



Office of the Treasurer  
**The United Methodist Church**  
of Greater New Jersey

*We equip spiritual leaders to make disciples and grow vital  
congregations to transform the world.*

# Memo

To: Members of the CFA Committee  
From: John Cardillo, Treasurer/DAS  
Date: October 27, 2016  
Subject: CFA 11/19/2016 meeting materials

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Please find enclosed the CFA 11/19/16 meeting materials for your review.

**Agenda**  
**Council on Finance and Administration**  
**November 19, 2016**

**Page #**

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Adoption of Agenda	
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-Audit and Accounting	
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Adjournment	

**Council on Finance and Administration  
Greater New Jersey Annual Conference**

**September 24, 2016 - Minutes**

**Members present:** Bishop John Schol, John Cardillo, Jay Kim, Sang Hoon Choi, Bob Dietz, Eric Ostrow, Ruth London, David Yamoah, Vasanth Victor, Brian Roberts, Judy Colorado, Janice Sutton-Lynn, Mark Ale, Grace Pak, Paquita Henderson, Michael Ernst.

**Via Phone:** Margaret Prentice

**Excused:** Sue Goodman, Neil Tolboom, David Mertz

Brian Roberts opened in prayer.

**Adoption of the minutes May 7, 2016 and July 23, 2016-** Ruth London made the motion, Jack seconded

**Treasurer's Report** Conference Materials pp. 12-24, Mr. Cardillo reviewed all pages of the Treasurer's Report as of August 31, 2016. All questions of the Council were answered to their satisfaction. Notes: District Superintendents are working with churches to set goals w/ 3-5 year plan. Higher giving rates coupled with keeping the budget down gives the conference more money to work with. The new building is paid for. The old building sale is final. Biggest financial concern of the General Conference is health care (particularly for retirees), 15 of 47 Conferences have dropped retiree health care. All GNJ Annual Conferences expenses are under budget with the help of Maintenance to Mission. Trustee financials – 6 church properties are under contract, 22 are for sale. Proceeds of sales go to the Strategic Disciple Making Fund.

**Subcommittee Reports** – individual reports will be presented at the next meeting.

**Concerns of the Bishop** – From Maintenance to Mission- is the strategy for the basic administration of the church. Progress includes closing District Offices, District Superintendents resourced technologically, number of Administrative Assistants from 9 down to 3. Added Communications and Connectional Ministries staff persons to attend to the programming life of the districts. 560 congregations, 45% of membership worshipping, 283 churches under 50 in worship, 183 churches have 34 or fewer in worship. More closings are to be expected. For each church closing we envision one new faith communities and one Hope Centers that will be a presence in our communities. The Council engaged in an extensive question and answer period.

**GNJ Vital Mission Partners Shared Services plan** – A Future With Hope, IGNITE, Centenary Fund, Stewardship Foundation- one 501C3- to share services to protect assets and conserve resources. See handout and notes from Ruth London. The Council engaged in a question and answer period. No vote of the council was required.

**Concerns of the Cabinet-** Celebrating the appointment of Gina Kim to the cabinet. We are experiencing a sense of urgency that can motivate change.

**Investments** – 4.1%, market performance, 6.6% Wespath,

**CBOT & CFA Cemetery Study Task Force – Request for proposal for the hiring of a consultant** to answer who will answer the 14+ questions, move toward title 16, research the Cemetery Act. The consultant will be paid \$10,000 and hired by December 15. The Council engaged in some conversation. The request was approved unanimously.

**Offerings of Shared Services for Local Churches** proposed by Jack Scharf on p. 37, research for the churches to enjoy economies of scale for a number of shared services. Examples included: energy providers, payroll companies, Vanco online giving, and Quickbooks.

**Sub Committee Assignments of CFA** – Ruth London and Vasanth Victor unable to chair Shared Ministry and Special Projects, and Audit Committee, respectively. Emails to Bob Dietz are welcomed for expression of interest and inquiry. Non committee members are welcome to serve on sub-committees as an introduction to the work of CFA.

