

# Mark #3 - Respond to Human Need by Loving Service

## Retired Clergy/Widows, Widowers & Orphans

- \$355,049 in Medicare Supplemental Ins. Provided
- NJ Corp for Relief of WW&C Provided Add'l \$30,468 in Annuities

## Immigration & Migrant Worker Ministries

### Urban Ministry

### Prison Ministry

## Episcopal Relief & Development

75th Anniversary -  
\$150,000 Raised

## Sustainable Development Goals (MDGs)

- Nets for Life
- Congregational Mission Grants

## Hurricane Sandy Recovery

2,200 Families Assisted  
\$1.5 Million in Aid  
65,000 People Fed

## Detention Center Ministry

## Ministry With Older Adults

- 25 Jubilee Centers
- 176,867 Bags of Food Distributed
- 58,000 Hot Meals Served
- 7 Community Gardens Planted

## Ecuador Central & Ecuador Litoral

# Mission-Based Budgeting An Exploration in Discipleship

Stop Hunger Now 2016 - over  
20,000 meals produced

EYE - 3 Days of Urban Service

MLK Jr Day of Service - 49 Participants

Sandy Relief Mission Trip - 18 participants

Ecuador Central & Litoral  
Mission Trip - 12 Participants

Parish Crisis Response  
\$15,000 Allocated

Recovery Ministries -  
Annual Recovery Sunday

Dominican Republic  
Missionary -  
Charlie Nakash

- Seminary Scholarship Provided
- Annual African Evensong



# Why Mission-Based Budgeting?





Few documents get more consistent attention than a budget document. And along with every instance where that document gets reviewed, we have an opportunity to articulate our understanding of God's call to us and to tell stories about our response; to reflect on how we "put our money where our mouth is".

Or not.

# Changing the Conversation

What's the **difference** between an **investment** and an **expense**?

The **difference** is simple:

One will start paying you back,



and the other is a drain on your resources.



# Diocese of New Jersey

## Budget To Actual

### Sample

	2018 Approved Budget	Budget To-Date 10/31/2018	Actual To-Date 10/31/2018	Variance To-Date 10/31/2018	2017 Actuals Comparison 10/31/2017
<b>Revenues</b>					
1b Marks of Mission Giving	2,744,035	2,286,696	2,237,100	49,596	1,961,216
2 Trust Funds	450,000	375,000	385,912	(10,912)	377,960
2a Designated Funds	91,000	75,833	80,033	(4,199)	84,057
4 Other Revenue	-	-	11,765	(11,765)	3,740
6 Trustee Grants - Re-Tooling our Ministries	492,820	410,683	410,683	-	342,644
6b Trustee Grants - CTO Support	143,299	119,416	119,416	-	74,367
6c Trustee Grants - Cn Missr for Yth&YA Support	-	-	-	-	26,250
<b>Total Revenues</b>	<b>3,921,154</b>	<b>3,267,628</b>	<b>3,244,909</b>	<b>22,720</b>	<b>2,870,234</b>
<b>Expenses</b>					
<b>Diocesan Priorities</b>					
10 Mission Congregations	450,000	450,000	450,000	-	337,500
20 The Episcopal Church	515,160	386,370	386,370	-	332,040
<b>Social &amp; Ethnic Ministry</b>					
31 Migrant Ministry	500	417	105	312	1,702
32 Anti-Racism	11,500	11,500	1,478	10,022	11,950
33 Hispanic Commission	12,000	10,000	3,121	6,879	7,089
35 Sustainable Development Goals	10,000	-	750	(750)	-
40 Trinity Cathedral	150,000	150,000	150,000	-	112,500
50 Diocesan Communication	35,000	31,500	31,633	(133)	24,065
55 Archival Expenses	5,000	4,167	2,685	1,481	5,674
65 Ministry for Older Adults	1,570	1,308	86	1,222	351
70 Jubilee Ministries	3,500	2,917	983	1,934	1,807
75 Episcopal Church Women (ECW)	1,475	1,475	1,199	276	995
<b>Sub-Total Social &amp; Ethnic Ministry</b>	<b>230,545</b>	<b>213,284</b>	<b>192,040</b>	<b>21,244</b>	<b>166,132</b>
<b>Sub-Total Diocesan Priorities</b>	<b>1,195,705</b>	<b>1,049,654</b>	<b>1,028,410</b>	<b>21,244</b>	<b>835,672</b>
<b>Congregational Development</b>					
<b>Congregational Development</b>					
100 Congregational Development Committee	25,480	21,233	16,649	4,585	8,034
101 Board Of Missions	300	250	225	25	209
103 Parish Crisis Response	15,000	15,000	15,265	(265)	7,707
<b>Congregational Development</b>	<b>40,780</b>	<b>36,483</b>	<b>32,139</b>	<b>4,345</b>	<b>15,950</b>

# The Conventional Budget Conversation

- Available resources perceived as limited and shrinking.
- Expense-focused.
- Costs are perceived as a drain on resources.
  - Do we have enough?
  - How fast are we draining what we have?
- Where are we over or under budget?
- Characterized by philosophy of scarcity and are generally accompanied by anxiety.
- They have applicability to fiduciary responsibility in our culture, but there is no life in them.



# Changing the Conversation

“This [expense-only] mind-set is one of the biggest downfalls of businesses in general. If everything is viewed as an expense, then decisions are based not on a growth model but rather a survival model. Those who start a business wanting only to survive are sabotaging their ability to make sound, strategic decisions that will grow and sustain their businesses.”

Entrepreneur.com; “When Expenses Are Really Investments”, April 16, 2010



# Changing the Conversation

Those who guide a church wanting only to survive are sabotaging their ability to allow the Holy Spirit to inspire them to follow Jesus Christ on God's mission of reconciliation in the world in ways that will grow and sustain their churches.



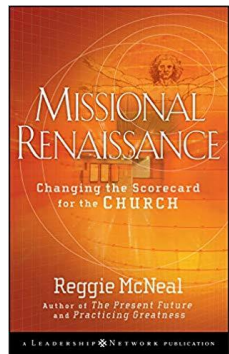
# Missional Mindset

# Three Missional Shifts

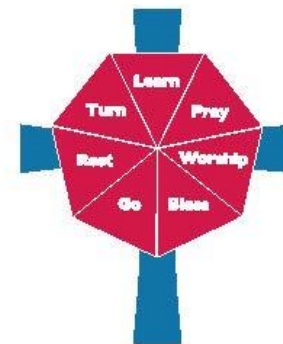
## #1 – From an Internal to an External Ministry Focus



## #2 – From Program Development to People Development



# #3 – From Church-Based to Kingdom-Based Leadership



As the Episcopal branch of the Jesus Movement, we follow the Way of Jesus. His way is the Way of Love, and that love has the power to change lives and change the world. How will you and your ministry grow more centered in Jesus and share his loving, liberating, life-giving way in the world? Presiding Bishop Michael Curry invites us to join him in **THE WAY OF LOVE**

### *Practices for Jesus-Centered Life*

Find resources from across the church and share your gifts and stories:  
[www.episcopalchurch.org/wayoflove](http://www.episcopalchurch.org/wayoflove) Text WAYOFLove to 51555

**#WAYOFLOVE**



# Doing the Math of Mission

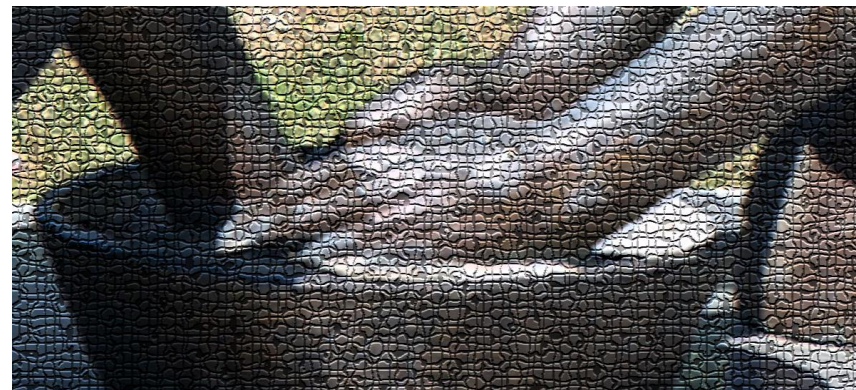
When we are free in Christ, then we are freed from the measures of success of this world. Our metrics for leadership and growth are not the metrics of this world; rather those of God's Kingdom. Therefore, when we ground our discernment in prayer, we are free to risk to boldly act in the way of love.

The Rev. Jason Emerson

Church of the Nativity

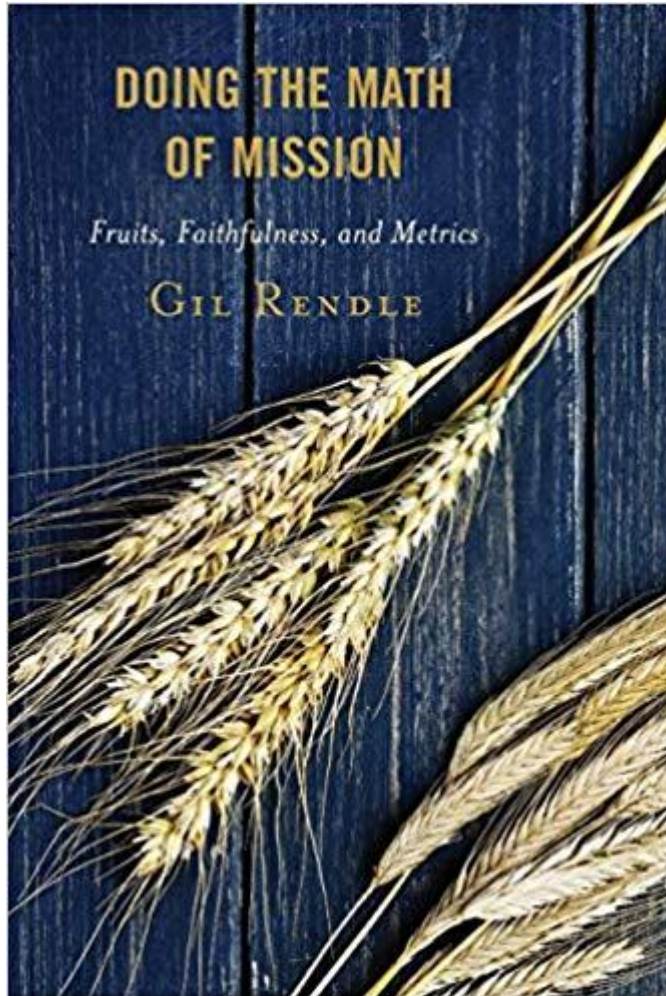
Fort Oglethorpe, GA

[https://us18.campaign-  
archive.com/?u=c704083fc19802d7fdc487275&id=effb3c0859](https://us18.campaign-archive.com/?u=c704083fc19802d7fdc487275&id=effb3c0859)



Good Book Club, Gathering of Leaders, Reflections on Romans, Jan. 28, 2019

# Doing the Math of Mission

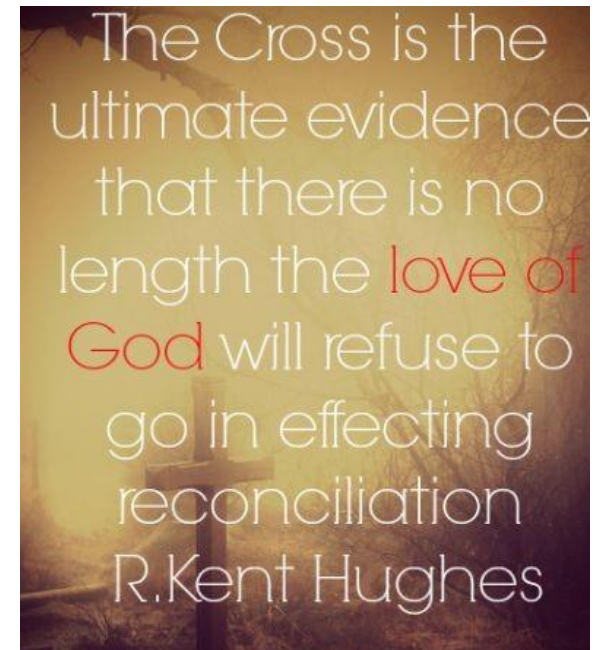
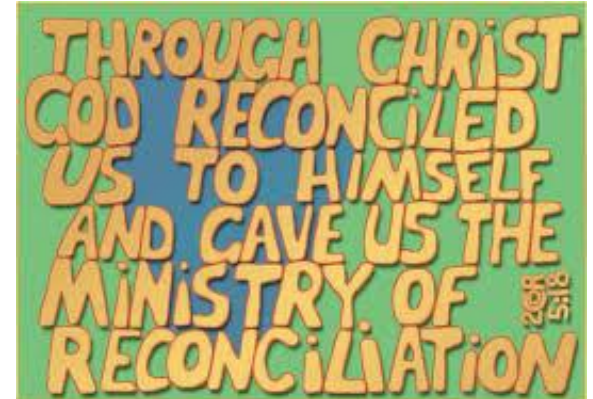


“Disciples are made in congregations where the body of Christ invites, challenges, models, mentors, supports and provides accountability. While much that happens in the discipling ministry of the local church is not easily countable, the health and vitality of the congregation itself (for which there are more accessible metrics) is an issue of great concern because vital congregations are where formation takes place for many of us.”



# The Mission-Based Budget Conversation

- starts from the understanding that costs are investments in God's mission of reconciliation in the world, however we recognize, express and join in with that.
- reminds us that we already have a powerful working partner who invested His Son's life into that mission...
- One who stands ready to multiply the return on our investment in helping Him far beyond any capacity we ourselves have.



# Changing the Conversation



Questions? Comments??

# Narrative Budgeting Vs. Mission-Based Budgeting



What's the Difference?

# Narrative Budgeting Vs. Mission-Based Budgeting



Presentation or Working Document?

# Narrative with Conventional Support

## THE PRACTICE OF CARING

*Part of our \$192,900 Budget supports the Ministry of Caring*

We offer ongoing care and support to all members and friends of our congregation and to any with whom we cross paths as we live out our faith.

We respond to individuals in times of crisis, such as illness or bereavement. We keep in touch with members who are housebound or who live in seniors' residences and can no longer come to church. Our ministry personnel and volunteer visitors want to make this church a caring community where each person is able to feel the love of God being shared with one another.

Some practical examples that are part of the Practice of Caring:

- staff time (include parish nurse, if applicable), travel expenses,...
- visits to hospitals and seniors' residences
- premarital and marital counseling; bereavement counseling
- letters & care packages to university students & armed forces personnel
- new member visits and newsletter distribution to all families
- social gatherings throughout the year, including community dinners.

