

Maintaining the Mission



THE MISSION
THE SITUATION
MAINTAINING THE MISSION

The MISSION



WHAT IS THE MISSION OF CHRIST CHURCH

Christ Church Mission



The mission of Christ Church is to be a diverse, inclusive community which, through its lively worship of Jesus Christ and witness in His name, serves the Christ in all persons and stands as a beacon of hope in the heart of Detroit.

Expressions of the Mission



- **Christian Education**
 - Adults
 - Children
- **Lively Worship**
 - Music
 - The Good News
- **Community**
 - In the Heart of Detroit
 - Outreach

Expressions of the Mission



OPEN DISCUSSION

The Situation



**OPERATING DEFICIT
CAPITAL NEEDS
THE ENDOWMENT**

2008 Operating Deficit (Actuals)



Operating Revenues	YTD Actual (Thru Dec)	YTD Budget (Thru Dec)	YTD Budget Remaining (Thru Dec)
Total Operating Revenues	\$ 414,685	\$ 438,000	\$ 23,315
Operating Expenses			
Total Ministry Staff	\$ 347,517	\$ 410,500	\$ 62,983
Program & Facility Expenses			
Total Program & Facility Expenses	\$ 310,376	\$ 321,500	\$ 11,124
Total Operating Expenses	\$ 657,894	\$ 732,000	\$ 74,106
	\$ (243,209)	\$ (294,000)	\$ (50,791)

- Overall Deficit = \$243k (\$51k less than original 2008 budget)
- Income
 - ❖ Overall Revenues ***\$23k less*** than planned
- Expenses
 - ❖ Staff Expenses ***\$62k under budget*** largely due to delay in hiring rector
 - ❖ Program & Facility Expenses ***\$11k under budget***
 - ❖ Does not include Capital Campaign Expenditures

2009 Operating Deficit (Budget)

	2009 Budget (Proposed)
Revenues:	
Pledges	\$ 306,000
Contributions	\$ 35,000
Loose/Holiday Offerings	\$ 5,000
Parking Lot	\$ 45,000
Facilities Fees	\$ 1,500
Parish Food	\$ 2,500
Altar	\$ 5,000
Total Revenues	\$ 400,000
Expenses:	
Rector	\$ 107,700
Search Committee & Rector Moving Exp	\$ 16,000
Other Clergy	\$ 1,100
Staff Expense	\$ 200,400
Staff Vacancy Expense	
Office Expense & Misc	\$ 38,000
Buildings	\$ 113,500
Committees	\$ 15,900
Education	\$ 9,300
Music	\$ 27,500
Diocese & Outreach	\$ 69,350
Total Expenses	\$ 598,750
Over (Under)	(198,750)

1. 2009 Income

- ❖ 119 pledges to date
- ❖ Total Pledge = \$306k
(vs. \$340k in 2008)

2. Does not include expenses for CAPITAL projects

3. Does not include expenses for CAPITAL Campaign Loan payments

- ❖ \$93k loan taken to pay remainder of Capital Improvement project (approx. \$2k per month)

4. Requires ACTION to achieve Expense Targets

Capital Needs

Rank	Status	Project	Cost
1	Essential	North (Jefferson) Courtyard.	\$35,000
2	Essential	Exterior of Sibley House	\$130,000
3	Desirable	Convert lavatory near choir room to storage room.	\$5,000
4	Essential	New kitchen for Ledyard Hall	\$150,000
5	Essential	Complete restoration of rear balcony Wilet stained glass window.	\$225,000
6	Essential	Asbestos removal beneath church, boiler room, etc.	\$50,000
7	Desirable	Paint the interior of the Church	\$75,000
8	Desirable	Ledyard Hall, Windows	\$50,000
9	Desirable	Sand floors Ledyard Hall	\$8,000
11	Essential	Tuckpoint tower	\$250,000
12	Desirable	Re-chime the tower bells	\$50,000
13	Desirable	Air-condition the Church	\$150,000
14	Desirable	Replace lintels and windows in Nursery	\$4,515
15	Desirable	Replace lintels and windows in Cary Lounge	\$5,250
16	Desirable	Rewire interior of Church; installation of Steffy Lighting Plan	\$150,000
17	Desirable	Period chandeliers in Nave	\$125,000
18	Desirable	Spray on sound-proofing of classrooms	\$25,000
Total			\$1,487,765