**Tentative Last Date** for Payments 2016 is 1/12/17 set.

**Request of GNJAC Local Churches for an Appeal of their 2016-17 Shared Ministry**  
Bethany & North Hunterdon, pp. 28-36, Tabernacle and Tuckahoe docs on subsequent agenda, All 4 requests are due to accounting errors on statistical reports. Prospective guidelines for these requests were discussed: Ex: Two weeks after statistical reports are filed, a letter is to be sent to all churches with estimated apportionments that will read: *Based on the proposed budget of the Annual Conference , your apportionment for (year) will be (year) based on the statistical tables that have been submitted. You have four weeks to make an appeal.* Jack Scharf moved the motion to make the noted adjustments to the apportionments of these 4 churches. David Yamoah second, the motion passed unanimously.

Bethany Wayne is also asking for relief due to income strain. The Council reviewed the documentation provided and engaged in some conversation. Erik Ostrow made the motion to respond to the inquiry that the matter has been discussed and no adjustment will be made. Seconded by Jack Scharf – The motion passed unanimously.

Subcommittee to attend to the simplification of apportionment calculations.

Dropbox will be set up for the committee.

Bob Dietz closed the meeting in prayer.

**Meeting adjourned at 11:45 a.m.**

Respectfully submitted,

Janice Sutton Lynn, Secretary

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GNIAC

Analysis of Shared Ministry Giving Rate ( As of 10/31/16)

As of 10/31/16

Shared Ministry 2016 vs. 2015		Budget 2016	Actual 2016 YTD	% Collected YTD	Budget 2015	Actual 2015 YTD	% Collected YTD	Collections Variance Over/(Under)	% Variance Over/(Under)
Clergy Support		\$5,219,436.00	\$3,176,630.00	60.86%	\$5,627,298.00	\$3,342,783.00	59.40%	(\$166,153.00)	1.46%
Administration		\$2,275,692.00	\$1,375,843.00	60.46%	\$2,236,822.00	\$1,324,114.00	59.20%	\$51,729.00	1.26%
World Service/Conference Benevolences		\$3,765,928.00	\$2,175,886.00	57.78%	\$3,745,763.00	\$2,063,886.00	55.10%	\$112,000.00	2.68%
Black College		\$197,700.00	\$120,415.00	60.91%	\$202,814.00	\$119,356.00	58.85%	\$1,059.00	2.06%
Africa University		\$44,256.00	\$28,010.00	63.29%	\$45,382.00	\$27,356.00	60.28%	\$654.00	3.01%
Ministerial Education		\$495,597.00	\$294,558.00	59.43%	\$508,422.00	\$293,593.00	57.75%	\$965.00	1.69%
Total		\$11,998,609.00	\$7,171,342.00	59.77%	\$12,366,501.00	\$7,171,088.00	57.99%	\$254.00	1.78%

**GREATER NJ ANNUAL CONFERENCE  
OF THE UNITED METHODIST CHURCH**

**STATEMENT OF FINANCIAL POSITION**  
October 31, 2016

ASSETS	TREASURERS		TRUSTEES		ED SOCIETY		CONSOLIDATED	
	2015	2016	2015	2016	2015	2016	2015	2016
Cash and cash equivalents	\$ 1,379,653	\$ 1,111,247					\$ 1,379,653	\$ 1,111,247
Accounts Receivable	1,820,767	2,138,899					1,820,767	2,138,899
Loans receivable net allowance	1,017,117	970,312	97,531	99,408	88,734	79,687	1,203,382	1,149,407
Mortgage Receivable	2,200,000	0	0				2,200,000	0
Pledge Receivable	1,274,194	1,130,503					1,274,194	1,130,503
Prepaid Expenses	16,728	90,692	121,483	311,873			138,211	402,565
General Board of Pensions	1,415,078	1,896,238					1,415,078	1,896,238
Investments	10,023,403	8,910,175	9,480,728	7,136,984	77,633	77,632	19,581,764	16,124,791
Beneficial Interest in Perpetual Trusts			379,395	350,534			379,395	350,534
Property and Equipment			8,358,614	9,163,999			8,358,614	9,163,999
Total Assets	\$ 19,146,940	\$ 16,248,066	\$ 18,437,751	\$ 17,062,798	\$ 166,367	\$ 157,319	\$ 37,751,058	\$ 33,468,183

