FUNDING FUTURE MINISTRY

A program of the
Baltimore-Washington Conference
The United Methodist Church

Local Church
Campaign Tool Kit

Section 5

(May 2004)
LOCAL CHURCH PHASED CAMPAIGN SCHEDULE

PLANNING STAGE: MONTH 5

Building the Campaign Budget

The campaign budget is the financial plan through which you acquire and bring to bear the necessary resources to realize the Vision your church has established. This may appear to be a fairly straightforward task. A budget can look very neat with columns of figures or percentages, dates, totals, etc. But the neatness can be insidious, or deceptive. The challenge is always to move from sophisticated hunches to an approximate reality.

The objective is two-fold; (1) The budget should serve as a guide for the fundraising effort, and (2) the budget should serve as a way to measure progress and achievement. One of the measures of campaign success will require comparison of results with the costs incurred in achieving them.

Therefore, we urge each Local Church task Force (LCTF) to spend some time working with the pastor, Treasurer and consultant toward creating a campaign budget that can be documented thoroughly. While the budget is something that you will be thinking about from the beginning, it cannot be constructed until you have completed early tasks of (a) articulating the Vision for Future Ministry, (b) completing a Needs Analysis, (c) establishing preliminary goals, and objectives, and (d) outlining strategies over a time period for achieving these goals.

Making up the budget will provide you with an important audit tool through which you will find yourself re-evaluating the campaign plan. Having to decide how much money you are ready to commit to various activities forces you to concentrate on how important each activity really is.

The purpose of the budget is simple: It authorizes the campaign director to commit resources to accomplish the tasks. If you do not commit the funds required to raise the money, you won’t raise the money. If your initial perceptions of need are a bit off center (within a range of ten percent), don’t worry about that now: the budget is a flexible tool, and will allow you to make subsequent decisions as needed during the campaign implementation period.
A Lesson from John Wesley

The Question of Economic Justice

The question here is whether Wesley envisions a manner of establishing economic justice that goes beyond the work of assisting the poor in their affliction, or whether he considered denouncing those groups and structures that occasion, and benefit from, that affliction. What are the positive values inherent in faith that may produce a fundamentally different set of economic relationships and values? For Wesley, is there an evangelical economics? What we are looking for is Wesley’s attempt as a practical theologian to develop an understanding and practice of economics based on the same theological principles that govern his reflection on the Christian life generally.

“The gospel of Christ knows of no private religion, but social; no holiness but social holiness.”  
(Hymns and Sacred Poems, Preface, 1739)

“Christianity is essentially a social religion…. To turn it into a solitary religion is indeed, to destroy it…. I mean not only that it cannot subsist at all, without society, without living and conversing with others… Not that we can in anywise condemn the intermixing of solitude or retirement with society… Yet such solitude must not swallow up all our time… That the religion described by our Lord cannot subsist without society, without our living and conversing with other people, is manifest from hence, that several of the most essential branches thereof can have no place if we have no intercourse with the world. There is no disposition, for instance, which is more essential to Christianity than meekness…. Another necessary branch of Christianity is peace-making, of doing good.…”
(Sermon 24, “Sermon on the Mount,” Sermons, IV, I:1-4)

“The natural, necessary consequence of this will be the same as it was in the beginning of the Christian Church. None of them will say, that aught of the things which he promises in his own; but they will have all things in common. Neither will there be any among them that want: for as many as are possessed of lands or houses will sell them; and distribution will be made to every man, according as he has need.”
EXHIBIT 5-A

Local Church Funding Future Ministry Task Force
Sample Agenda for Month 5

Opening prayer

Bible Study: *Luke 10: 25-37*

Minutes of last meeting

Complete unfinished business from the meeting(s) of the previous month
   -- fill out any additional slots on LCTF membership
   -- address any questions or issues from the Church Council
   -- Mission and Vision statements: further refinements as needed
   -- Community Needs Assessment: Reports and Recommendations
   -- Internal Campaign Readiness Audit: Reports and Recommendations