## THE PRACTICE OF REACHING OUT

*Part of our \$192,900 Budget supports the Ministry of Reaching Out*

Living our faith continues as we live our lives in the world. . We provide time and money for God's work beyond our church walls. This work takes place in our city, in our country, and in countries all around the world. We also support the work of the United Church through Presbytery and Conference assessments. Our congregation has a strong ministry of outreach both locally and through the Mission and Service Fund of the United Church. We are called to seek justice and equality for others.

Throughout the year, we reach out beyond this budget and provide additional support and funding to special projects as needs are identified. These projects may be in our local community or farther afield.

Some practical examples that are part of the Practice of Reaching Out:

- Mission and Service Fund support and support for Presbytery and Conference work
- local initiatives for justice and care for the earth
- special projects

Pamphlet B  
Side 1

## Living God's Transforming Love



MINISTRY, MISSION AND PROGRAMMING  
ANYWHERE UNITED CHURCH  
2013

Together, we give to financially support the ministries and programs of our church. How much money is spent? How is it spent?

The narrative of who we are as a church unfolds in Scripture, in the life of Jesus and in the world. We live out this story in many ways, including through the Christian Practices of:

- ✦ Worshipping
- ✦ Learning
- ✦ Caring
- ✦ Reaching out

These four practices give us sacred containers within which we can place our financial resources so that this congregation will be able to offer ministry and programming as we continue to live out God's transforming love in so many faith-filled ways. This folder offers you a broad story that connects our \$192,000 budget to the mission and ministry we offer as Anywhere United Church

Please read this story and prayerfully consider how you want to respond on

Celebration Sunday. (date)

when you indicate your Estimate of Givings



# Narrative with Summary Cost Allocation

## Worship

*"Worship the Lord in the beauty of holiness...." Ps. 96:9*

*"...with gratitude in your hearts sing psalms, hymns and spiritual songs to God. And whatever you do, in word and deed, do everything in the name of the Lord Jesus, giving thanks to God the Father through him."*

Colossians 3:16 - 17

As members of St. Paul's Episcopal Church in Delray Beach we are, first and foremost, a worshipping community. Week by week, we join with others to "acknowledge the holiness of God" (BCP p. 857) and to be formed as God's holy people through prayers, praise and sacraments. The word "worship" is derived from an Anglo-Saxon word that literally means "worth-ship," inviting us to consider who or what we consider of greatest worth in our lives. As Christians, we are "members of the body of Christ." Our identity as members of Christ's body is shaped by grace and through the power of the Holy Spirit, principally through our worship. St. Paul's is blessed to offer a rich and wonderful variety of worship experiences. Every weekend, at least five worship services take place at St. Paul's. Each offers something unique and different, from the 5 PM Saturday "Illuminated Worship Service" which features the music of Dr. Keith Paulson-Thorp and the Larry Mellone Ensemble, to the simplicity of the 8 AM service for those who are early risers, the 10 AM traditional worship service with Dr. Keith Paulson-Thorp leading the St. Paul's Choir, our new Family Illuminated Worship Service at 10:45 for families with young children, or our new Seeker(s) Service - a contemplative service designed to meet the needs of today's 20-30 somethings which takes place on Sunday evenings at 5:30 PM. In addition there are our weekday worship services as well as weddings, funerals and special worship services during the year.



### Worship includes:

- Clergy to lead and preach
- The Organist and Choir Director
- Special Musicians for Christmas, Easter and other festal occasions
- Choir members - professional and volunteer
- Ensemble musicians for Saturday Illuminated Worship and Family Illuminated Worship
- Musicians for the Seeker(s) Service
- Tuning of pianos and organ
- Lay Chalice Administrators, Ushers, Greeters and Acolytes
- Altar Supplies
- Bread and wine for Eucharist
- Flowers
- Printing service leaflets, Acts of St. Paul's and other material
- Administrative costs
- Technology for audio and video enhancement and recording


**Total allocated to worship in 2012 = \$240,712**

# Mission-Based Budget





**Diocese of New Jersey**  
**Mission-Based Budget vs. Actual**  
**YTD October 2018**

<div>  <b>Mark #1 - To Proclaim the Good News of the Kingdom</b> </div>							
Description	Full Year Budget	YTD Budget		YTD Actual		Variance	
		Amount	%	Amount	%	Amount	%
Direct Assistance to Congregations	\$ 187,500	\$ 187,500	5.6%	\$ 187,499	5.8%	\$ 1	0.0%
Bishop & COO Congregational Support	112,838	97,883	2.9%	95,278	2.9%	2,605	2.7%
Communications Staff & Expenses	47,062	41,505	1.2%	40,349	1.2%	1,156	2.8%
Congregational Development & Christian Formation	72,684	59,943	1.8%	55,408	1.7%	4,535	7.6%
Transition Ministry Congregational Support	57,441	47,158	1.4%	50,604	1.6%	(3,446)	(7.3%)
Youth & Young Adult Ministry Staff & Expenses	41,021	35,042	1.1%	32,951	1.0%	2,091	6.0%
Support of The Episcopal Church	103,032	77,274	2.3%	77,274	2.4%	-	0.0%
Clergy Development & Support	21,600	18,490	0.6%	13,948	0.4%	4,542	24.6%
Conventions, Conferences & Workshops	69,235	66,886	2.0%	47,420	1.5%	19,466	29.1%
Social Justice Outreach Programs	15,138	14,405	0.4%	12,060	0.4%	2,345	16.3%
Stewardship	5,000	4,167	0.1%	2,685	0.1%	1,482	35.6%
Retired Clergy Support	101,875	84,896	2.5%	81,323	2.5%	3,573	4.2%
Administrative Support Expense	163,579	129,740	3.9%	129,422	4.0%	318	0.2%
Facilities, Office & Equipment Costs	65,843	55,326	1.7%	53,405	1.6%	1,921	3.5%
<b>Subtotals - Mark #1 - To Proclaim the Good News of the Kingdom</b>	<b>\$ 1,063,848</b>	<b>\$ 920,215</b>	<b>27.6%</b>	<b>\$ 879,626</b>	<b>27.1%</b>	<b>\$ 40,589</b>	<b>4.4%</b>

# Narrative vs. Mission-Based Budgeting



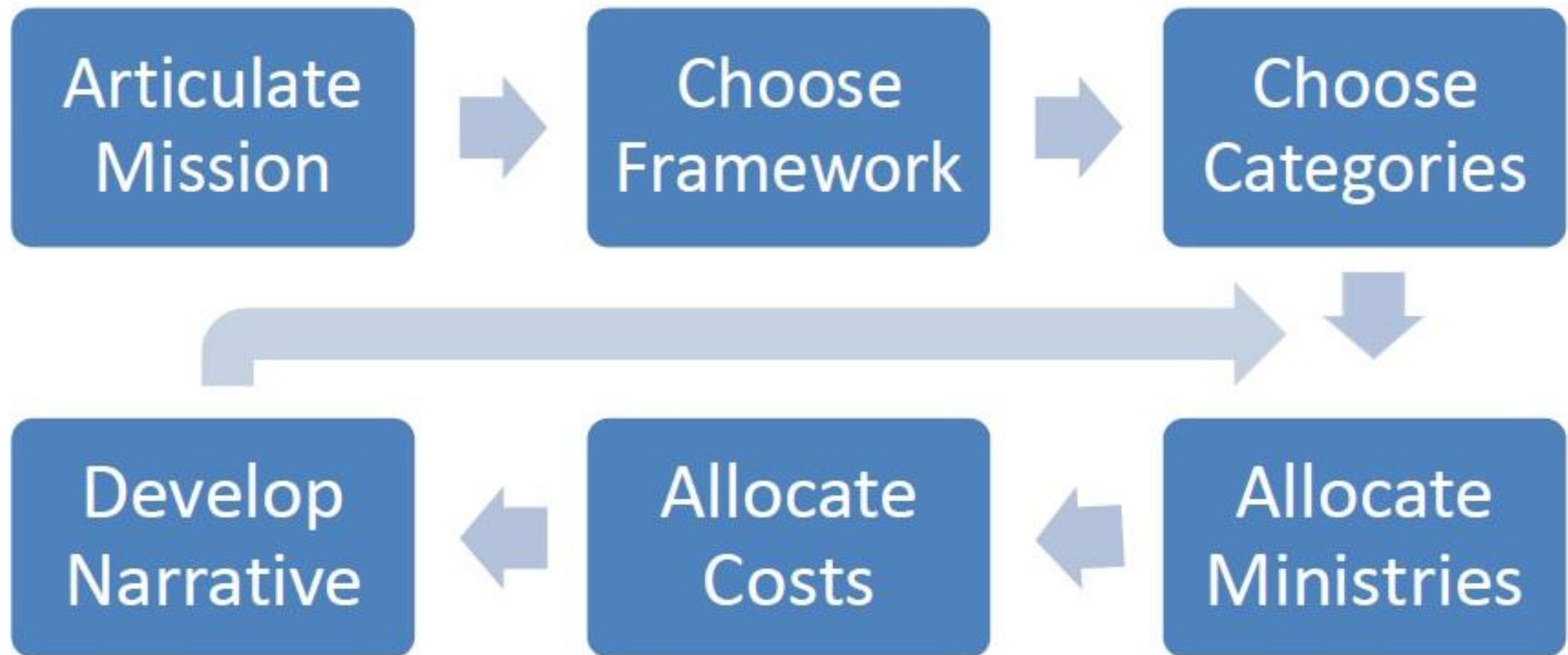
Questions? Comments??



How

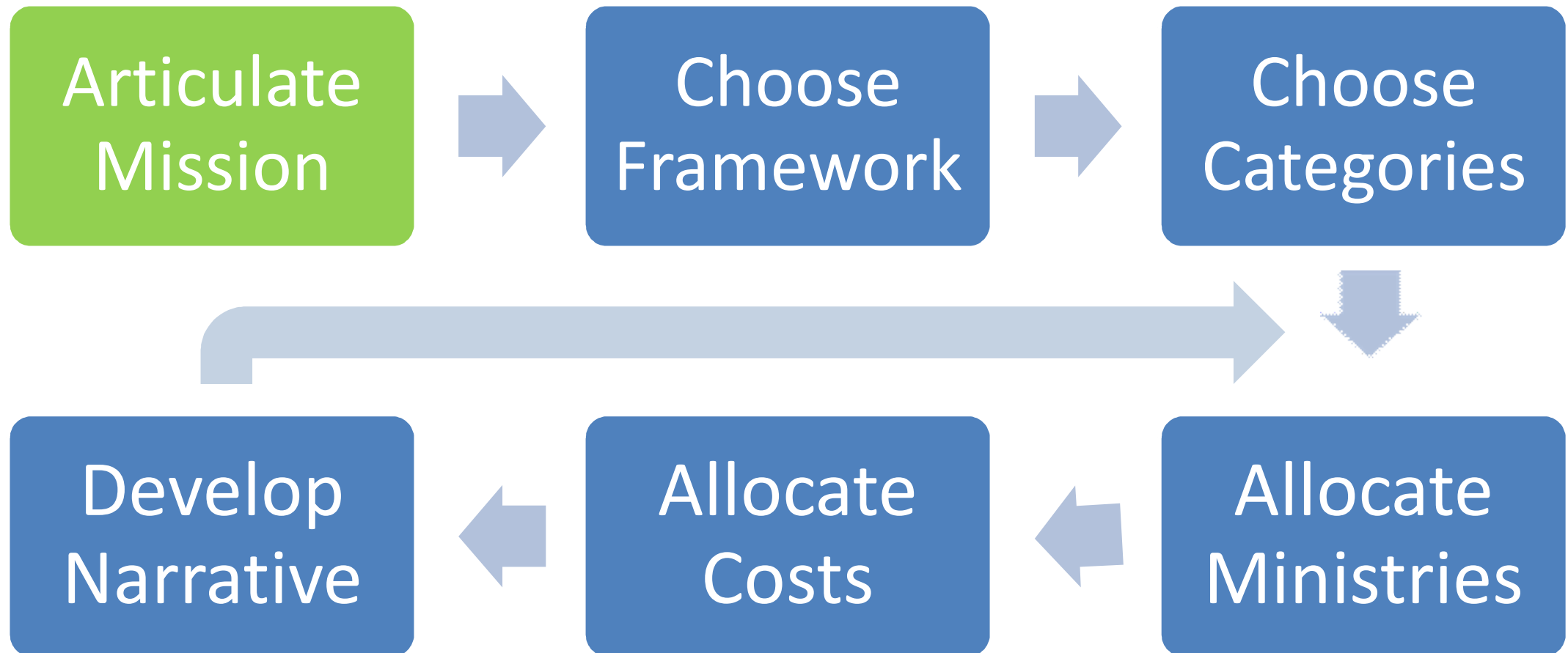
# Mission-Based Budgeting

A Loving, Liberating, Life-Giving Practice



# Mission-Based Budgeting

A Loving, Liberating, Life-Giving Practice



# Mission-Based Budgeting

## Articulating Mission

Centering Missional Focus  
A “Disciplining” Diocese



**know your story; live it boldly**

# Mission-Based Budgeting

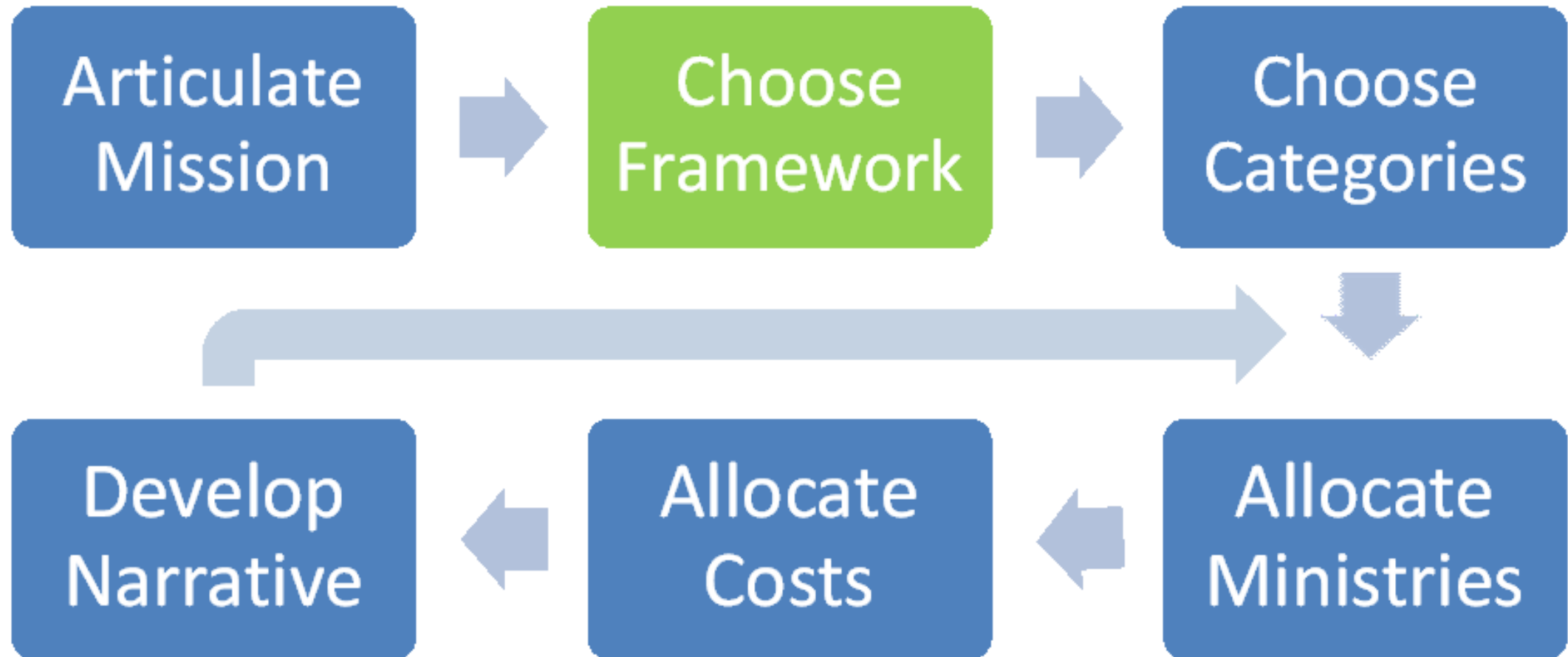
## Articulating Mission

“We have one purpose:  
To form people as disciples of Jesus Christ so  
that they can participate in God’s mission of  
reconciliation, in order to flourish as human  
beings committed to alleviating the world’s pain  
and suffering.”