**LIABILITIES AND NET ASSETS**

Liabilities:								
Accounts payable and accrued expense	\$ 1,931,363	\$ 1,785,881	5,000	3,750			\$ 1,936,363	\$ 1,789,631
Mortgage Payable			2,200,000	0			2,200,000	0
Grants Payable	0	0					0	0
Post-retirement employee benefit obligation	51,687,699	49,555,111					51,687,699	49,555,111
Due to Educational Society	11,336	12,821			(11,336)	(12,821)	0	0
Due to Trustees	242,252	(179,006)	(242,252)	179,006			0	0
Due to Camps	450,000	365,000					0	0
Total Liabilities	54,322,650	51,539,807	1,962,748	182,756	(11,336)	(12,821)	450,000	365,000
Net Assets:							56,274,062	51,709,742
Unrestricted	\$ (36,823,776)	\$ (36,738,132)	15,251,398	15,686,418			\$ (21,572,378)	\$ (21,051,714)
Temporarily restricted	1,648,066	1,446,391	515,132	511,512	177,703	170,240	2,340,901	2,128,143
Permanently restricted	0		708,473	682,112	0		708,473	682,112
Total Net Assets	(35,175,710)	(35,291,741)	16,475,003	16,880,042	177,703	170,240	(18,523,004)	(18,241,459)
Total Liabilities and Net Assets	\$ 19,146,940	\$ 16,248,066	\$ 18,437,751	\$ 17,062,798	\$ 166,367	\$ 157,419	\$ 37,751,058	\$ 33,468,283

Budget vs Actual  
as of October 31,2016

		YTD			
		2016 Budget	Expected Budget	Trended Budget	October 2016 Actual
					Variance
<b>INCOME:</b>					
Fund 100 Remittance	DO ,Clergy Support	5,219,435	4,485,060	3,363,795	3,176,630
	Centenary Fund Current Year	100,000	100,000	0	0
Fund 200 Remittance	Administration	2,275,692	1,955,502	1,466,627	1,375,843
Fund 300 Remittance	World Service/Conference Benevolence:	3,765,928	3,236,062	2,427,046	2,175,886
Fund 410	Black College	197,700	169,884	127,413	120,415
Fund 420	Africa University	44,256	38,029	28,522	28,010
Fund 430	Ministerial Education	495,598	426,390	319,793	294,558
Fund 901	Budget Reserve	577,387	577,387	45,000	45,000
<b>Total Budget Income (I,II,III, IV)</b>		<b>12,675,996</b>	<b>10,988,314</b>	<b>7,778,196</b>	<b>7,216,342</b>
					<b>561,854</b>
<b>EXPENSE:</b>					
<b>I. CLERGY SUPPORT</b>					
A. District Superintendents Salary, Benefits & Office Exp.		1,944,529	1,685,634	1,404,695	1,402,616
B. Episcopal Fund		491,615	426,161	319,621	255,183
C. Conference Share of Bishop's Housing		32,456	28,135	23,446	1,002
D. Annuitants Health Insurance & Benefits		2,366,427	2,051,361	1,709,468	1,709,468
E. Equitable Compensation		190,342	165,000	137,500	136,500
F. Conference Board of Ordained Ministry admin expenses		49,464	42,878	35,732	20,422
G. Bridge Fund		76,136	66,000	55,000	0
Sub-total for CLERGY SUPPORT		<b>5,150,969</b>	<b>4,465,169</b>	<b>3,685,461</b>	<b>3,525,191</b>