Questions and Discussion concerning Conference-wide priorities:
   -- Retreat and Camping Ministries
   -- New Church Starts: “Making Disciples for Tomorrow”

Budget Building for the Local Church Campaign:
   -- new construction and/or renovation needs
   -- programs: reorganizing, revitalizing, new agendas
   -- maintenance budget needs and staffing requirements
   -- endowment and future reserves / resources
   -- architectural consulting / engineering consulting
   -- zoning and county code requirements (as needed)
   -- costs for fundraising consultation (if needed)

Communication Issues within the Local Congregation

Discuss integration of stewardship objectives into the Campaign Budgeting Process

Other business as determined by the Task Force

Closing prayer
BIBLE STUDY
Luke 10:25-37

> Just then a religion scholar (lawyer) stood up with a question to test Jesus. “Teacher,” he said, “what must I do to inherit eternal life?” Jesus said to him, “What is written in God’s law? What do you read there?” He answered, “That you love the Lord your God with all your passion and prayer and muscle and intelligence – and that you love your neighbor as well as you do yourself.” “Good answer!” said Jesus, “Do this, and you will live.”

Looking for a loophole, the scholar asked Jesus, “And just how would you define ‘neighbor’?”

Jesus answered him by telling a story, “There was once a man traveling from Jerusalem to Jericho. On the way he was attacked by robbers. They took his clothes, beat him up, and went off leaving him half-dead. Luckily, a priest was on his way down the same road, but when he saw him he angled across to the other side. Then a Levite, a religious man, showed up; he also avoided the injured man. Then a Samaritan traveling the road came on him. When he saw the man’s condition, his heart went out to him. He gave him first aid, disinfecting and bandaging his wounds. Then he lifted him onto his donkey, led him to an inn, and made him comfortable. In the morning he took out two silver coins and gave them to the innkeeper, saying, “Take good care of him. If his keep costs any more, just put it on my bill – I’ll pay you on my way back.” “Now,” Jesus said, “The one who treated him kindly,” said the religion scholar. Jesus said to him, “Go and do the same.”

Peterson translation (The Message)

1. What do the actions of the principals in the parable indicate about their approach to material possessions?
   A. Robbers
   B. Priest and Levite
   C. Samaritan

2. How does the parable answer the lawyer’s question, “And who is my neighbor?”

3. What is the stewardship message of the parable?
FUNDING FUTURE MINISTRY

PLANNED GIVING WITHIN A CAMPAIGN

WAYS PEOPLE GIVE

1. CASH
   - writing a check
   - pay by credit card
   - savings or money market

2. SECURITIES
   - avoid long term gain

3. PERSONAL PROPERTY
   - antiques, cars, etc

4. REAL PROPERTY
   - outright deed transfer
   - vacation home
   - commercial property
   - farm or forest land

5. PERSONAL BUSINESS
   - assignment of shares

6. LIFE INSURANCE
   - current or old policies
   - purchase new policy

7. RETIREMENT PLANS
   - IRA, KEOGH, 401-K, etc.
   - Social Security benefits

8. TRUSTS
   - retained life income plan
   - charitable remainder trust
   - charitable lead trust
   - Gift Annuities with SC&F

9. BEQUESTS
   - specific bequest
   - residuary or contingent
   - assignment of property
   - testamentary trust
WAYS PEOPLE GIVE: DISCUSSION

There are a variety of ways of giving -- some that have an immediate impact upon budget needs and some that will have effects for the future. Each has its own benefits and impacts both for the donor and for the church.

1. CASH
   Writing a check is clearly the most convenient way of giving, but it is also the most expensive for the donor. The gift is fully deductible on income tax returns (provided the donor is an itemizer) subject to the limitation that the total deduction (this gift plus other charitable gifts that year by the donor) does not exceed fifty percent of the donor's adjusted gross income (AGI) for the year. Tax savings from a charitable gift can be substantial.

   Writing a check from a personal account is convenient, but there are also other ways of giving cash, such as utilizing a credit card, or withdrawing money from a savings account or a money market fund. In each such case, the deduction is calculated for income tax purposes just as though one wrote a check from current income.