# Mission-Based Budgeting

A Loving, Liberating, Life-Giving Practice



# Mission- Based Budgeting



## The Five Marks of Mission

The Five Marks of Mission, developed by the Anglican Consultative Council between 1984 and 1990, have won wide acceptance among Anglicans, and have given parishes and dioceses around the world a practical and memorable way of considering missional activities. They were adopted by General Convention in 2009.



Proclaim the Good News of the Kingdom



Teach, nurture and baptize new members



Respond to human need by loving service



Seek to transform unjust structures of society, to challenge violence of every kind and to pursue peace and reconciliation

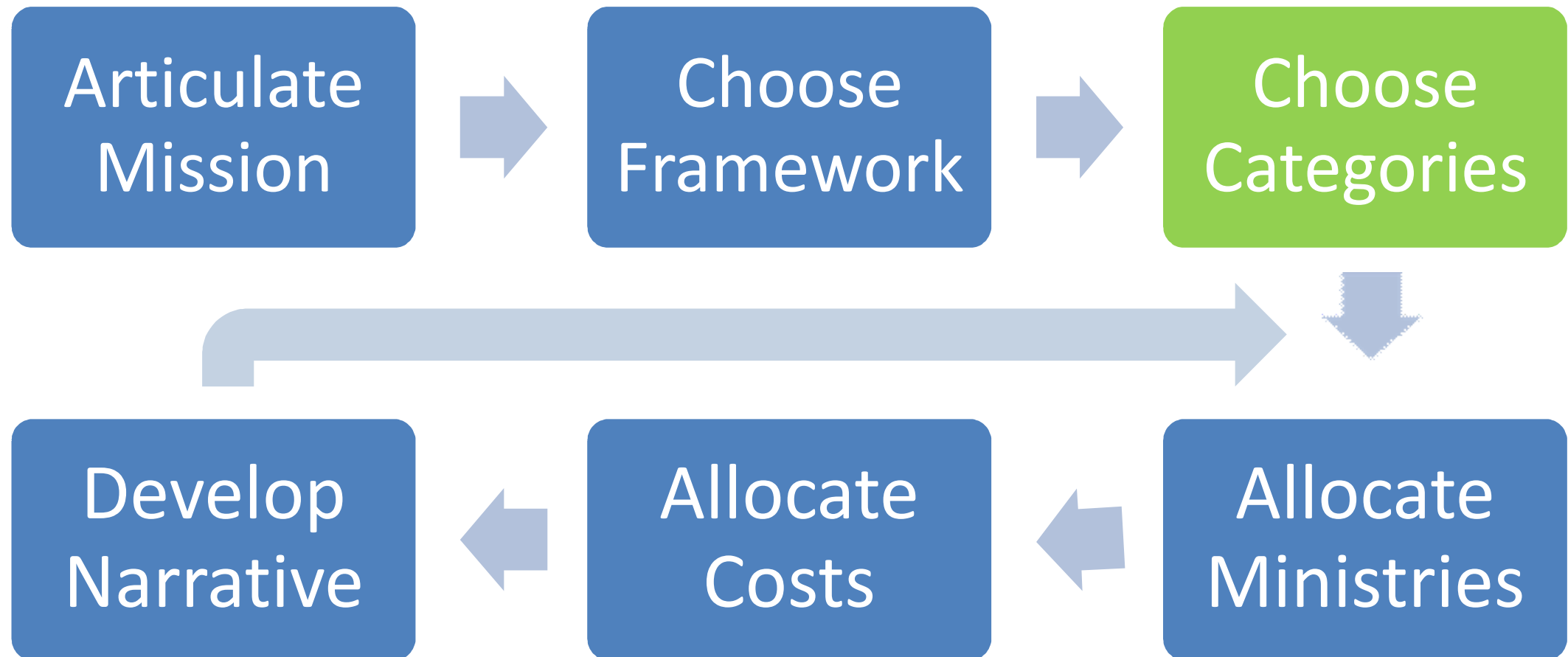


Strive to safeguard the integrity of creation and sustain and renew the life of the earth

# Choosing A Framework

# Mission-Based Budgeting

A Loving, Liberating, Life-Giving Practice



# Mission-Based Budgeting


## Choosing Categories

- Direct Assistance to Congregations
- Bishop & COO Congregational Support
- Communications Staff & Expenses
- Congregational Development & Christian Formation
- Transitions Ministry Congregational Support
- Youth & Young Adult Ministry Staff & Expenses
- Support of The Episcopal Church
- Clergy Development & Support
- Conventions, Conferences & Workshops
- Social Justice Outreach Programs
- Stewardship
- Retired Clergy Support
- Administrative Staff Support/Office Expense
- Facilities, Office & Equipment Costs

*The Diocese of New Jersey*


# Mission-Based Budgeting

## Choosing Categories

<div>  <b>Mark #1 - To Proclaim the Good News of the Kingdom</b> </div>							
Description	Full Year Budget	YTD Budget		YTD Actual		Variance	
		Amount	%	Amount	%	Amount	%
Direct Assistance to Congregations							
Bishop & COO Congregational Support							
Communications Staff & Expenses							
Congregational Development & Christian Formation							
Transition Ministry Congregational Support							
Youth & Young Adult Ministry Staff & Expenses							
Support of The Episcopal Church							
Clergy Development & Support							
Conventions, Conferences & Workshops							
Social Justice Outreach Programs							
Stewardship							
Retired Clergy Support							
Administrative Support Expense							
Facilities, Office & Equipment Costs							
<b>Subtotals - Mark #1 - To Proclaim the Good News of the Kingdom</b>	\$ -	\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	0.0%

# Mission-Based Budgeting


## Choosing Categories

<div>  <b>Mark #2 - To Teach, Baptize and Nurture New Believers</b> </div>							
Description	Full Year Budget	YTD Budget		YTD Actual		Variance	
		Amount	%	Amount	%	Amount	%
Direct Assistance to Congregations							
Bishop & COO Congregational Support							
Communications Staff & Expenses							
Congregational Development & Christian Formation							
Transition Ministry Congregational Support							
Youth & Young Adult Ministry Staff & Expenses							
Support of The Episcopal Church							
Clergy Development & Support							
Conventions, Conferences & Workshops							
Social Justice Outreach Programs							
Stewardship							
Retired Clergy Support							
Administrative Support Expense							
Facilities, Office & Equipment Costs							
<b>Subtotals - Mark #2 - To Teach, Baptize and Nurture New Believers</b>	\$ -	\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	0.0%



# Mission-Based Budgeting

## Choosing Categories

<div>  <b>Mark #3 - To Respond to Human Need by Loving Service</b> </div>							
Description	Full Year Budget	YTD Budget		YTD Actual		Variance	
		Amount	%	Amount	%	Amount	%
Direct Assistance to Congregations							
Bishop & COO Congregational Support							
Communications Staff & Expenses							
Congregational Development & Christian Formation							
Transition Ministry Congregational Support							
Youth & Young Adult Ministry Staff & Expenses							
Support of The Episcopal Church							
Clergy Development & Support							
Conventions, Conferences & Workshops							
Social Justice Outreach Programs							
Stewardship							
Retired Clergy Support							
Administrative Support Expense							
Facilities, Office & Equipment Costs							
<b>Subtotals - Mark #3 - To Respond to Human Need by Loving Service</b>	\$ -	\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	0.0%



# Mission-Based Budgeting

## Choosing Categories


### Mark #4 - To Seek to Transform Unjust Structures of Society, Challenge Violence of Every Kind and Pursue Peace & Reconciliation



Description	Full Year Budget	YTD Budget		YTD Actual		Variance	
		Amount	%	Amount	%	Amount	%
Direct Assistance to Congregations							
Bishop & COO Congregational Support							
Communications Staff & Expenses							
Congregational Development & Christian Formation							
Transition Ministry Congregational Support							
Youth & Young Adult Ministry Staff & Expenses							
Support of The Episcopal Church							
Clergy Development & Support							
Conventions, Conferences & Workshops							
Social Justice Outreach Programs							
Stewardship							
Retired Clergy Support							
Administrative Support Expense							
Facilities, Office & Equipment Costs							
<b>Subtotals - Mark #4 - To Seek to Transform Unjust Structures of Society</b>	\$ -	\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	0.0%

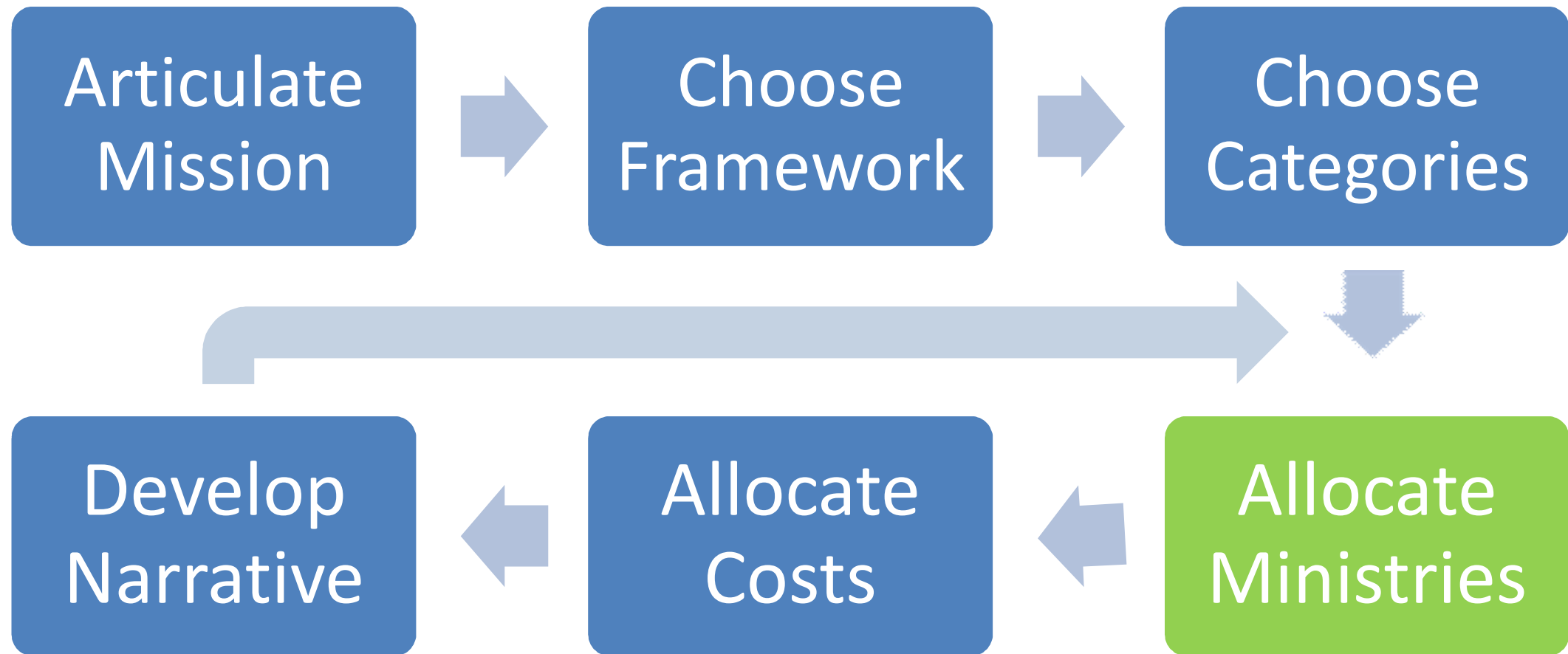
# Mission-Based Budgeting

## Choosing Categories

Mark #5 - To Strive to Safeguard the Integrity of Creation and to Sustain and Renew the Life of the Earth								
	Description	Full Year Budget	YTD Budget		YTD Actual		Variance	
			Amount	%	Amount	%	Amount	%
	Direct Assistance to Congregations							
	Bishop & COO Congregational Support							
	Communications Staff & Expenses							
	Congregational Development & Christian Formation							
	Transition Ministry Congregational Support							
	Youth & Young Adult Ministry Staff & Expenses							
	Support of The Episcopal Church							
	Clergy Development & Support							
	Conventions, Conferences & Workshops							
	Social Justice Outreach Programs							
	Stewardship							
	Retired Clergy Support							
	Administrative Support Expense							
	Facilities, Office & Equipment Costs							
Subtotals - Mark #5 - To Strive to Safeguard the Integrity of Creation and to Sustain & Renew the Life of the Earth		\$ -	\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	0.0%