					<b>160,270</b>
<b>II. ADMINISTRATION</b>					
A. Conference Council on Finance and Administration expenses		4,614	4,000	3,333	2,751
B. Director of Administrative Services expenses		190,002	164,705	137,254	115,333
C. Director of Communication and Development		190,002	164,705	137,254	115,333
D. Other conference administrative agencies' expenses		1,689,358	1,464,436	1,220,363	1,013,160
E. Conf. Sessions		278,581	241,491	241,491	216,763
F. Episcopal Area Office Supplement		162,722	141,057	117,548	117,548
G. Bishop's Discretionary Fund		11,536	10,000	8,333	8,333
H. Jurisdictional conference administrative apportion & related exp.		41,529	36,000	30,000	25,230
I. General Administration Fund		184,125	159,611	119,708	94,376
J. Interdenominational Cooperation Fund		40,967	35,513	26,635	20,999
Sub-total for ADMINISTRATION		<b>2,793,436</b>	<b>2,421,518</b>	<b>2,041,920</b>	<b>1,729,826</b>
					<b>312,094</b>
<b>CLERGY SUPPORT/ADMINISTRATION (fund 100 &amp; 200)</b>		<b>7,944,405</b>	<b>6,886,687</b>	<b>5,727,381</b>	<b>5,255,017</b>
					<b>472,364</b>
<b>III. WORLD SERVICE AND CONFERENCE BENEVOLENCES</b>					
A. World Service Fund		1,525,042	1,321,998	991,499	744,933
B. Director of Connectional Ministry		182,190	157,933	131,611	119,977
C.Non-Cabinet Staff (4)		617,853	535,592	446,327	363,668
D.Non-Cabinet Staff (1)		154,463	133,898	111,582	109,771
E. Administrative expenses - directly related to the above III.B,C,		222,706	193,056	160,880	159,880
F. Connectional Table Budget		1,088,641	943,699	786,416	673,062
G.Supplemental Strategic Salary Support		161,502	140,000	116,667	115,062
Sub-total for <b>WORLD SERVICE/CONF.BEN. (fund 300)</b>		<b>3,952,397</b>	<b>3,426,176</b>	<b>2,744,980</b>	<b>2,286,353</b>
					<b>458,627</b>
<b>IV. OTHER APPORTIONED FUNDS</b>					
A. Black College Fund (fund 410)		208,861	181,053	135,790	109,013
B. Africa University Fund (fund 420)		46,755	40,530	30,398	25,441
C. Ministerial Education Fund (fund 430)		523,578	453,868	340,401	311,331
Sub-total for OTHER FUNDS		<b>779,194</b>	<b>675,451</b>	<b>506,588</b>	<b>445,785</b>
					<b>60,803</b>
<b>TOTAL EXPENSE (I,II,III, IV)</b>		<b>12,675,996</b>	<b>10,988,314</b>	<b>8,978,949</b>	<b>7,987,155</b>
					<b>991,794</b>
<b>Net Budgeted Actual</b>				<b>(1,200,753)</b>	<b>(770,813)</b>
					<b>429,940</b>
<b>Non-Budget Income</b>				<b>12,566,526</b>	
<b>Non-Budget Expense</b>				<b>16,104,203</b>	
<b>NET INCREASE (DECREASE)</b>				<b>(4,308,490)</b>	