Capital Needs



Rank	Status	Project	Cost
1	Essential	North (Jefferson) Courtyard.	\$35,000
2	Essential	Exterior of Sibley House	\$130,000
4	Essential	New kitchen for Ledyard Hall	\$150,000
5	Essential	Complete restoration of rear balcony Wilet stained glass window.	\$225,000
6	Essential	Asbestos removal beneath church, boiler room, etc.	\$50,000
11	Essential	Tuckpoint tower	\$250,000
Total			\$840,000

Endowment



	2005 (June - Dec)	2006 (Jan - Dec)	2007 (Jan - Dec)	2008 (Jan - June)
Starting Principal	\$ 1,704,836	\$ 1,646,806	\$ 1,539,598	\$ 1,443,245
Ending Principal	\$ 1,646,806	\$ 1,539,598	\$ 1,443,245	\$ 1,394,674
Principal Drawdown	\$ 58,030	\$ 107,208	\$ 96,353	\$ 48,571
	3.40%	6.51%	6.26%	3.37%

Note: Draw on principal is fixed at 1.75% per quarter

- Principal (June 30) = \$1.39M
- Estimated Market Loss = \$310k (22%)
- Principal (December 30) = \$1.08M (estimate)

The Situation



- Questions and Answers

Maintaining the Mission



**ACCEPTING OUR MISSION
BUDGET MANAGEMENT
MISSION PLANS
HOW CAN YOU HELP**

Accepting our Mission



- Do We all agree we want Christ Church to not just survive but grow?
- Are we willing to work and sacrifice?
- Do we accept the Mission?

Budget Management



- It is easy to set a budget, hard to actually stay within the budget
- Expenditure Policy
- Better Communication
 - Quarterly Budget Reviews
 - Updates in the Bulletins
 - Updates in the Chronicles
- Vestry will have to say “No”

Mission Plans



- In the business world, Action Plans are developed to address specific challenge or opportunity that align with the company strategy
- We have a mission and we need **Mission Plans**
- **Mission Plans** will outline specific plans to Maintain the mission.
 - How to reduce costs while maintaining the mission
 - Growing the Parish for the Mission
 - Fundraising (outside the Parish)
- Mission Plans and Financial Results will be reported to the parish on a quarterly basis.

Mission Plans: Content

1. Committee Name:
2. Observed Issues:
3. Effect:
4. Root Causes:

5. Mission Plan
 - A. Short Term
 - B. Mission Item 1
 - i. Description
 - ii. Responsible
 - iii. Cost Implication
 - C. Long Term
 - D. Mission Item 1
 - i. Description
 - ii. Responsible
 - iii. Cost Implication

Mission Plans



- Existing Committees need to develop Mission Plans within the scope of the Christ Church Mission
 - Buildings and Grounds
 - Education
 - Finance
 - Outreach
 - Parish Activities
 - Stewardship
 - Technology
 - Alter Guild
 - Millennium Development

Mission Plans



- **NEW Committees Created to Address Maintaining the Mission will also create Mission Plans**
 - Promotions
 - Fundraising
 - Utilities

Mission Plans



- **Additional Mission Plans Identified by the Vestry**
 - Music Ministry
 - Insurance Expenditure
 - Staffing/Security/Office Expenditures

How can you help?



- **Get involved**
 - Join a committee
 - Take on a project from an Action Plan
 - Invite you friends to church
 - Be positive
 - Be constructive