2. SECURITIES
   For long term (more than twelve months) appreciated securities, an attractive gift option is to give the stock certificates directly to the church. The donor here realizes a double income tax benefit: the charitable deduction is allowed for the current value of the securities (no matter how much they may have risen since their acquisition) and secondly, the transaction helps the donor avoid capital gains tax when the stock is sold.
3. PERSONAL PROPERTY

Tangible personal property, in addition to real estate and securities, can be particularly beneficial to both the donor and the church. Such gifts can range from a rare stamp collection, antiques and jewelry, to yachts, cars and race horses. By giving such property (held for more than twelve months), the donor can realize a tax deduction and therefore is able to enjoy more spendable income. The responsibility for establishing fair market value rests with the donor.

4. REAL PROPERTY

The unprecedented increase in real estate values in many areas makes an outright gift of a residence or other real estate to the church an especially attractive method of support. The advantage of a gift in this form is that it enables the donor to avoid a capital gains tax on the appreciation of the property, just as is the case with gifts of appreciated securities subject to the same limitations.

Also, a deduction is allowed for a gift of the remainder interest in a farm or the personal residence, or a vacation home or forest land, as long as it is a gift of the undivided portion of the donor's entire interest in the real estate. Commercial property may also be used as a gift, though if depreciation has been taken through the years, the tax savings to the donor may be offset.

Another popular approach for the use of real estate for a gift is the bargain sale. For long-term appreciated property not easily divisible for sale or gift purposes (such as real estate), for which the donor would like to recover the initial investment while donating the increased value to the church, the bargain sale is attractive.
5. PERSONAL BUSINESS

For the individual who is owner of a personal business (called a closely held company), one attractive way of making long-term charitable commitments is to make the church part owner of the business through a gift of shares. At the time that the shares are valued, a fixed number are placed in the name of the church, and as the business grows, so does the value of the shares. When the business is sold (or goes public) the church is a significant participant in the proceeds.

6. LIFE INSURANCE

Insurance based giving is rapidly becoming one of the most attractive ways for a donor to make a large gift for a small cash outlay, while enjoying the pleasure of knowing now what that gift will ultimately accomplish. The gift can be made with a new policy or a policy that has outlived its original purposes. In either case, the two most popular options for benefiting the church are (a) to name the church as the beneficiary of an existing policy or (b) to irrevocably transfer ownership of the policy to the church with the church named as beneficiary.

7. RETIREMENT PLANS

The funds in individual retirement plans may be the largest untapped source for charitable giving in America. There are not even accurate estimates as to how much money Americans have in retirement plans. And it is a simple matter to make the church a contingent beneficiary of one's retirement funds. One can do this with company structured plans, with IRA funds, with KEOGH plans, with Social Security benefits. It simply means adding the church as a contingent beneficiary to such plans, to receive any remaining monies after loved ones are properly cared for.
8. **TRUSTS**

The use of trusts dates back to old English common laws, and for the past fifty years or so have been codified in U. S. tax law -- the approach is particularly attractive for donors who wish to make a long term commitment to the church but who must depend on a continuing source of income from capital assets now. Thus, trusts are usually part of retained life income plans.

There are a number of important advantages involving both tax and other financial considerations that the donor and his or her family can derive from a life income gift. The tangible personal benefits are considerable and should be evaluated individually with the aid of a financial advisor.

**Charitable Remainder Unitrust**

The key feature of this retained life income plan is an investment policy based on the donor's income needs and objectives, although a growth-oriented investment policy is often emphasized with a unitrust.