**Greater New Jersey Annual Conference**  
**Non-Budgeted Funds Summary as of October 31, 2016 YTD**

Description	Beginning Balance	Credits	Debits	Net	Ending Balance
<b>Unrestricted/Designated</b>					
124 Health Ins.-Nonannuitants Reserve	5,462.30	4,483,174.35	4,684,286.00	(201,111.65)	(195,649.35)
125 Dental Insurance Reserve	20,080.20	40,305.15	59,635.74	(19,330.59)	749.61
127 Post Retiree Health Insurance Reserve	8,958,133.82	469,638.00	2,188,530.00	(1,718,892.00)	7,239,241.82
500 General Church Advance Specials	-	63,864.78	42,795.77	21,069.01	21,069.01
515 Conference Advance Specials	-	22,179.98	19,289.98	2,890.00	2,890.00
520 Special Giving Fund	-	92,916.81	78,283.73	14,633.08	14,633.08
600 World Service Specials	-	5,222.27	527.10	4,695.17	4,695.17
604 Ignite Weekend Reserve	-	148,252.00	146,956.55	1,295.45	1,295.45
605 Youth Service Fund	5,425.14	-	-	-	5,425.14
609 Peace with Justice Reserve	15,409.32	10,239.75	18,437.06	(8,197.31)	7,212.01
610 UM Student Day Reserve	-	1,428.30	1,053.30	375.00	375.00
612 Christian Ed. Sunday Reserve	17,736.08	485.19	-	485.19	18,221.27
615 Disability Awareness Sunday	1,074.00	-	-	-	1,074.00
680 Misc. Benevolence Reserve	2,175.02	61,517.17	36,394.20	25,122.97	27,297.99
681 Hope School Israel	5,614.00	2,580.00	-	2,580.00	8,194.00
687 Global Aids Fund (GCFA)	11,553.61	250.00	-	250.00	11,803.61
706 Conam	-	77,340.25	4,516.82	72,823.43	72,823.43
710 Church/Kingdom Builder Reserve	4,945.02	114.00	-	114.00	5,059.02
732 Bishop's Convocation	55,445.47	61,510.72	111,584.88	(50,074.16)	5,371.31
736 N. Katanga Conference Reserve	3,222.67	-	-	-	3,222.67
737 Liberia Conference Reserve	12,514.51	247.00	-	247.00	12,761.51
770 Certified Lay Speaking Ministers	6,533.54	-	550.00	(550.00)	5,983.54
771 Lay Servant Ministry	27,914.44	2,726.00	6,980.67	(4,254.67)	23,659.77
781 Permanent Loan Fund Reserve	310,000.12	7,052.82	-	7,052.82	317,052.94
790 Mosaic UMC	48,301.03	81,023.62	82,317.46	(1,293.84)	47,007.19
791 Team Vital	39,528.26	150,000.00	48,339.30	101,660.70	141,188.96
873 Tumethca Investment Reserve	436,757.45	269.00	19,195.76	(18,926.76)	417,830.69
874 Capital Maint. Investment Reserve	262,500.00	-	12,500.00	(12,500.00)	250,000.00
892 Sustentation Fund Reserve	14,946.33	-	-	-	14,946.33
901 Budget Reserve	3,127,510.01	1,300.33	2,027,653.06	(2,026,352.73)	1,101,157.28
904 Strategic Plan Missional Responsibilities	71,506.39	-	1,029.62	(1,029.62)	70,476.77
906 Interest Reserve Tumethca	-	-	-	-	-
907 Interest Reserve Camps Maint	-	-	-	-	-
916 Post Retirement Fund Reserve	(49,555,111.00)	-	-	-	(49,555,111.00)
950 Property Ins./Claims Account Reserve	713,006.21	2,979,991.27	3,456,740.89	(476,749.62)	236,256.59
952 Pension General Fund Reserve	2,809,831.98	115,565.06	337,605.06	(222,040.00)	2,587,791.98
954 Pension Current Service Fund Reserve	-	3,937,688.00	2,404,533.00	1,533,155.00	1,533,155.00
<b>Temporarily Restricted</b>					
625 GNJ Sandy Relief Fund	-	9,203.13	9,203.13	-	-
638 A Future with Hope Mission Fund	1,171,470.22	268,253.17	256,037.23	12,215.94	1,183,686.16
688 National Hispanic Plan	74,469.45	25,000.00	375.00	24,625.00	99,094.45
763 Yobel Korean UMC Fund	15,703.04	5,000.00	11,674.00	(6,674.00)	9,029.04
803 Palisades District Union	6,931.87	1,000.00	6,200.00	(5,200.00)	1,731.87
804 Northern Shore District Union	1,557.87	-	-	-	1,557.87
805 Capital District Union	1,100.00	-	-	-	1,100.00
806 Raritan Valley District Union	5,966.06	1,600.00	477.71	1,122.29	7,088.35
807 Cape Atlantic District Union	-	4,032.98	-	4,032.98	4,032.98
808 Delaware Bay District Union	200.00	-	-	-	200.00
809 Gateway North District Union	39,645.33	550.00	12,400.00	(11,850.00)	27,795.33
810 Raritan Valley District Union-Youth / Young Adults	1,159.00	-	-	-	1,159.00
848 GBGM Carry-Over 09/11	7,703.80	-	-	-	7,703.80
865 GBGM Eastern Morris County Indian Ministries	9,000.00	-	3,000.00	(3,000.00)	6,000.00
870 Conference Grant Refunds	54,200.00	15,000.00	15,000.00	-	54,200.00
879 Friends of Old Estellville Methodist Church	41,202.86	909.66	100.00	809.66	42,012.52

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**GREATER NJ ANNUAL CONFERENCE**  
**OF THE UNITED METHODIST CHURCH**

**Educational Society Fund Balance**  
**October 31, 2016**

<b>Balance Forward</b>	<b>177,703</b>
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**Receipts:**

Investments	
Grants	15,000
Contributions	0
Investment Income	971
Loan Interest Income	66
	<u>16,037</u>

**Disbursements:**

Earned Scholarships	23,500
Provision for Uncollectible Loans	0
Management and Other Expense	0
	<u>23,500</u>

Change in Operation	<u>(7,463)</u>
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<b>Ending Balance 10/31/16</b>	<b><u><u>170,240</u></u></b>
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**TRUSTEE ACCOUNTS**  
**YTD- October 2016**