# Mission-Based Budgeting

A Loving, Liberating, Life-Giving Practice



# Mission- Based Budgeting

*Percentages when more than 1 "X" per line*

MINISTRIES CATEGORIZED BY THE 5 MARKS OF MISSION

	Mark 1	Mark 2	Mark 3	Mark 4	Mark 5
Ministry	Proclaim the Good News of the Kingdom	To teach baptize, & nurture new believers	Respond to human need by loving service	Seek to transform unjust structures of society, to challenge violence of every kind & to pursue peace & reconciliation	To strive to safeguard the integrity of creation & sustain & renew the life of the earth
Adult reception/confirmation		X			
Alpha	X 40	X 60			
Acolytes	X				
Altar guild	X				
Bagpipers	X				
Becker Youth Scholarship	X 60	X 40			
Baptismal program	X 40	X 60			
Bell choir	X				
Bird nest boxes					X
Bookstudy	X 90	X 10			
Blue Christmas			X		
Bridge committee		X 10		X 90	
Cafe			X		
Caregivers			X		
Celtic Festival	X 75	X 25	<del>X</del>		
Choir	X				
Coffee Hour			X		
Communication (Church Chat, Chronicle, Bulletin Boards, Weekly bulletins, Parish Directory, Web Site, Network/Computer Support, Facebook Church Archives)	X				
Community Food box			X		
Companion diocese				X	
Confirmation, Youth	X 50	X 50			
Confirmation, adult	X 50	X 50			
Counters	X				
Creation season (leave this out ? we don't list Lent, Pentecost etc)					X
Crop walk			X		
Cursillo		X			
Disabled, Ministry with			X 75	X 25	
DOK			X		
Doula			X		
Evangelism --all		X			
EFM	X	<del>X</del>		<del>X</del>	
Education, Adult Belonging Course	X 50	X 50			
Education Youth					
Education Children					
Facilities	X 31	X 15	X 41	X 13	<del>X</del>
Fellowship/hospitality			X		
Fellowship Journals		X			
Food pantry			X		
Garden					X

# Allocating Ministries

# Mission- Based Budgeting

Ministry	Mark 1 Proclaim the Good News of the Kingdom	Mark 2 to teach baptize, & nurture new believers	Mark 3 Respond to human need by loving service	Mark 4 transform unjust structures of society, challenge violence & pursue peace & reconciliation	Mark 5 safeguard integrity of creation & sustain & renew the life of the earth
Giving tree			X		
Grandmothers cupboard			X		
Greeters		X			
Greeting card ministry			X		
Grounds					X
Guadalupe DOUBLE LISTING					
Habitat			X 75	X 25	
Happening	X 50	X 50			
Holiday Fair (annual - WCC)			X		
Housing Justice				X	
InterCessors	X				
Icons	X				
IHN			X		
Immigration			X 50	X 50	
Jubilee Ministry Center			X		
Kite bearers	X				
Las Posadas	X 50	X 50			
Latino/Hispanic ministry	X 50	X 25		X 25	
Latino clergy of Ocean co. Mtgs.				X	
Lay ministry discernment		X			
LGBT			X 25	X 75	
LEV	X 25		X 75		
LEM	X		<del>75</del>		
Lectors	X				
Library	(X) 50	X 50		<del>75</del>	
Maria Guadalupe Festival	X 50	X 25	<del>75</del>	(X) 25	
Meditation garden		X 10			X 90
Memorial garden			X 10		X 90
Men' s Breakfast Group	(X) 50	X 25	X 25		
Mtg. space for APN, Housing grp.				X	
Missionary	X 20		(X) 50	X 20	(X) 10
Name tag ministry		X			
New member development		X			
New member recognition		X			
Nursery			X		
Oblation bearers	X				
OSL			X		
Older adult ministry			X		
Parish Dinners/Events			X		
Parish Picnic			X		
Prayer chain	(X) 25		X 75	<del>75</del>	<del>75</del>
Prayer group	X 25		X 75	<del>75</del>	<del>75</del>
Prayer squares			X		

# Allocating Ministries



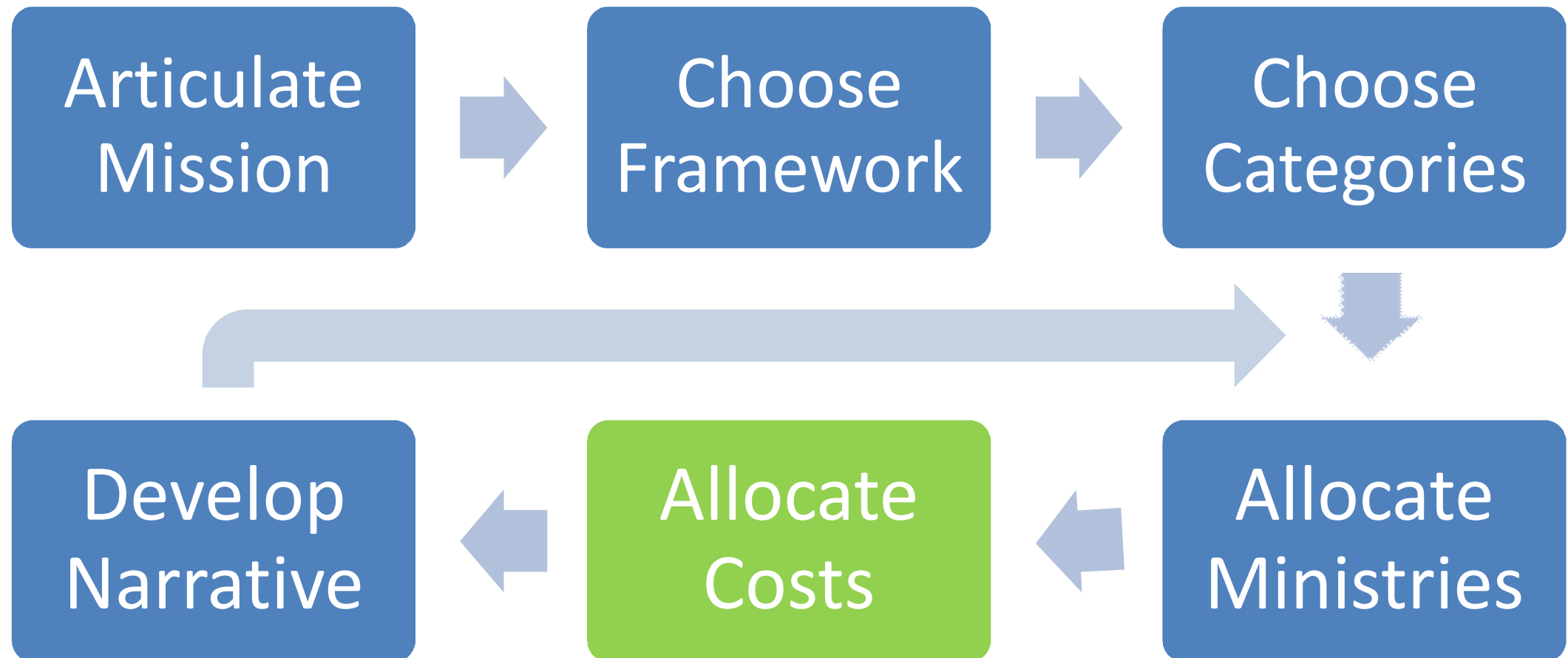
# Mission- Based Budgeting

Ministry	Mark 1 Proclaim the Good News of the Kingdom	Mark 2 To teach baptize, & nurture new believers	Mark 3 Respond to human need by loving service	Mark 4 transform unjust structures of society, challenge violence & pursue peace & reconciliation	Mark 5 safeguard integrity of creation & sustain & renew the life of the earth
Prayer quilts			X		
UTO	X				
Racial justice				X	
Recovery (12 steps)			X 75	X 25	
Recycling					X
Sanctuary committee				X	
Security				X	
Stained glass	X				
Stewardship	(X) 75		X 15		X 10
Sunday school		X			
Ushers	X				
UTO					X
VBS (vacation Bible school)	X 75	X 25			
Vergers	X				
Visits to hospital, home			X		
Way of St. Paul	X 25	X 75			
Welcome brochures		X			
Worship advisory committee	X				
WCC or WOC	(X) 50		X 50		

# Allocating Ministries

# Mission-Based Budgeting

A Loving, Liberating, Life-Giving Practice




# Mission-Based Budgeting

## Allocating Costs

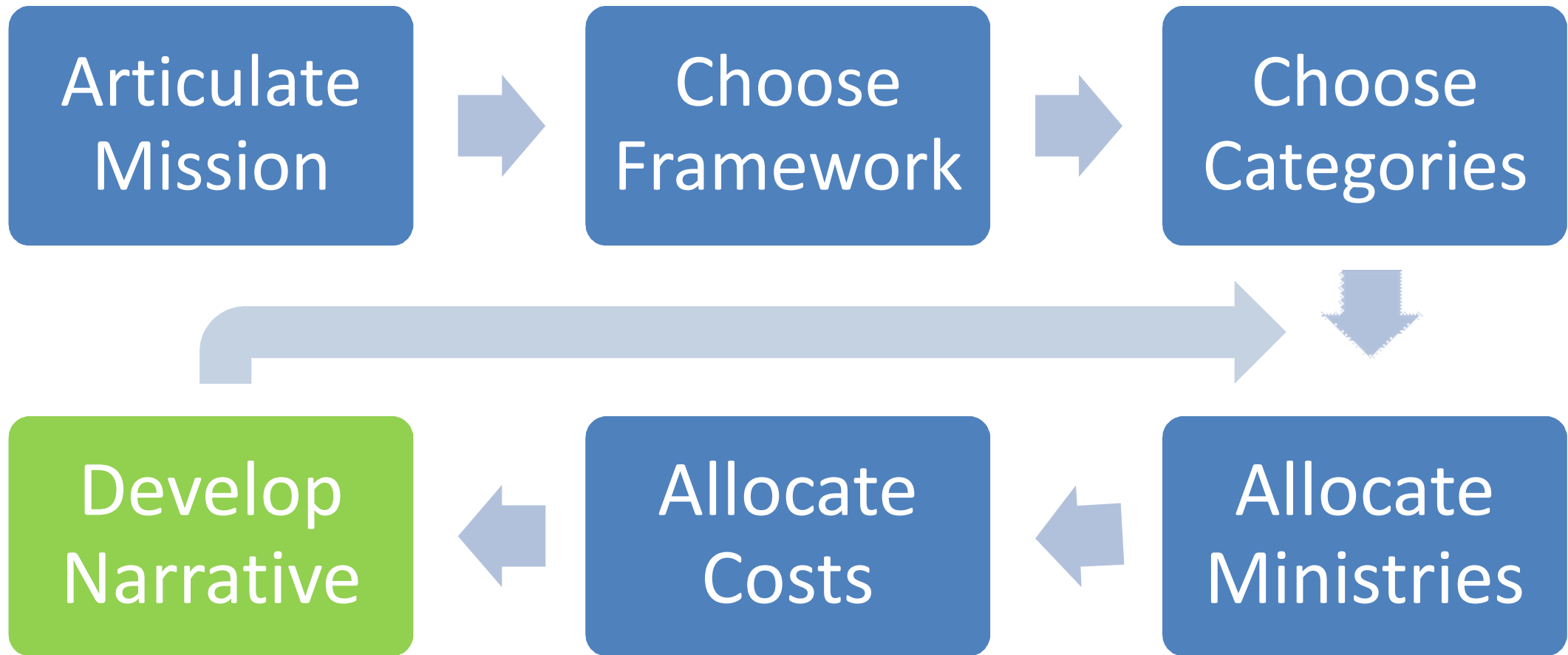
11/28/2018

**Diocese of New Jersey**  
**Mission-Based Budget vs. Actual**  
**YTD October 2018**

<div>  <b>Mark #1 - To Proclaim the Good News of the Kingdom</b> </div>							
Description	Full Year Budget	YTD Budget		YTD Actual		Variance	
		Amount	%	Amount	%	Amount	%
Direct Assistance to Congregations	\$ 187,500	\$ 187,500	5.6%	\$ 187,499	5.8%	\$ 1	0.0%
Bishop & COO Congregational Support	112,838	97,883	2.9%	95,278	2.9%	2,605	2.7%
Communications Staff & Expenses	47,062	41,505	1.2%	40,349	1.2%	1,156	2.8%
Congregational Development & Christian Formation	72,684	59,943	1.8%	55,408	1.7%	4,535	7.6%
Transition Ministry Congregational Support	57,441	47,158	1.4%	50,604	1.6%	(3,446)	(7.3%)
Youth & Young Adult Ministry Staff & Expenses	41,021	35,042	1.1%	32,951	1.0%	2,091	6.0%
Support of The Episcopal Church	103,032	77,274	2.3%	77,274	2.4%	-	0.0%
Clergy Development & Support	21,600	18,490	0.6%	13,948	0.4%	4,542	24.6%
Conventions, Conferences & Workshops	69,235	66,886	2.0%	47,420	1.5%	19,466	29.1%
Social Justice Outreach Programs	15,138	14,405	0.4%	12,060	0.4%	2,345	16.3%
Stewardship	5,000	4,167	0.1%	2,685	0.1%	1,482	35.6%
Retired Clergy Support	101,875	84,896	2.5%	81,323	2.5%	3,573	4.2%
Administrative Support Expense	163,579	129,740	3.9%	129,422	4.0%	318	0.2%
Facilities, Office & Equipment Costs	65,843	55,326	1.7%	53,405	1.6%	1,921	3.5%
<b>Subtotals - Mark #1 - To Proclaim the Good News of the Kingdom</b>	<b>\$ 1,063,848</b>	<b>\$ 920,215</b>	<b>27.6%</b>	<b>\$ 879,626</b>	<b>27.1%</b>	<b>\$ 40,589</b>	<b>4.4%</b>

# Mission-Based Budgeting

## A Diocesan Example






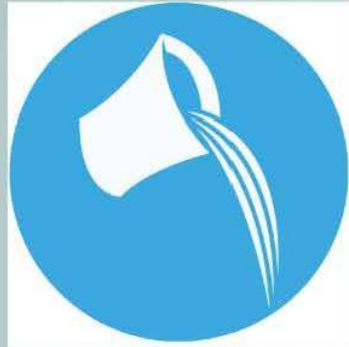
**Mark #1 - Proclaim the Good News of the Kingdom**



**Diocese of New Jersey**  
**Mission-Based Budget vs. Actual**  
**YTD October 2018**

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# MARK #2 - TEACH, BAPTIZE AND NURTURE NEW BELIEVERS



## STEWARDSHIP




Province II Webcast  
5 Sites  
30-40 Attendees Per Site

## FRESH START

20-30 AVERAGE # IN NEW CURES  
MONTHLY MEETINGS



### Board of Mission

- 35 Mission Congregations
- Total Mission Grants = \$391,000
- 11 Mission Grants Awarded



### Trinity Cathedral

Ordinations Celebrations Workshops  
Confirmations  
BISHOP'S SPRING CONFERENCE

### COMMITTEE ON THE DIACONATE

School for Deacons Program  
13 New Vocational Deacons  
Incoming Class of 8 (and growing)  
New - Deacons Council

### Crossroads Camp & Conference Center

New Host Site for Retreats & Conferences  
Supplement & Enhance Impact of Ongoing Initiatives

