happen

1st Year Long term project—Longer term headache. Need to Split the responsibilities of current Finance Committee into its component parts:

- * Finance

- * Commitment

This is our long term future. We need to “bite the bullet” and get this done

3 Year: Operationalize Plan

5 Year: Monitor effectiveness

CHALLENGE: The challenge is getting this done and making it work. We need to broaden the structural universe to how the church is funded. Running the campaign is easy. Structuring the campaign is not and we need to get better at it.

COMMUNICATION: This MUST be a Primary Function

S= PCB has great messages yet our ability to deliver them is terrible

M = Time will be the judge here

A = It must be

R = Nothing is more relevant

T = Must be

1st Year: Need to communicate w/congregation quarterly at a minimum current financial state of PCB. That need to happen by September. Same for how Session spends the Congregation’s money. Must use all platforms to communicate. The Survey

Generated a lot of useful information. How is that data being used, who is using it and What is the status of the info gleaned.

3 & 5 Years Out: Monitor effectiveness and make changes where necessary.

CHALLENGES: PCB has been lousy at this since the beginning. We have gotten away with how we have communicated for years but the world has changed the last 20 and we have not kept up.