Acct	Description	Jan-16	Income / DR	Expense / CR	10/31/2016
<b>ASSETS</b>					
000/11500	ACCOUNTS RECEIVABLE	0.00			0.00
000/11550	DUE FROM GREATER NJ ANNUAL CONF	(898,990.64)	3,746,374.64	3,026,390.73	(179,006.73)
000/11555	DUE FROM GREATER NJ ANNUAL CONF	1,032,953.31	0.00	1,032,953.31	0.00
000/12000	PRE-PAID EXPENSES-NEW CONFERENCE CENTER	345,395.67	0.00	33,522.63	311,873.04
000/14110	WESPATH INVESTMENT ACCOUNT	7,461,623.55	81,463.79	2,450,000.00	5,093,087.34
000/14140	UM FOUNDATION	2,043,897.26	0.00	0.00	2,043,897.26
000/14150	UM FOUNDATION INVEST INCOME REC	0.00	0.00	0.00	0.00
		<b>9,984,879.15</b>	<b>3,827,838.43</b>	<b>6,542,866.67</b>	<b>7,269,850.91</b>
000/15133	CHERRY HILL MORTGAGE 300K	69,958.94	0.00	20,550.66	49,408.28
000/15175	CAMP YDP	30,000.00	20,000.00	0.00	50,000.00
000/15160	FRIENDSHIP CEMETERY LOAN 33.5K	23,139.46	0.00	23,139.46	0.00
		<b>123,098.40</b>	<b>20,000.00</b>	<b>43,690.12</b>	<b>99,408.28</b>
000/17105	CONSTRUCTION IN PROGRESS	4,260,155.67	1,485,127.65	5,745,283.32	0.00
000/17109	LEASEHOLD IMPROVEMENTS	149,577.36	0.00	0.00	149,577.36
000/17110	CONFERENCE BUILDINGS	5,029,343.76	4,923,245.43	1,148,814.00	8,803,775.19
000/17115	ACCUMULATED DEPRECIATION-BUILDINGS	(2,015,524.12)	553,152.67	0.00	(1,462,371.45)
000/17130	CONFERENCE LAND	1,400,368.05	353,338.97	400,000.00	1,353,707.02
000/17140	FURNITURE, FIXTURES, AND EQUIPMENT	26,505.72	189,016.53	1,050.00	214,472.25
000/17145	ACCUM DEPREC-FURNITURE, FIX, & EQUIP	(26,505.72)	1,050.00	0.00	(25,455.72)
000/17150	COMPUTER EQUIPMENT/SOFTWARE	116,870.00	65,829.08	29,720.00	152,979.08
000/17155	ACCUMULATED DEPRECIATION- COMPUTER	(52,404.38)	29,720.00	0.00	(22,684.38)
		<b>8,888,386.34</b>	<b>7,600,480.33</b>	<b>7,324,867.32</b>	<b>9,163,999.35</b>
000/18150	GOLDSMITH ESTATE BENEFICIAL INT 100%	30,000.00	0.00	0.00	30,000.00
000/18170	SLOCUM BENEFICIAL INT 100%	86,580.30	0.00	0.00	86,580.30
000/18180	DREW BENEFICIAL INT 100%	120,248.82	0.00	0.00	120,248.82
000/18300	BARD TRUST 33%	113,704.98	0.00	0.00	113,704.98
		<b>350,534.10</b>	<b>0.00</b>	<b>0.00</b>	<b>350,534.10</b>
<b>TOTAL ASSETS</b>		<b>19,346,897.99</b>	<b>11,448,318.76</b>	<b>13,911,424.11</b>	<b>16,883,792.64</b>