### STAFF CONSULTATIONS

Youth Ministry - 12 Consultations  
Transition Ministry  
• 9 Congregational Conversations  
• 9 Discernment Committee Meetings to present names  
• 5 Introductory Transition Meetings  
• 20 Shepherd Meetings  
Finance Office - 47 Consultations



### Bishop's Visitations

284 CONFIRMATIONS  
123 RECEPTIONS  
13 REAFFIRMATIONS

### CONGREGATIONAL DEVELOPMENT

Invite-Welcome-Connect  
ChurchNext  
Way of St. Paul  
RenewalWorks

### Ministry Institute

ENRICHING YOUR PRAYER LIFE  
SPIRITUAL DIRECTION - FINDING GOD'S PRESENCE IN YOUR LIFE  
ACOLYTE FESTIVAL

### COMMITTEE ON THE PRIESTHOOD

2 Summer Interns  
Inaugural Wisdom Year Program  
2015-2016 Seminary Scholarships = \$122,200  
7 Seminarians Supported

### Lifelong Christian Formation

BISHOP'S SPRING CONFERENCE  
400+ ATTENDEES



### Interim Ministry

APPRECIATIVE INQUIRY TRAINING  
MONTHLY MEETINGS

### CLERGY COMMUNITY EVENTS

Clergy Conference  
Advent Clergy Day  
Lenten Clergy Day  
- Chrism Mass

### Campus Ministry

Episcopal Campus Ministry at Rutgers  
Episcopal Church at Princeton  
College of New Jersey  
Rowan University

### DIOCESAN CONVENTION

- Workshop - ...Tell It Boldly!
- Workshop - AMP Up (Project Resource)
- Workshop - Making Disciples: Hispanic Ministry in the Diocese of New Jersey
- Workshop - Lowering Energy Use at Your Church

### Youth & Young Adults


- Fall Youth Event - 54 Participants
- Cathedral Lock-In - 95 Participants
- Upcoming Middle School Retreat
- MIQRA (falling in love with scripture) - 3 participants; upcoming fall event
- Adults Who Work With Youth - 3 workshops
- Theo's Cafe - young adult conversations with our Bishop
- Young Adult Retreat - 3 participants

### Hurricane Sandy Recovery

- 2,500 SUPPORTED IN VOLUNTEER/ MISSION WORK
- DISASTER PREPAREDNESS PROGRAM
- ASSET MAPPING



**Diocese of New Jersey**  
**Mission-Based Budget vs. Actual**  
**YTD October 2018**

<div>  <b>Mark #2 - To Teach, Baptize and Nurture New Believers</b> </div>							
Description	Full Year Budget	YTD Budget		YTD Actual		Variance	
		Amount	%	Amount	%	Amount	%
Direct Assistance to Congregations	\$ 187,500	\$ 187,500	5.6%	\$ 187,500	5.8%	\$ -	0.0%
Bishop & COO Congregational Support	92,214	79,972	2.4%	79,518	2.5%	454	0.6%
Communications Staff & Expenses	26,894	23,717	0.7%	23,057	0.7%	660	2.8%
Congregational Development & Christian Formation	72,688	59,943	1.8%	55,408	1.7%	4,535	7.6%
Transition Ministry Congregational Support	57,442	47,159	1.4%	50,605	1.6%	(3,446)	(7.3%)
Youth & Young Adult Ministry Staff & Expenses	41,021	35,043	1.1%	32,951	1.0%	2,092	6.0%
Support of The Episcopal Church	103,032	77,274	2.3%	77,274	2.4%	-	0.0%
Clergy Development & Support	18,600	15,890	0.5%	12,093	0.4%	3,797	23.9%
Conventions, Conferences & Workshops	3,227	2,898	0.1%	596	0.0%	2,302	79.4%
Social Justice Outreach Programs	14,938	14,238	0.4%	11,692	0.4%	2,546	17.9%
Stewardship	-	-	0.0%	-	0.0%	-	0.0%
Retired Clergy Support	101,875	84,896	2.5%	81,323	2.5%	3,573	4.2%
Administrative Support Expense	142,692	113,169	3.4%	112,892	3.5%	277	0.2%
Facilities, Office & Equipment Costs	57,434	48,258	1.4%	46,586	1.4%	1,672	3.5%
<b>Subtotals - Mark #2 - To Teach, Baptize and Nurture New Believers</b>	<b>\$ 919,557</b>	<b>\$ 789,957</b>	<b>23.7%</b>	<b>\$ 771,495</b>	<b>23.8%</b>	<b>\$ 18,462</b>	<b>2.3%</b>

# Mark #3 - Respond to Human Need by Loving Service

## Retired Clergy/Widows, Widowers & Orphans

- \$355,049 in Medicare Supplemental Ins. Provided
- NJ Corp for Relief of WW&C Provided Add'l \$30,468 in Annuities

## Hurricane Sandy Recovery



2,200 Families Assisted  
\$1.5 Million in Aid  
65,000 People Fed

## Youth & Young Adults

Stop Hunger Now 2016 - over 20,000 meals produced

EYE - 3 Days of Urban Service

MLK Jr Day of Service - 49 Participants

Sandy Relief Mission Trip - 18 participants

Ecuador-Central & Litoral Mission Trip - 12 Participants

## Sustainable Development Goals (MDGs)

- Nets for Life
- Congregational Matching Grants

## Detention Center Ministry

## Ministry With Older Adults

Annual Evensong to Honor the Service of Our Older Adults

Parish Crisis Response  
\$15,000 Allocated

## Episcopal Relief & Development

75th Anniversary - \$150,000 Raised

## Jubilee Ministries in 2015

- 25 Jubilee Centers
- 176,887 Bags of Food Distributed
- 58,000 Hot Meals Served
- 7 Community Gardens Planted
- 7 Transitional Housing Resolutions

Recovery Ministries - Annual Recovery Sunday

Dominican Republic Missionary - Charlie Nakash

## Immigration & Migrant Worker Ministries

## Urban Ministry

## Prison Ministry

## Companion Diocese Committee

Ecuador Central & Ecuador Litoral


## Sudan Committee

- Seminary Scholarships Provided
- Annual African Evensong





**Diocese of New Jersey**  
**Mission-Based Budget vs. Actual**  
**YTD October 2018**


<div>  <b>Mark #3 - To Respond to Human Need by Loving Service</b> </div>							
Description	Full Year Budget	YTD Budget		YTD Actual		Variance	
		Amount	%	Amount	%	Amount	%
Direct Assistance to Congregations	\$ 75,000	\$ 75,000	2.3%	\$ 75,000	2.3%	\$ -	0.0%
Bishop & COO Congregational Support	79,714	69,098	2.1%	68,182	2.1%	916	1.3%
Communications Staff & Expenses	20,170	17,789	0.5%	17,293	0.5%	496	2.8%
Congregational Development & Christian Formation	31,227	28,257	0.9%	28,367	0.9%	(110)	(0.4%)
Transition Ministry Congregational Support	22,978	18,863	0.6%	20,243	0.6%	(1,380)	(7.3%)
Youth & Young Adult Ministry Staff & Expenses	20,209	17,272	0.5%	16,415	0.5%	857	5.0%
Support of The Episcopal Church	103,032	77,274	2.3%	77,274	2.4%	-	0.0%
Clergy Development & Support	5,100	4,305	0.1%	1,842	0.1%	2,463	57.2%
Conventions, Conferences & Workshops	-	-	0.0%	-	0.0%	-	0.0%
Social Justice Outreach Programs	35,150	24,209	0.7%	21,899	0.7%	2,310	9.5%
Stewardship	-	-	0.0%	-	0.0%	-	0.0%
Retired Clergy Support	82,500	68,750	2.1%	65,804	2.0%	2,946	4.3%
Administrative Support Expense	84,183	66,766	2.0%	66,604	2.1%	162	0.2%
Facilities, Office & Equipment Costs	33,886	28,470	0.9%	27,486	0.9%	984	3.5%
<b>Subtotals - Mark #3 - To Respond to Human Need by Loving Service</b>	<b>\$ 593,149</b>	<b>\$ 496,053</b>	<b>14.9%</b>	<b>\$ 486,409</b>	<b>15.0%</b>	<b>\$ 9,644</b>	<b>1.9%</b>



## Mark #4 - Transform Unjust Structures of Society; Challenge Violence of Every Kind and Pursue Peace and Reconciliation



**Diocese of New Jersey**  
**Mission-Based Budget vs. Actual**  
**YTD October 2018**

<b>Mark #4 - To Seek to Transform Unjust Structures of Society, Challenge Violence of Every Kind and Pursue Peace &amp; Reconciliation</b>							
 <b>Description</b>	<b>Full Year Budget</b>	<b>YTD Budget</b>		<b>YTD Actual</b>		<b>Variance</b>	
		<b>Amount</b>	<b>%</b>	<b>Amount</b>	<b>%</b>	<b>Amount</b>	<b>%</b>
Direct Assistance to Congregations	\$ 75,000	\$ 75,000	2.3%	\$ 75,000	2.3%	\$ -	0.0%
Bishop & COO Congregational Support	109,635	95,054	2.9%	94,141	2.9%	913	1.0%
Communications Staff & Expenses	26,894	23,717	0.7%	23,057	0.7%	660	2.8%
Congregational Development & Christian Formation	16,227	13,257	0.4%	13,102	0.4%	155	1.2%
Transition Ministry Congregational Support	22,978	18,863	0.6%	20,243	0.6%	(1,380)	(7.3%)
Youth & Young Adult Ministry Staff & Expenses	20,209	17,272	0.5%	16,415	0.5%	857	5.0%
Support of The Episcopal Church	103,032	77,274	2.3%	77,274	2.4%	-	0.0%
Clergy Development & Support	5,100	4,305	0.1%	1,842	0.1%	2,463	57.2%
Conventions, Conferences & Workshops	-	-	0.0%	-	0.0%	-	0.0%
Social Justice Outreach Programs	31,900	24,584	0.7%	7,328	0.2%	17,256	70.2%
Stewardship	-	-	0.0%	-	0.0%	-	0.0%
Retired Clergy Support	40,750	33,958	1.0%	32,530	1.0%	1,428	4.2%
Administrative Support Expense	104,644	82,996	2.5%	82,793	2.6%	203	0.2%
Facilities, Office & Equipment Costs	42,119	35,391	1.1%	34,166	1.1%	1,225	3.5%
<b>Subtotals - Mark #4 - To Seek to Transform Unjust Structures of Society</b>	<b>\$ 598,488</b>	<b>\$ 501,671</b>	<b>15.0%</b>	<b>\$ 477,891</b>	<b>14.7%</b>	<b>\$ 23,780</b>	<b>4.7%</b>



## Greenfaith

- \$30,000 Diocesan Subsidy
- 2 Energy Management Training Workshops
- 23 Congregations Participating in Energy Management Programs
- Represents 227,000 SF of Building Space
- 10 Congregations Completed State-Funded Energy Audits
- \$230,000 in Energy Efficiency State Funding Secured for Projects In:

- Holy Trinity, South River
- All Saints', Lakewood
- St. David's, Cranbury
- St. Luke's, Gladstone
- St. Francis', Dunellen

- Funding Paid for 70% of Costs of new, energy-efficient lighting and heating/cooling systems for these churches

### Solar Energy Programs:

- identified a solar developer offering residential solar installations on favorable terms
- one church organized a solar screening event to offer its members with an opportunity to sign up for a home solar installation
- 20+ homes were screened; 7 leads identified, with 2 actual installations resulting from that event
- The host congregation will receive a contribution of \$250 for each of the projects when the installations are complete
- seeking to identify financing on favorable terms for solar installations at churches in the diocese

## Workshops

Jump Start - Creative Use of Church Buildings

## Property Inspections

4 Property Inspections Funded  
Diocesan House, Canterbury House (Episcopal Campus Ministry at Rutgers), Procter House (Episcopal Chaplaincy at Princeton), St. James Church, Long Branch

\$3,379 in  
Funding  
Provided

## UTO Grant

Community Garden High Tunnel,  
Irrigation and Serenity Garden UTO  
Grant Application - St. Mary's,  
Pleasantville - \$26K+

## Stewardship

- Major Gifts Training
- Planned Giving Training

## Sustainable Development Goals (MDGs)

Congregational Matching Grant  
Program

**Mark #5 - Preserve the Integrity of Creation;  
Sustain & Renew the Life of the Earth**

**Diocese of New Jersey**  
**Mission-Based Budget vs. Actual**  
**YTD October 2018**

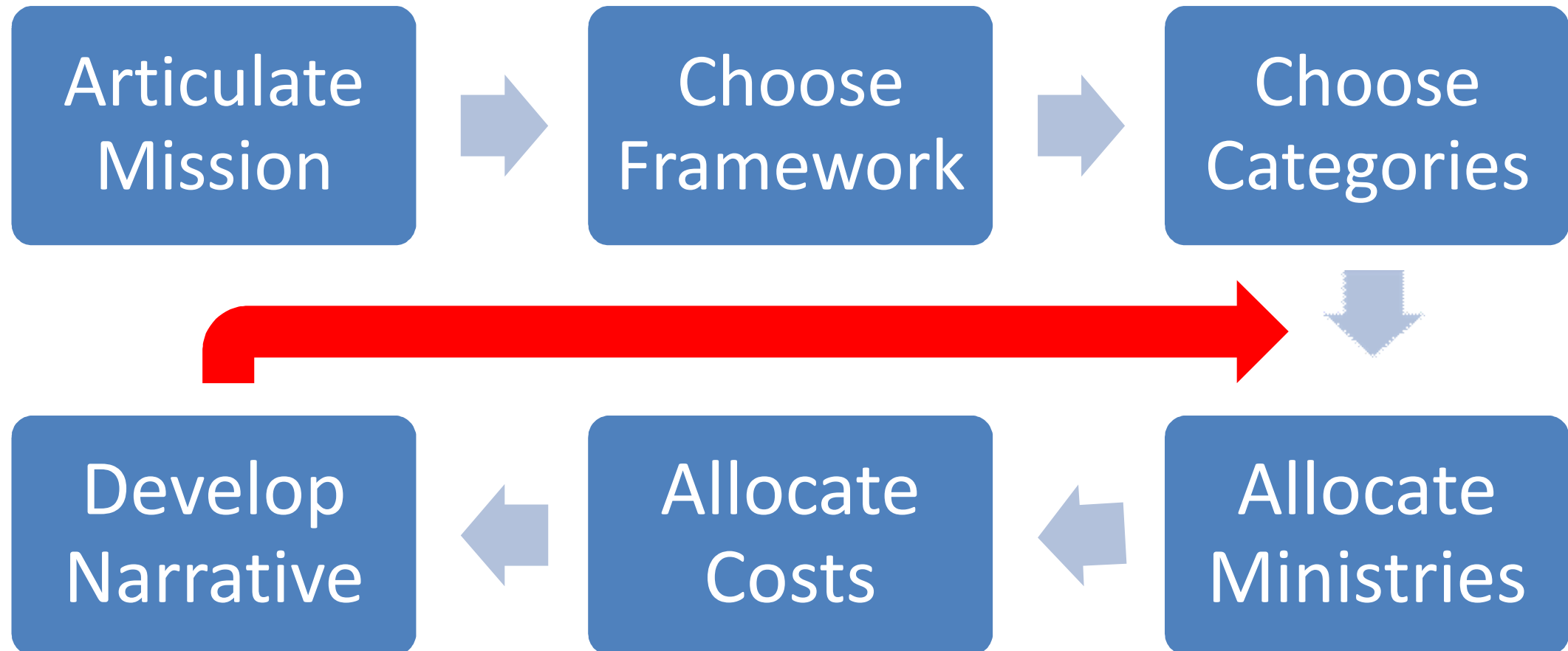
**Mark #5 - To Strive to Safeguard the Integrity of Creation and to Sustain and Renew the Life of the Earth**