The distinct advantages of this unitrust are

(a) it creates a hedge against inflation and a means to preserve the purchasing power of the income dollars, because the worth of the trust assets are now revalued monthly;

(b) it provides maximum flexibility of investment; and

(c) it permits a substantial gift to the church while preserving the security of an income for life.
Charitable Remainder Annuity Trust

The key feature of this retained life income plan is an investment policy that guarantees a fixed and unvarying annual return to the donor. The distinct advantages of this annuity trust are that

(a) it provides stability because the dollar amount of income remains constant for life with the assurance of knowing the exact guaranteed annual income, and

(b) it permits a substantial gift to the church while preserving the security of an income for life. The annual rate of distribution may be fixed in the agreement at any amount decided upon by the donor and the church. The rate, however, must be at least five percent of the initial value of the property transferred to the original trust.

10. BEQUESTS

Everyone should have a will to provide for family and other loved ones. Moreover, a will should be reviewed periodically to make adjustments in accordance with changing tax laws. Any major changes in the magnitude of the estate or in the number or circumstances of the intended heirs also are causes for review. At such times, the individual can also consider aiding important causes such as the church through a charitable bequest. Often these two purposes -- making provision for named individuals and for the church -- can be combined for the benefit of both.

An outright bequest to the church is fully deductible for the purposes of the federal estate tax and exempt from state inheritance taxes. In addition, there is the donor's personal satisfaction of knowing that he or she is helping to provide meaningful support for future generations. A bequest can take any of several forms:
o a specific bequest of a dollar amount of particular securities, of personal property or real estate.

o a residuary bequest of all but a portion of the estate after the payment of specific amounts to other beneficiaries.

o a contingent bequest to take effect only in the event that the primary beneficiaries under the will predecease the donor.

o a testamentary trust, the principal of which is to be paid to the church upon the death of the beneficiaries of the trust income.

The bequest can be restricted or unrestricted. The unrestricted gift permits the greatest latitude on the part of the church Council. It can function something like an endowment, or it can be allocated to an area of special and urgent program need. With a restricted gift, the donor indicates the area of interest and whether or not the gift is to be added to the corpus of the church endowment. A bequest can also establish a lasting memorial to honor someone or to link the donor's own name with the church in perpetuity.

CONCLUSION

The selection of a method of giving is a highly individual matter, based on the needs and interests of the donor. Of course, with a major gift commitment, a donor will likely combine several methods of giving, both for the donor's self-interest and for the benefit of the church.

This discussion is presented by information only and is not meant to be investment or tax advice. Any donor who contemplates a major gift to the church, the annual conference or any of its entities should seek independent professional counsel.
Building the Campaign Budget

The Local Church Task Force (LCTF) by now should have completed some form of a community needs analysis process (either formal or informal). In addition, the Task Force should be well along in the process of articulating the major Goals and Objectives for the Campaign, consistent with methodologies for implementing the overall Vision for Future Ministry. The budgeting task should support that planning process.

Rule One: Define what you are Creating

The campaign budget is the financial plan to accomplish specific objectives within a specified time frame. Therefore, it is essential that you have Objectives defined for each major Goal to be accomplished in the campaign. The more detail you can outline for Strategies and Tasks will also help in the process of refining the budget.

Rule Two: Create a Budget distinct from the Church Annual Operating Accounts

Extraordinary expenses associated with campaign implementation should not be commingled with the regular operating budget of the church. This distinction must be made at the outset because later on, once facility expansion is in place or program expansion begins, it will be necessary to build into the ongoing operational budget increased costs associated with the acceleration of those activities on an ongoing basis.

Rule Three: Define budget categories that permit “common sense” accounting

The budget categories should be distinctive in the sense that anyone involved in the campaign can understand “what the money is for” and “where the money is going.” You want the budget categories to be transparent, and you want to avoid any appearance that the budget is full of “hidden costs.” One of the common failings in many organizations is an approach to budgeting that obscures from the memberships what money is being spent on which activities. The campaign budget should be “self-explanatory” for anyone who asks.

Rule Four: From the Beginning, Think “Audit Trail Later”

Create the budget and the accounting procedures from the start so that every transaction has a “back up” audit trail. You must have discreet budget categories that will be encompassing for all anticipated expenditures. The fewer times you have to do journal entries to “correct” the misapplication of expenditures, the better off you will be. The campaign budget should be audited at least once each year, and the last thing you want are audit “exceptions.”

Rule Five: Don’t create the Budget “by Committee”

Perhaps the Pastor, the Church Treasurer and the Campaign Chair can work together to build the budget, and then you will consult with the leadership committee for refinements. But do the work via two (maybe three) heads thinking together. Then seek further input.

In summary, creating a campaign budget is an integral part of the Campaign planning process. You should not expect to “do the budget” all at once or in one sitting. You will have to build the budget as you go through the planning process, developing each part of the campaign.
Financial Risk vs Financial Return

Whenever a church decides to embark upon a comprehensive special gift campaign, whether or not a capital project is included, the project should be assessed in terms of “financial risk” compared to a realistic potential “financial return.” Let’s examine each of these terms and then consider a method of comparison.

Financial risk is a factor that includes “up front” costs for a campaign as well as projections of costs over time for volunteers, staff and consultant time. Much research has been done to examine the differences of costs associated with various fundraising activities. The cost of an activity can readily be reduced to cost factors per number of people involved. Factors that must be considered include such issues as size of the church constituency, level of contributions per giving unit to the annual budget, the enthusiasm of the church membership for the proposed Vision of Future Ministry, the number and quality of volunteers available to work within the campaign structure, the length of the planning and education period, and the creativity of the campaign implementation strategy. All of these factors impact budget planning.

Financial return is not as straightforward a matter as might at first be thought. On the simplest scale of measures, the return can be stated in simple dollar terms: the potential goal for the campaign might be established at $500,000, or $5,000,000. And, in most instances, we can state categorically that the goal (if reasonable) will be met. The question is: over what period of time, and at what cost? If 50% of the campaign goal is eaten up in costs to raise that money, the question must be asked: is the effort worth the cost?

Whereas a “highest net-profit margin” can serve as the criterion for decision-making, that might not be the most valuable measure. In broad campaigns in the nonprofit sector, an organization often values such factors as “enhanced public awareness” or “strategic position for our services” as desired objectives almost as valuable as money. Our district superintendent has stated publicly that even if we don’t raise a dime in our district campaign, it will be considered a success if we can enhance the spirit of discipleship and the level of stewardship within our congregations across the district. Still, even though “returns” can be variously defined, we need some way to gauge the effectiveness of campaign strategies, and that means measuring the potential return vs the investments we make in the campaign organization and tasks.

Fundraising guru Henry A. Rosso developed a “Fundraising Risk Scale” that can be a helpful tool in our thinking. The scale involves both “personal” risks as well as financial investment required of the church in developing the campaign budget. In shorthand, one can see that the lower the level of personal involvement and commitment within the congregation, the lower the financial return to be expected. An example: a fundraising event does not require much personal risk or commitment, and the net return is not going to be substantial. On the other hand, making a personal solicitation call requires a high level of risk, but the return can be enormous. Rosso’s “Risk Scale” is reproduced on the next page for your reference and use.
EXHIBIT 5-B

Fundraising Risk Scale

Organizing the Budget Task

As you meld the campaign components into a cohesive plan, you can develop the budget for a cohesive presentation. The campaign budget must cover three types of expenses, each of which you must carefully analyze:

- **Direct Costs**
- **Increased Costs**
- **Related Costs**

Although the campaign may stretch beyond one calendar year, you should begin by creating a Summary Budget, as though everything involved in the campaign can not executed and accounted for in a one year time frame. Thus you will end up with broadly defined categories that will encompass all of the foreseen expenditures. Later, once agreement is reached on these broad basics, you can break the expenditures out into appropriate time frames, perhaps even three years if it is a really extensive campaign.

**Direct Costs:**

These costs derive from the Campaign Implementation Plan and the methodologies through which it will be carried out. All expenditures for site development, construction, professional and consulting fees, materials, new staff salaries, promotional materials in print or video, special events and campaign logistics should be included here. Give special attention to all the direct costs associated with fundraising: many times during the campaign you will be asked about the “cost” for raising the monies you’ll be seeking. Whereas you might not have any one category that says “fundraising,” you will need to reference perhaps two or three categories (such as promotional material and consultants) that will answer the question. If you can keep fundraising direct costs at a level of 5% of the total campaign goal, you will be a management guru. You should try everything you can not to exceed 10% at the upper limit.