Description	Full Year Budget	YTD Budget		YTD Actual		Variance	
		Amount	%	Amount	%	Amount	%
Direct Assistance to Congregations	\$ 75,000	\$ 75,000	2.3%	\$ 75,001	2.3%	\$ (1)	(0.0%)
Bishop & COO Congregational Support	82,167	71,203	2.1%	69,815	2.2%	1,388	1.9%
Communications Staff & Expenses	13,448	11,858	0.4%	11,524	0.4%	334	2.8%
Congregational Development & Christian Formation	16,227	13,253	0.4%	13,096	0.4%	157	1.2%
Transition Ministry Congregational Support	68,932	56,587	1.7%	60,722	1.9%	(4,135)	(7.3%)
Youth & Young Adult Ministry Staff & Expenses	13,474	11,514	0.3%	10,947	0.3%	567	4.9%
Support of The Episcopal Church	103,032	77,274	2.3%	77,274	2.4%	-	0.0%
Clergy Development & Support	5,100	4,302	0.1%	1,838	0.1%	2,464	57.3%
Conventions, Conferences & Workshops	688	571	0.0%	443	0.0%	128	22.4%
Social Justice Outreach Programs	3,901	1,581	0.1%	658	0.0%	923	58.4%
Stewardship	5,001	4,833	0.1%	2,619	0.1%	2,214	45.8%
Retired Clergy Support	81,500	67,916	2.0%	65,057	2.0%	2,859	4.2%
Administrative Support Expense	150,625	127,943	3.8%	138,976	4.3%	(11,033)	(8.6%)
Facilities, Office & Equipment Costs	127,018	108,057	3.2%	105,073	3.2%	2,984	2.8%
<b>Subtotals - Mark #5 - To Strive to Safeguard the Integrity of Creation and to Sustain &amp; Renew the Life of the Earth</b>	<b>\$ 746,113</b>	<b>\$ 631,892</b>	<b>18.9%</b>	<b>\$ 633,043</b>	<b>19.5%</b>	<b>\$ (1,151)</b>	<b>(0.2%)</b>
<b>Year To Date Totals</b>	<b>\$ 3,921,154</b>	<b>\$ 3,339,788</b>	<b>100.0%</b>	<b>\$ 3,248,464</b>	<b>100.0%</b>	<b>\$ 91,324</b>	<b>100.0%</b>

# Mission-Based Budgeting

## The Conversations Continue





# Mission- Based Budgeting The Conversations Continue

Please list the work of your organization/department/committee that is supported by the budget under the relevant Mark of Mission. If a Mark is not relevant, indicate it as not applicable. Please provide examples and as much detail as possible.

<b>Mark #1 - To Proclaim the Good News of the Kingdom</b>	The Sustainable Development Goals offer a vision of a world without poverty, injustice, and worsening climate and remind us that we can help create such a world. They give us a framework for talking about such a world and for inspiring others to work for one. We both create and proclaim the kingdom through this work.
<b>Mark #2 - To Teach, Baptize and Nurture New Believers</b>	<p>Youth throughout the Diocese are involved in the Matching Grant program. As mentioned earlier, children from Church of the Resurrection in Bridgeton raised funds for postnatal care provided through Episcopal Relief and Development. Children at Trinity Cathedral also took the lead on their project.</p> <p>Youth are also involved in the programs on the international end. Grace Church in Merchantville is supporting the work of YambaChild Ministry in Uganda through Urban Promise International. Schoolchildren receive school supplies, healthcare, and support for emotional and spiritual growth. Good Shepherd Academy in Cameroon is a residential Christian secondary school in Cameroon. St Francis in Dunellen and St. Matthew's in Pennington provide tuition support for students at the school. St. Luke's in Ewing provides similar support to the Mustard Seed Academy in Uganda.</p>
<b>Mark #3 - To Respond to the Human Need by Loving Service</b>	All of the work supported by the Matching Grant Program responds to basic human needs with loving service. The work of Episcopal Relief and Development in particular is grounded in loving service. The relationships fostered by the grants are ones of love. St. David's in Cranbury raised funds for the hurricane relief in India, destined for the hard-hit home state their associate rector is from.
<b>Mark #4 - To Seek to Transform Unjust Structures of Society, Challenge Violence of Every Kind and Pursue Peace &amp; Reconciliation</b>	At their core, the Sustainable Development Goals strive to end poverty, fight inequality and injustice, and combat climate change. These require functioning institutions and societies, as spelled out in Goal 16, "Peace, Justice and Strong Institutions", for example. Matching Grant recipient Cristosal does exemplary work in this area, developing programs that build the capacities of Salvadoran citizens to exercise their rights and government entities to fulfill their responsibilities to citizens in a democratic society. Trinity Princeton supports Cristosal's ongoing victim assistance program for families forcibly displaced by gang violence. This work combines direct assistance to families and international advocacy on behalf of victims. International Justice Mission, supported by Holy Innocents' in Beach Haven, does important work to end human trafficking.

# Mission-Based Budgeting

## The Results Speak For Themselves

11/14/2018

### Diocese of New Jersey Budget To Actual Sample


	2018 Approved Budget	Budget To-Date 10/31/2018	Actual To-Date 10/31/2018	Variance To-Date 10/31/2018	2017 Actuals Comparison 10/31/2017
<b>Revenues</b>					
1b Marks of Mission Giving	2,744,035	2,286,696	2,237,100	49,596	1,961,216
2 Trust Funds	450,000	375,000	385,912	(10,912)	377,960
2a Designated Funds	91,000	75,833	80,033	(4,199)	84,057
4 Other Revenue	-	-	11,765	(11,765)	3,740
6 Trustee Grants - Re-Tooling our Ministries	492,820	410,683	410,683	-	342,644
6b Trustee Grants -CTO Support	143,299	119,416	119,416	-	74,367
6c Trustee Grants - Cn Missr for Yth&YA Support	-	-	-	-	26,250
<b>Total Revenues</b>	<b>3,921,154</b>	<b>3,267,628</b>	<b>3,244,909</b>	<b>22,720</b>	<b>2,870,234</b>
<b>Expenses</b>					
<b>Diocesan Priorities</b>					
10 Mission Congregations	450,000	450,000	450,000	-	337,500
20 The Episcopal Church	515,160	386,370	386,370	-	332,040
<b>Social &amp; Ethnic Ministry</b>					
31 Migrant Ministry	500	417	105	312	1,702
32 Anti-Racism	11,500	11,500	1,478	10,022	11,950
33 Hispanic Commission	12,000	10,000	3,121	6,879	7,089
35 Sustainable Development Goals	10,000	-	750	(750)	-
40 Trinity Cathedral	150,000	150,000	150,000	-	112,500
50 Diocesan Communication	35,000	31,500	31,633	(133)	24,065
55 Archival Expenses	5,000	4,167	2,685	1,481	5,674
65 Ministry for Older Adults	1,570	1,308	86	1,222	351
70 Jubilee Ministries	3,500	2,917	983	1,934	1,807
75 Episcopal Church Women (ECW)	1,475	1,475	1,199	276	995
<b>Sub-Total Social &amp; Ethnic Ministry</b>	<b>230,545</b>	<b>213,284</b>	<b>192,040</b>	<b>21,244</b>	<b>166,132</b>
<b>Sub-Total Diocesan Priorities</b>	<b>1,195,705</b>	<b>1,049,654</b>	<b>1,028,410</b>	<b>21,244</b>	<b>835,672</b>
<b>Congregational Development</b>					
<b>Congregational Development</b>					
100 Congregational Development Committee	25,480	21,233	16,649	4,585	8,034
101 Board Of Missions	300	250	225	25	209
103 Parish Crisis Response	15,000	15,000	15,265	(265)	7,707
<b>Congregational Development</b>	<b>40,780</b>	<b>36,483</b>	<b>32,139</b>	<b>4,345</b>	<b>15,950</b>

# Mission-Based Budgeting

## The Results Speak For Themselves

11/28/2018

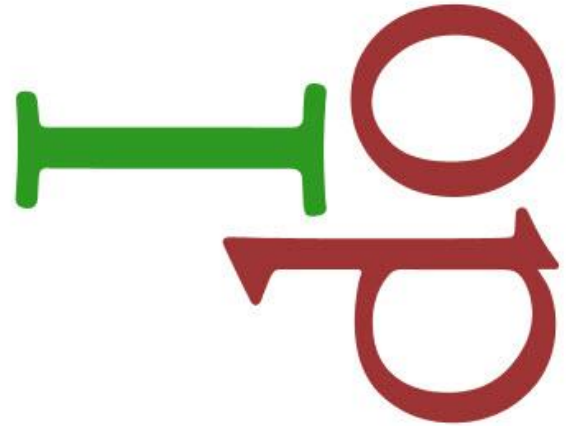
### Diocese of New Jersey Mission-Based Budget vs. Actual YTD October 2018

<b>Mark #4 - To Seek to Transform Unjust Structures of Society, Challenge Violence of Every Kind and Pursue Peace &amp; Reconciliation</b>							
 <b>Description</b>	<b>Full Year Budget</b>	<b>YTD Budget</b>		<b>YTD Actual</b>		<b>Variance</b>	
		<b>Amount</b>	<b>%</b>	<b>Amount</b>	<b>%</b>	<b>Amount</b>	<b>%</b>
Direct Assistance to Congregations	\$ 75,000	\$ 75,000	2.3%	\$ 75,000	2.3%	\$ -	0.0%
Bishop & COO Congregational Support	109,635	95,054	2.9%	94,141	2.9%	913	1.0%
Communications Staff & Expenses	26,894	23,717	0.7%	23,057	0.7%	660	2.8%
Congregational Development & Christian Formation	16,227	13,257	0.4%	13,102	0.4%	155	1.2%
Transition Ministry Congregational Support	22,978	18,863	0.6%	20,243	0.6%	(1,380)	(7.3%)
Youth & Young Adult Ministry Staff & Expenses	20,209	17,272	0.5%	16,415	0.5%	857	5.0%
Support of The Episcopal Church	103,032	77,274	2.3%	77,274	2.4%	-	0.0%
Clergy Development & Support	5,100	4,305	0.1%	1,842	0.1%	2,463	57.2%
Conventions, Conferences & Workshops	-	-	0.0%	-	0.0%	-	0.0%
Social Justice Outreach Programs	31,900	24,584	0.7%	7,328	0.2%	17,256	70.2%
Stewardship	-	-	0.0%	-	0.0%	-	0.0%
Retired Clergy Support	40,750	33,958	1.0%	32,530	1.0%	1,428	4.2%
Administrative Support Expense	104,644	82,996	2.5%	82,793	2.6%	203	0.2%
Facilities, Office & Equipment Costs	42,119	35,391	1.1%	34,166	1.1%	1,225	3.5%
<b>Subtotals - Mark #4 - To Seek to Transform Unjust Structures of Society</b>	<b>\$ 598,488</b>	<b>\$ 501,671</b>	<b>15.0%</b>	<b>\$ 477,891</b>	<b>14.7%</b>	<b>\$ 23,780</b>	<b>4.7%</b>

### Mark #4 - Transform Unjust Structures of Society; Challenge Violence of Every Kind and Pursue Peace and Reconciliation



Questions? Comments??

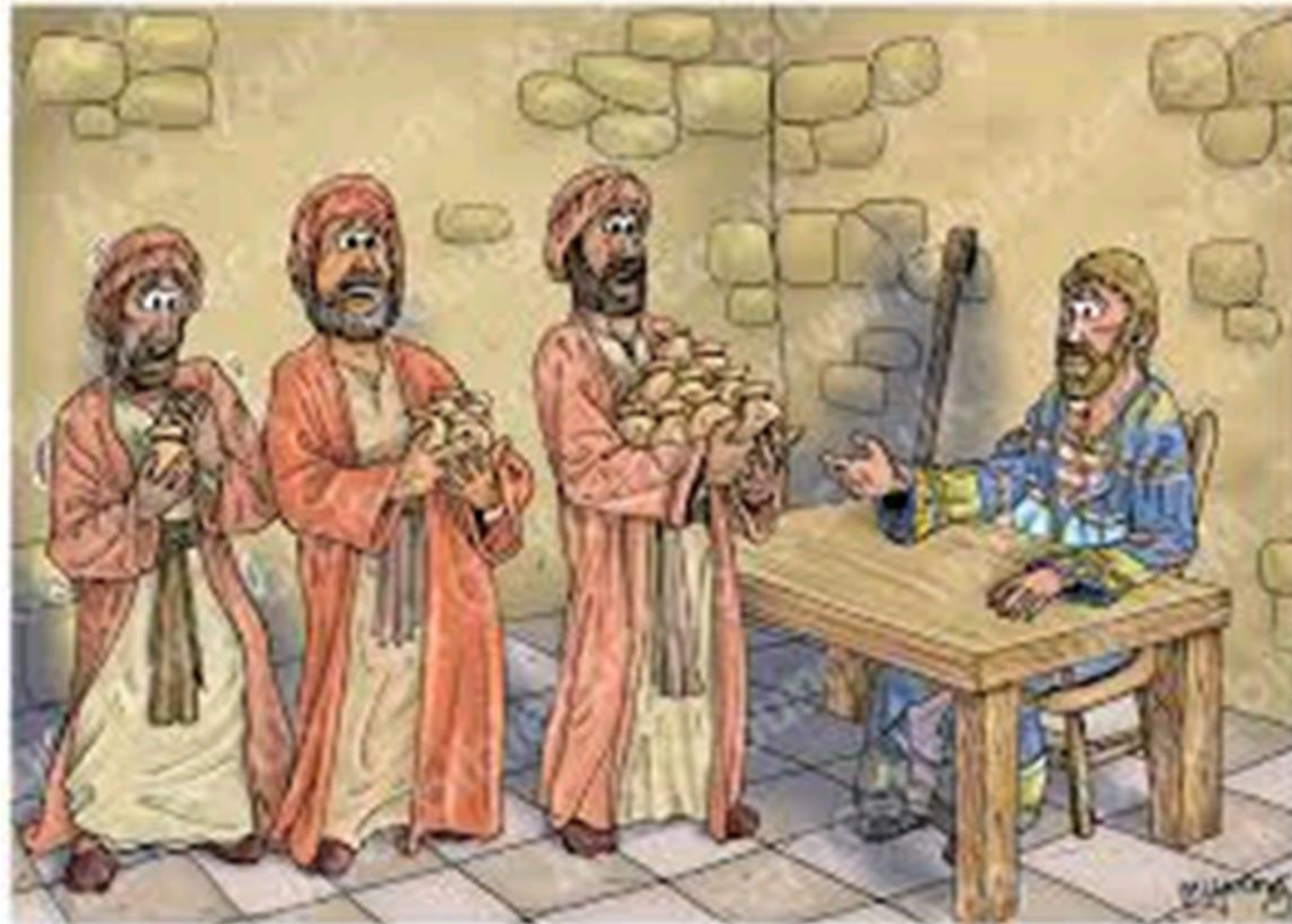


# How



# Mission-Based Budgeting

## A Loving, Liberating, Life-Giving Practice





# Mission-Based Budgeting

## Loving, Liberating, Life-Giving Resources

- [ECF Vestry Papers Article: Mission-Based Budgeting – A Loving, Liberating, Life-Giving Process \(Part 1\)](#)
- [ECF Vestry Papers Article: Mission-Based Budgeting – A Loving, Liberating, Life-Giving Process \(Part 2\)](#)
- “Doing the Math of Mission”, by Gil Rendle
- “Structured for Mission”, by Alan Roxborough
- “Missional Renaissance”, by Reggie McNeal

# Mission-Based Budgeting

A Loving, Liberating, Life-Giving Practice

Let's Stay in Touch!