**Increased Costs:**

The campaign will impact activities in several different “shops” within the church organization, especially as activities accelerate later. Look at the various categories in your annual operating budget and try to identify where increases will occur. These could include:

- more mailings (increases in printing and postage)
- more travel (by the pastor and other staff)
- more salary (perhaps additional secretarial time)

**Related Costs:**

There may well be additional costs associated with office use (perhaps carving out some space for a “campaign office” or buying a file cabinet for campaign records). There will need to be some though given to expenses for volunteers, which can be important – otherwise people will begin to mentally “deduct” the expenses they incur from their own pledge. And there will be some logistical expenses, such as notebooks for campaign committees, etc. The more of these things you can anticipate ahead of time, the fewer budget adjustments will be required later.
Projected Costs & Total Returns

It is good to begin with some projections: Think about the total cost of the campaign over time in relation to the total goal for the campaign itself (that is, how much you will be trying to raise). In major campaigns, the total flow of monies will not follow a smooth and rising line on a graph. The timing of major gifts, for example, will usually appear in a “sawtooth” pattern on a year-by-year basis, and trends become apparent only over a period of time.

The implementation plan for the campaign will identify year-by-year activities, and this will help to develop an anticipated time line for the flow of gifts. A chart can show the data clearly which can be used to make presentations to committees and to the church council. You can also use this in one-to-one presentations to gift prospects, demonstrating that you are “in control of” campaign related costs. You can even prepare an overlay of the time line to show that certain gifts are required “in a timely fashion” to undergird required expenditures and to keep the schedule “on track.”

There is always a question as to whether the budget should ever be presented “on its own” even to groups internal to the church, or whether the campaign budget should only be presented as a “package” with campaign goals and strategies. This is going to be your choice, but in general, our recommendation is that the budget should only be presented for discussion in tandem with campaign goals, the operating budget, and long term planning objectives. The thinking is that one is always better off by presenting the “big picture.” If people can visualize the results and the total benefits of the program, costs associated with the campaign are more readily accepted and understood.

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This sort of chart allows you to compare the total projected costs of the campaign and the total return expected in terms of actual cash received (using FASB and generally accepted accounting standards) in concert with long-term commitments. The members of your leadership team and people in your congregation will probably already be “doing the numbers” on scratch pads, so you will need to present an accurate picture – the impact can be dramatic.
## EXHIBIT 5-C

### SAMPLE BUDGET

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Managing Campaign Costs

What does it take to actually run a successful campaign? The answer “depends”…. but it is safe to say that it usually costs something more than you initial think. Obviously, there is no single or simple answer to the question, but there is one imperative: the campaign must be managed in as efficient a manner as possible. It will be crucially important that the members of the congregation have confidence that the leadership committee and the clergy staff are managing the campaign in an efficient as well as effective manner. No one is going to be generous with contributions if they think the campaign is being “mismanaged” or if costs appear to be “out of control.”

There are several factors that will influence the cost of the campaign: (1) the existing institutional resources already committed to the ongoing church program of discipleship and stewardship education, (2) the size of the campaign dollar goal (there are certain fixed costs common to all campaigns that are more easily absorbed within larger campaign budgets than small ones), (3) the type of campaign model followed for implementation (personal calls are much more efficient than large mailings), and (4) the geographic spread of the church’s constituency (which has a direct impact on travel costs and communications).

What is the acceptable percentage for campaign costs? Again, the range will vary, but a rule of thumb would be 5%-15% of the overall goal, with direct fundraising costs budgeted at the low end of the total campaign budget. In the model being developed for the Funding Future Ministry Program in the Baltimore-Washington Annual Conference, some efficiencies are built in to the district-by-district wide approach, permitting us to develop materials and provide professional consulting services through a “resource-sharing” strategy. We will also attempt to keep the costs for professional consulting services at or under the 5% figure in any given campaign.

Before any final budget figure is approved by the church council, there are a couple of variables that should be evaluated and addressed by the budget team. The first is that it takes ample up front funding to ensure the success of a major campaign. It is foolhardy when so much is at stake to unduly restrict the campaign budget. It is foolish to build a plan that requires the campaign leadership team to “cut corners” when there can be significant impacts later.

The second variable is communications. It is most important to think through the contingencies and try to provide ample flexibility (without padding the budget) that will forestall the need to go back to the church council to authorize more funds due to “unforeseen circumstances.” One such trip may, in fact, be required and, if the reasons are sound, such authorization should be expected. However, a continual stream of such requests at each now church council meeting will have dire consequences on the congregation’s morale and commitment.

Above all, make the budget and related campaign expenditures transparent. If each decision is justified and paper trails are created for each expenditure authorization, then the budget becomes an effective tool for success rather than a roadblock to be surmounted.
STEWARDSHIP BULLETIN REFLECTIONS

From the Old Testament:
He who oppresses the poor shows contempt for their Maker, but whoever is kind to the needy honors God.
Proverbs 14:31 (New International Version)

Every man shall give as he is able, according to the blessing of the Lord.
Deuteronomy 16:17

From the New Testament:
Give, and it will be given to you. A good measure, pressed down, shaken together, running over, will be put into your lap; for the measure you give will be the measure you get back.
(Luke 6:38)

Love is patient, love is kind. It does not envy, it does not boast, it is not proud.
I Corinthians 13:4 (New International Version)

From the Christian Tradition:
For a blessing upon all human labor, and for the right use of the riches of creation, that the world may be freed from poverty, famine, and disaster, we pray to you, O Lord.
(Book of Common Prayer)

A Christian is one who is on the way, though not necessarily very far along it, and who has at least some dim and half-baked idea of whom to thank.
(Frederick Buechner)

Find everything in God, and then share it with others. (St. Dominic)

Some Ancient Wisdom:
Be generous when you worship the Lord, and do not stint the first fruits of your hands. With every gift show a cheerful face, and dedicate your tithe with gladness.
Give to the Most High as he has given to you.
(Sirach 35:10-12a)

Who does not befriend himself by doing good? Sophocles (495-406 b.c.e)

Deeds of Giving are the very foundation of the world. Torah
**And consider these additional sayings as well:**

Put not your trust in money, put your money in trust.
Oliver Wendell Holmes (1809-1894)

Giving is the secret elixir that gives life meaning.
Douglas M. Lawson (1936-  )

Love is the only thing that we can carry with us when we go, and it makes the end so easy.
Louisa may Alcott (1832-1888)

Blessed is he who expects nothing, for he is never disappointed.
Confucius (551-479 b.c.e.)

Live and work to make a difference, to make things better, even the smallest things. Give full consideration to the rights and interests of others. No business is successful, even if it flourishes, in a society that does not care for or about its people.
Eugene C. Dorsey (1927-  )

Philanthropy, like voluntarism, is realizing the enhancing influences of cultural diversity. Inviting the full participation of all the community’s human resources leads to win-win situations.
Gwen Jackson (1928-  )

Great thoughts speak only to the thoughtful mind; great actions speak to all mankind.
Emily P. Bissell (1861-1948)

The greatest pleasure I know is to do a good action by stealth, and to have it found out by accident.
Charles Lamb (1775-1834)

He that loveth silver shall not be satisfied with silver; nor he that loveth abundance with increase: this is also vanity.
Ecclesiastes 5:10

All that I am or hope to be I owe to my angel mother.
Abraham Lincoln (1809-1865)

Pity all you like, but for God’s sake give!
Evangeline Booth (1865-1950)

The highest of distinctions is service to others.
King George VI (1895-1952)
**And consider these additional sayings as well:**

Real joy comes not from ease or riches or from the praise of men, but from doing something worthwhile.  
Wilfred Grenfell (1865-1940)