I am Canon Phyllis B. Jones

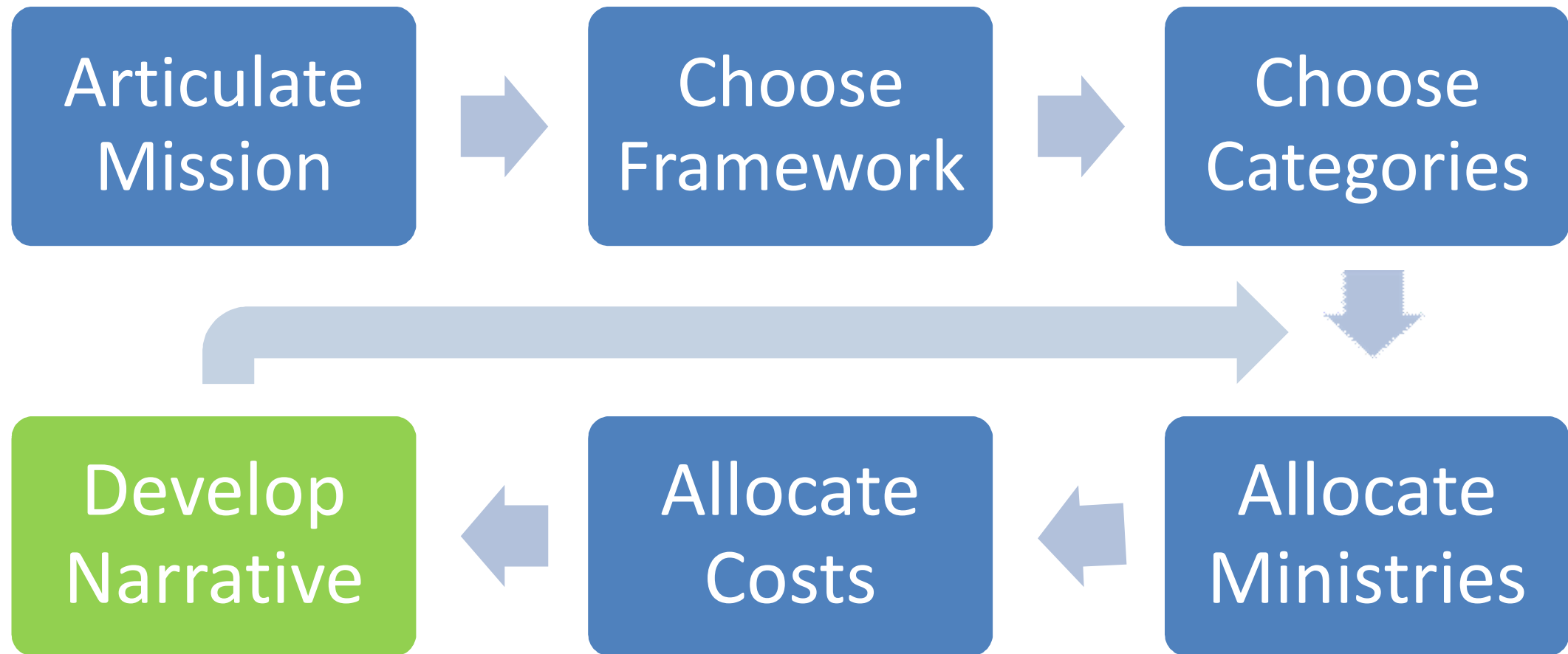
COO/CFO for the Diocese of New Jersey

My email is [pjones@dioceseofnj.org](mailto:pjones@dioceseofnj.org)

My phone number is 908-303-6196

# Mission-Based Budgeting

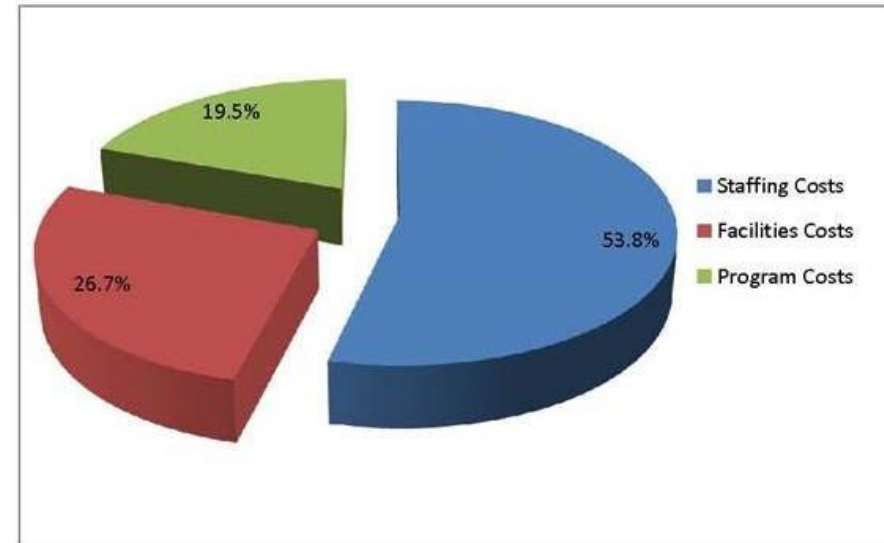
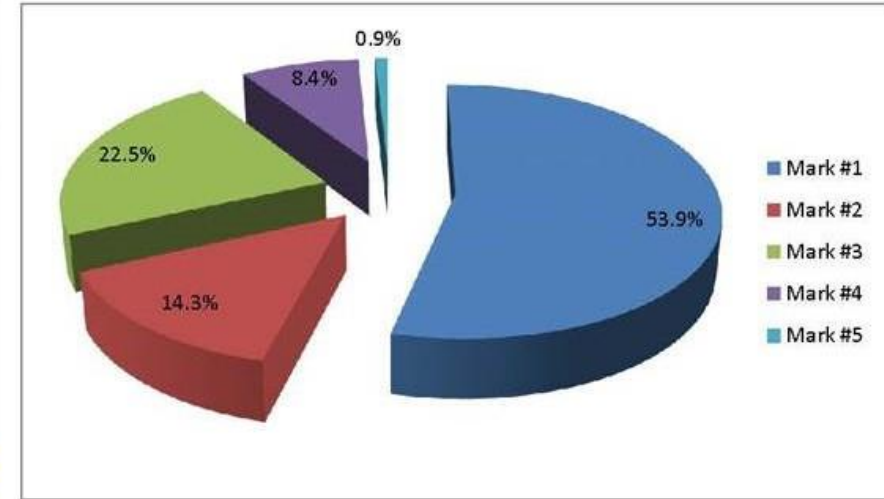
## A Congregational Example



# Mission-Based Budget Template

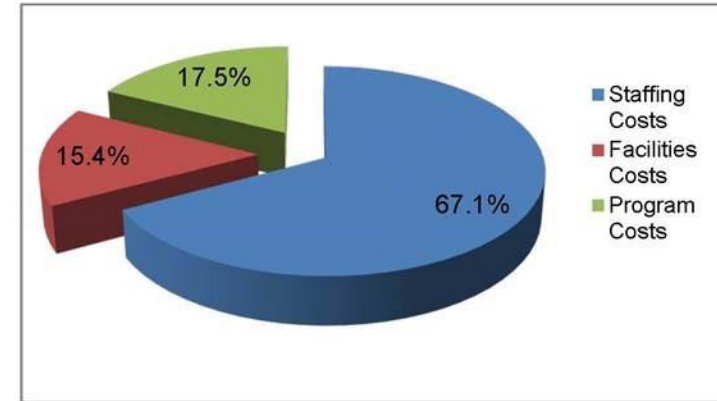
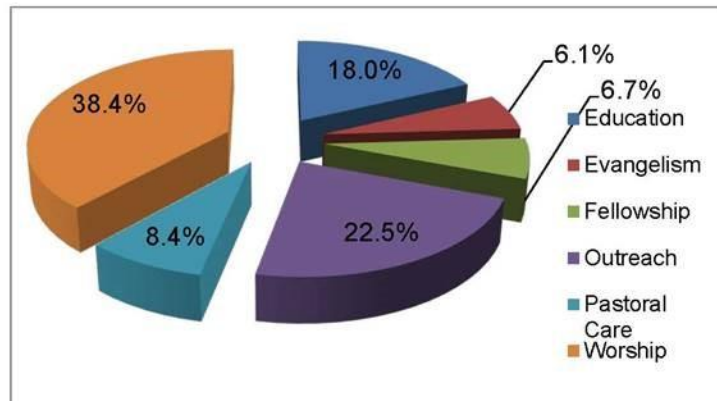
## 2018 - Total Budget

Total Budget		
Description	Budget	
	Amount	%
<b>Revenue</b>		
Tithes & Offerings	339,500	56.4%
Trusts/Organizations	43,036	7.2%
Outside Income (Building Use & Misc.)	72,750	12.1%
Restricted Income	88,960	14.8%
Remaining to be Raised	57,074	9.5%
<b>Total 2018 Income Budget</b>	<b>\$ 601,320</b>	<b>100.0%</b>
<b>Expenses</b>		
Education	\$ 96,448	16.0%
Evangelism	36,172	6.0%
Fellowship	35,488	5.9%
Outreach	175,524	29.2%
Pastoral Care	40,846	6.8%
Worship	216,842	36.1%
<b>Total 2018 Expense Budget</b>	<b>\$ 601,320</b>	<b>100.0%</b>



## Mission-Based Budget Template 2018

Mark #1 - To Proclaim the Good News of the Kingdom						
Description	Budget		Actual		Variance	
	Amount	%	Amount	%	Amount	%
Education	\$ 58,312					
Evangelism	19,625					
Fellowship	21,686					
Outreach	72,945					
Pastoral Care	27,184					
Worship	124,426					
<b>Subtotals - Mark #1 - To Proclaim the Good News of the Kingdom</b>	<b>\$ 324,179</b>	<b>53.9%</b>	<b>\$ -</b>	<b>#DIV/0!</b>	<b>\$ -</b>	<b>#DIV/0!</b>





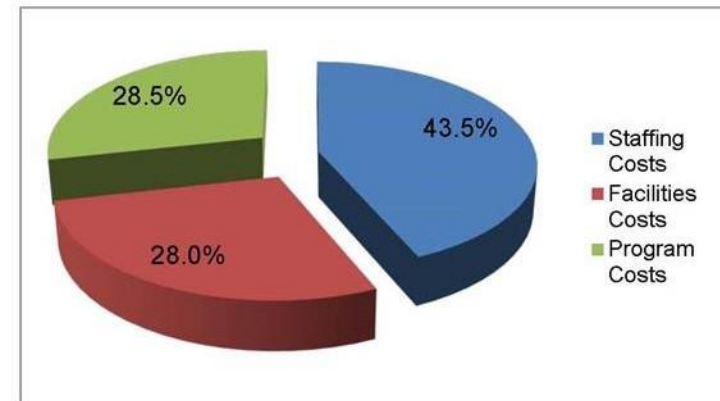
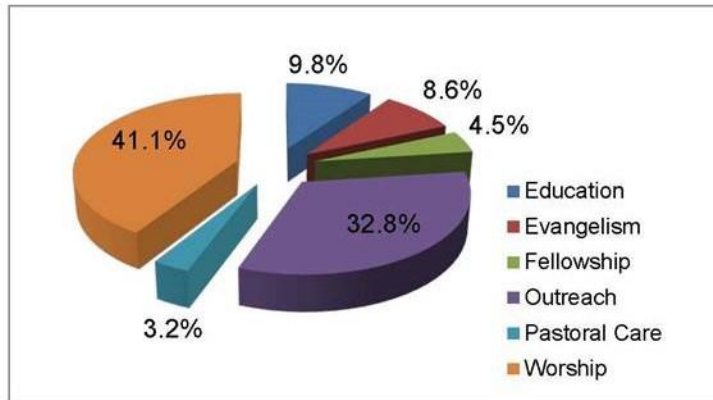


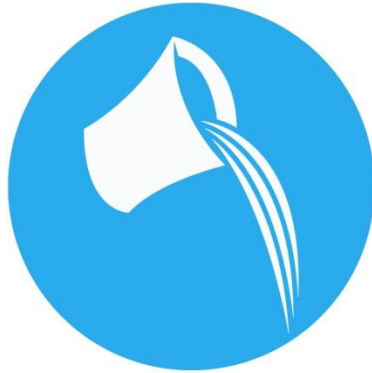
MARK #1 Proclaim the Good News of the Kingdom
Bagpipers
Bell choir
Counters
Lectors
Missionary
Prayer group
Acolytes
Alpha
Altar guild
Baptismal program
Becker Youth Scholarship
Bookstudy
Celtic Festival
Choir
Communication (Church Chat, Chronicle, Bulletin Boards, Weekly bulletins, Parish Directory, Web Site, Network/Computer Support, Facebook Church Archives)
Confirmation, adult
Confirmation, Youth
Education, Adult <b>Belonging Course</b>
Facilities
Happening
Icons
InterCessors
Kite bearers
Las Posadas
Latino/Hispanic ministry
LEM
LEV
Maria Guadalupe Festival
Oblation bearers
Stained glass
Ushers
UTO
VBS (vacation Bible school)
Vergers
Way of St. Paul
Worship advisory committee