Peace we want because there is another war to fight: against poverty and disease.  
Indira Gandhi (1917-1984)

Teach me to feel another’s woe, To hide the fault I see:  
That mercy I to others show, That mercy show to me.  
Alexander Pope (1688-1744)

Blessed are the young, for they shall inherit the national debt.  
Herbert Hoover (1874-1964)

Don’t do nothing halfway, else you find yourself dropping more than can be picked up.  
Louis Armstrong (1900-1971)

You will be happier if you will give people a bit of your heart rather than a piece of your mind.  
Author Unknown

Memorial Day is one of the most significant and beautiful occasions of the year. It shows the sentiment of the people toward those who gave their lives for a good cause and it teaches a lesson in patriotism which is without parallel.  
C. E. Allison (1847-1908)

Blessed are those who can give without remembering and take without forgetting.  
Elizabeth Bibesco (1897-1945)

People think that if they were rich they would contribute to charities. My experience has been if you don’t start giving away your money when you have very little, you won’t do it when you get a lot.  
Robert Balnum (1925- )

Collectively we can do what no person can do singly.  
Leland Kalser (1936- )

Your best appearance may be what is most remembered about you: don’t leave home without it.  
Clarence E. Hodges (1939- )
A STEWARDSHIP STORY

From India comes the story of Ibrahim Adham, a great spiritual leader of the Muslim mystics known as Sufis. Ibrahim lived in much pomp and splendor, surrounded by a large number of servants. Even his tents were pitched with golden pegs.

A wandering dervish once happened to pass by his tents and was enormously surprised at such a display of wealth by a Sufi. So he went, begging-cup in hand, to Ibrahim and questioned him thus: “It is strange that you call yourself a Sufi, and yet you are surrounded by luxury and material wealth of a kind that even your tents are fixed with golden pegs.”

Ibrahim welcomed him, and invited him to rest while his servants provided a generous meal. After some time, he asked the dervish if he would like to go along with him to Mecca, and the dervish readily agreed.

They both set out on their pilgrimage, the princely Sufi leaving all his wealth and luxury behind him without a thought. They had not walked far, when the dervish suddenly remembered that he had left his wooden cup in Ibrahim’s tent and wanted to go back to fetch it.

Ibrahim smiled and said: “My friend, I left all my wealth behind without the least worry. Yet you are so much attached to a cup of practically no value that you cannot proceed to Mecca without it? The golden pegs which so much surprised you were driven into the earth, not into my heart.”
PLANNING STAGE: MONTH 5 (continued)

OBJECTIVES / ACCOMPLISHMENTS

At the end of Month 4, the following steps should be complete and confirmed at the local church level, with accomplishments identified and communicated to the District Superintendent and copied to the Stewardship Center & Foundation, Office of Funding Future Ministry.

Update any unfinished matters from the meeting(s) of the previous month
(provide one copy of LCTF minutes to the DS office and FFM office)

Complete the appointment of members to the Local Church Task Force
(provide a one page roster of names with phone or email addresses)

Complete all refinements to the Mission and Vision Statements to frame the Campaign
(provide a copy of each Statement to the DS Office and FFM office)

Complete Review of the Local Church Community Needs Assessment:
Determine which of the Assessed Needs have priority status
Rank the target projects vis. “Must do, Should do, Might do”
Identify Project Chairpersons, and other Volunteers
Establish process for identifying leadership & participants
(provide a sample of the documents to DS Office & FFM office)

Complete Review of Internal Readiness Audit Recommendations
Address any identified concerns or barriers that require Church Council attention
(provide copy of the Report & Recommendations to the DS and FFM office)

Complete Preliminary Goal Setting for the Local Church Campaign
(provide a summary – one page – overview of preliminary $$ needs)

Discuss the Communication Issues within the Local Congregation
Make assignments to sub-committee as needed to implement Communications
(provide a summary of any discussion or outline of Communications Plan)

Other business as determined by the Local Church Task Force
(if we can be of assistance on any other matters, please let us know)

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