## Mission-Based Budget Template 2018

Mark #2 - To Teach, Baptize and Nurture New Believers						
Description	Budget		Actual		Variance	
	Amount	%	Amount	%	Amount	%
Education	\$ 8,435					
Evangelism	7,440					
Fellowship	3,873					
Outreach	28,200					
Pastoral Care	2,736					
Worship	35,341					
<b>Subtotals - Mark #2 - To Teach, Baptize and Nurture New Believers</b>	<b>\$ 86,025</b>	<b>14.3%</b>	<b>\$ -</b>	<b>#DIV/0!</b>	<b>\$ -</b>	<b>#DIV/0!</b>



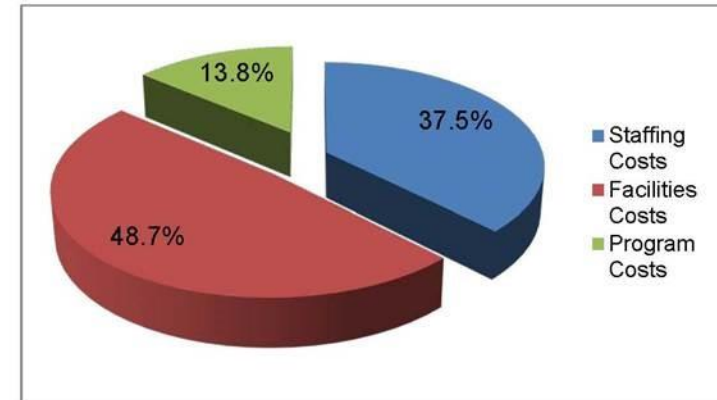
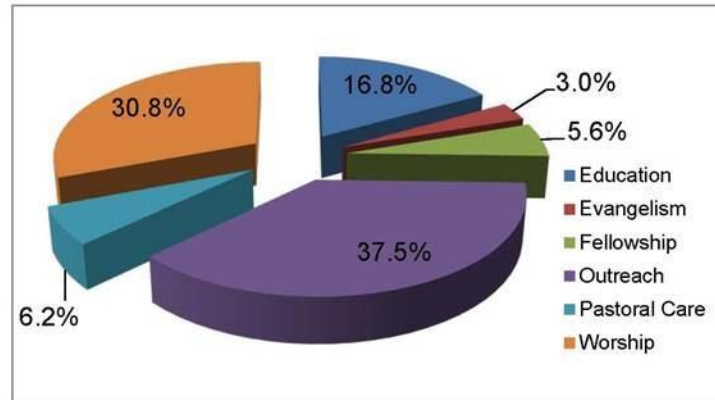
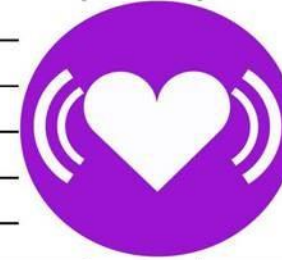


MARK #2	
To teach baptize, & nuture new believers	
	EFM
	Greeters
	Lay ministry discernment
	Library
	Adult reception/confirmation
	Alpha
	Baptismal program
	Becker Youth Scholarship
	Bookstudy
	Bridge committee
	Celtic Festival
	Confirmation, adult
	Confirmation, Youth
	Cursillo
	Education, Adult <b>Belonging Course</b>
	Evangelism –all
	Facilities
	Fellowship Journals
	Happening
	Las Posadas
	Latino/Hispanic ministry
	Maria Guadalupe Festival
	Meditation garden
	Men' s Breakfast Group
	Name tag ministry
	New member development
	New member recognition
	Sunday school
	VBS (vacation Bible school)
	Way of St. Paul
	WCC or WOC
	Welcome brochures



## Mission-Based Budget Template 2018

Mark #3 - To Respond to Human Need by Loving Service						
Description	Budget		Actual		Variance	
	Amount	%	Amount	%	Amount	%
Education	\$ 22,759					
Evangelism	4,105					
Fellowship	7,607					
Outreach	50,789					
Pastoral Care	8,442					
Worship	41,697					
<b>Subtotals - Mark #3 - To Respond to Human Need by Loving Service</b>	<b>\$ 135,399</b>	<b>22.5%</b>	<b>\$ -</b>	<b>#DIV/0!</b>	<b>\$ -</b>	<b>#DIV/0!</b>





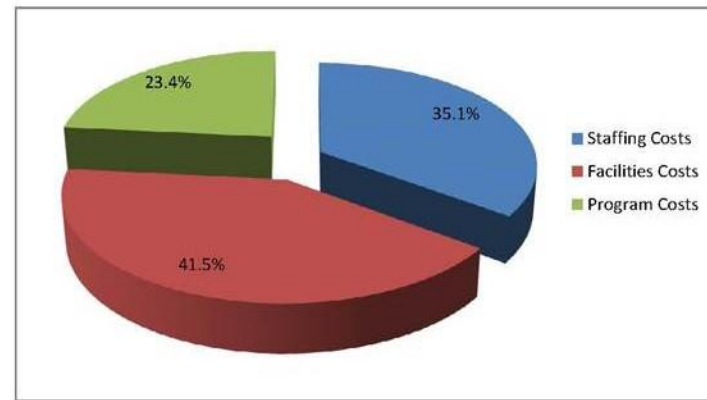
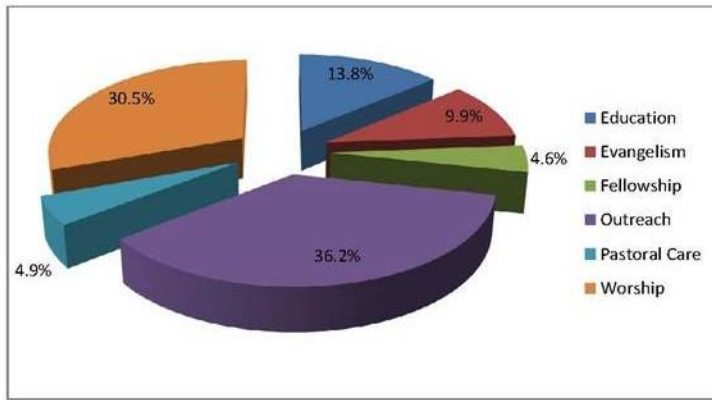


MARK #3
Respond to human need by loving service
Community Food box
DOK
Doula
Greeting card ministry
Habitat
IHN
Immigration
Jubilee Ministry Center
LGBT
Memorial garden
Nursery
OSL
Prayer group
Blue Christmas
Cafe
Caregivers
Celtic Festival
Coffee Hour
Crop walk
Disabled, Ministry with
Facilities
Fellowship/hospitality
Food pantry
Giving tree
Grandmothers cupboard
Holiday Fair (annual - WCC)
LEM
LEV
Maria Guadalupe Festival
Men' s Breakfast Group
Older adult ministry
Parish Dinners/Events
Parish Picnic
Prayer chain
Prayer quilts
Prayer squares
Recovery (12 steps)
Stewardship
Visits to hospital, home
WCC or WOC



## Mission-Based Budget Template 2018

Mark #4 - To Seek to Transform Unjust Structures of Society, Challenge Violence of Every Kind and Pursue Peace & Reconciliation						
Description	Budget		Actual		Variance	
	Amount	%	Amount	%	Amount	%
Education	\$ 6,941					
Evangelism	5,002					
Fellowship	2,322					
Outreach	18,233					
Pastoral Care	2,484					
Worship	15,378					
<b>Subtotals - Mark #4 - To Seek to Transform Unjust Structures of Society</b>	<b>\$ 50,360</b>	<b>8.4%</b>	<b>\$ -</b>	<b>#DIV/0!</b>	<b>\$ -</b>	<b>#DIV/0!</b>





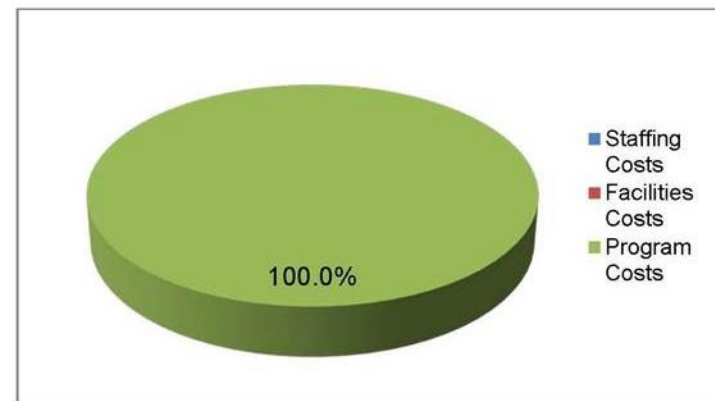
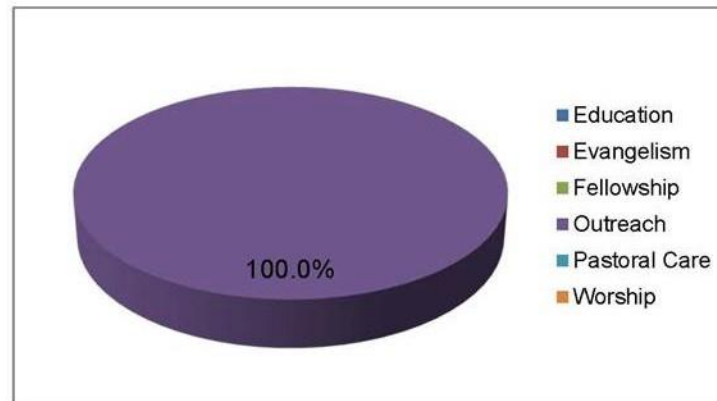
Mark #4 Seek to transform unjust structures of society, to challenge violence of every kind & to pursue peace & reconciliation
Companion diocese
EFM
Habitat
Immigration
LGBT
Library
Missionary
Prayer group
Security
Bridge committee
Disabled, Ministry with
Facilities
Housing Justice
Latino clergy of Ocean Co. Mtgs.
Latino/Hispanic ministry
Mtg. space for APN, Housing grp.
Prayer chain
Racial justice
Recovery (12 steps)
Sanctuary committee



## Mission-Based Budget Template 2018

### Mark #5 - To Strive to Safeguard the Integrity of Creation and to Sustain and Renew the Life of the Earth

Description	Budget		Actual		Variance	
	Amount	%	Amount	%	Amount	%
Education	\$ -	0.0%				
Evangelism	-	0.0%				
Fellowship	-	0.0%				
Outreach	5,357	0.9%				
Pastoral Care	-	0.0%				
Worship	-	0.0%				
<b>Subtotals - Mark #5 - To Strive to Safeguard the Integrity of Creation and to Sustain &amp; Renew the Life of the Earth</b>	<b>\$ 5,357</b>	<b>0.9%</b>	<b>\$ -</b>	<b>#DIV/0!</b>	<b>\$ -</b>	<b>#DIV/0!</b>







MARK #5	
To strive to safeguard the integrity of creation & sustain & renew the life of the earth	
Memorial garden	
Prayer group	
UTO	
Bird nest boxes	
Creation season	
Facilities	
Garden	
Grounds	
Meditation garden	
Prayer chain	
Recycling	
Stewardship	



VOLUNTEER HOURS BY COMMISSIONS/MINISTRIES for CALENDAR YEAR XXXX SAMPLE CHURCH - ANYTOWN,NJ		
Commission	Ministry or Service provided	Volunteer Hours
Worship	Weekly Services	6656 hours per year
	Shrove Tuesday/ Ash Wednesday	125 hours per year
	Christmas	235 hours
	Holy Week	239 hours
	Total Volunteer hours for the year	7255 hours
VESTRY	Monthly meetings	528 hours per year
	Vestry Retreat	392 hours per year
	Total Volunteer hours for the year	920 hours
PASTORAL CARE	OSL	281 hours per year
	DOK	360 hours per year
	Caregivers	185 hours per year
	LEV's	696 hours per year
	Prayer Quilts	30 hours per year
	Prayer Group	728 hours per year
	Total Volunteer hours for the year	2,280 hours
FELLOWSHIP	Coffee Hour	264 hours per year
	Parish Dinners	108 hours per year
	Parish Events and Fund Raisers	408 hours per year
	Men's Breakfast	28 hours per year
	book clubs/book reading events	30 hours per year
	Celtic festival	170 hour per year
	Annual Church Picnic	100 hours per year
	WCC Holiday Fair	300 hours per year
	Maria Guadalupe Festival	300 hours per year
	Los Pasados	128 hours per year
	Total Volunteer hours for the year	1,836 hours
EVANGELISM	All activities	200 hours per year
	Total Volunteer hours for the year	200 hours
COMMUNICATIONS	Facebook, Website and Chronicle	555 hr per year
	Total Volunteer hours for the year	555 hours
JUSTICE	12:30 LATINO	516 hours per year
	Sanctuary committee	72 hrs per year
	LGBT	144 hrs per year
	Workforce Housing	120 hrs per year
	Total Volunteer hours for the year	852 hours

VOLUNTEER HOURS BY COMMISSIONS/MINISTRIES for CALENDAR YEAR XXXX SAMPLE CHURCH - ANYTOWN,NJ		
Commission	Ministry or Service provided	Volunteer Hours
EDUCATION	Youth Education	72 hrs per year
	Youth Confirmation	72 hrs per year
	Children's Classes	432 hrs per year
	VBS	14 hrs per year
	Lay Ministry Discernment	12 hrs per year
	Library	48 hrs per year
	Adult Confirmation	144 hrs per year
	Alpha	174 hrs per year
	Total Volunteer hours for the year	968 hours
STEWARDSHIP	All Activities	636 hrs per year
	Total Volunteer hours for the year	636 hours
BUILDING & GROUNDS	All activities	364 hrs /year
	Total Volunteer hours for the year	364 hours
OUTREACH	WCC	850 hrs/yr
	CC Café	840 hrs/yr
	IHN	810 hrs per yr
	Grandmother's Cupboard	768 hrs/yr
	Community Food Box	168 hrs/yr
	Giving Tree	35 hrs/yr
	Food Pantry	456 hrs/yr
	Missionary	65 hr/yr
	All other Activities	62 hr./yr
	Total Volunteer hours for the year	4,054 hrs
Total ALL Ministries/Year		19,920 Volunteer hours per year