**TRUSTEE ACCOUNTS**  
**YTD- October 2016**

Acct	Description	Jan-16	Income / DR	Expense / CR	10/31/2016
<b>LIABILITIES</b>					
000/21100	DEFERRED RENTAL INCOME	0.00	0.00	0.00	0.00
000/21125	SECURITY DEPOSIT WRIGHTSTOWN	2,250.00	0.00	0.00	2,250.00
000/21150	SECURITY DEPOSIT EPWORTH	1,250.00	0.00	1,250.00	0.00
000/21230	SECURITY DEPOSIT CARNEYS POINT	500.00	0.00	0.00	500.00
000/21235	SECURITY DEPOSIT FRANCES CHILDS	1,000.00	0.00	0.00	1,000.00
000/29190	OCEAN BDLG MORTGAGE	3,340,000.00	0.00	3,340,000.00	0.00
	<b>TOTAL LIABILITIES</b>	<b>3,345,000.00</b>	<b>0.00</b>	<b>3,341,250.00</b>	<b>3,750.00</b>
<b>NET ASSETS</b>					
<b>Unrestricted Net Assets</b>					
000/30105	CONF BD. OF TRUSTEES FUND	23,236.24	11,956.81	0.00	35,193.05
000/30115	NEW CONFERENCE CENTER FUND BALANCE	48,527.28	4,316.31	0.00	52,843.59
000/30125	OLD CONFERENCE CENTER FUND BALANCE	0.00	600,000.00	1,031,331.30	(431,331.30)
000/30187	CAPITAL MAINT. RESERVE FUND BALANCE	499,603.51	23,931.78	151,693.72	371,841.57
000/30191	INVESTED IN PLANT FUND BALANCE	3,876,559.53	2,901,628.61	742,793.37	6,035,394.77
000/30192	1ST UMC HIGHLANDS	(238,771.59)	0.00	8,824.22	(247,595.81)
000/30194	WRIGHTSTOWN	49,755.64	13,500.00	3,491.51	59,764.13
000/30196	FRIENDSHIP LANDISVILLE	24,067.40	0.00	24,067.40	0.00
000/30201	OLD ORCHARDS	(61,874.70)	0.00	1,130.00	(63,004.70)
000/30202	MT HERMON	(22,632.89)	58,000.00	5,736.01	29,631.10
000/30204	CARNEY'S POINT	19,653.81	11,150.00	2,425.55	28,378.26
000/30208	FRANCES CHILDS UMC	13,774.27	6,000.00	2,809.99	16,964.28
000/30216	BARNEGAT UMC	393,890.73	0.00	3,862.48	390,028.25
000/30218	MT ZION CEMETERY	(15,500.00)	0.00	6,800.00	(22,300.00)
000/30220	FINESVILLE UMC	(3,830.08)	39,045.00	35,214.92	0.00
000/30228	GOSHEN UMC	(24,869.48)	0.00	12,828.20	(37,697.68)
000/30230	GBGM TRUST FOR LAKEWOOD UMC FUND BAL	0.00	24,498.19	24,498.19	0.00
000/30232	BROAD ST - MILLVILLE	215,850.67	10,792.53	10,819.80	215,823.40
000/30235	CENTRAL UMC BRIDGETON	(96,097.36)	81,035.61	44,252.60	(59,314.35)
000/30237	WEST PORTAL UMC	(1,919.08)	0.00	1,427.82	(3,346.90)
000/30239	GLADSTONE UMC	58,201.36	15,900.00	18,681.54	55,419.82
000/30240	WINDSOR UMC	(13,118.62)	3,000.00	5,301.29	(15,419.91)
000/30241	ALLERTON UMC	0.00	10,438.69	4,942.45	5,496.24
000/30242	McCREA MEMORIAL UMC	0.00	93,539.33	4,344.30	89,195.03
000/30243	ST MATTHEWS UMC	0.00	0.00	-331.00	331.00
000/30244	ANDERSON UMC	0.00	116.40	3,523.28	(3,406.88)
000/30245	RIVERSIDE UMC	0.00	55,293.44	11,813.91	43,479.53
000/30246	ELIM UMC	0.00	0.00	9,810.04	(9,810.04)
000/30247	ALPINE COMMUNITY UMC	0.00	1,500.00	88,976.63	(87,476.63)
000/30248	MARTINSVILLE UMC	0.00	0.00	39,373.34	(39,373.34)
000/30249	FIRST SALEM UMC	0.00	0.00	5,333.00	(5,333.00)
000/30895	OCEAN OFFICE BUILDING	87,997.12	110,993.75	150,125.69	48,865.18
000/30898	INTEREST RESERVE	419,912.62	81,463.79	577,824.06	(76,447.65)
		<b>5,252,416.38</b>	<b>4,158,100.24</b>	<b>3,033,725.61</b>	<b>6,376,791.01</b>
<b>Permanently Restricted - Held by Third Parties</b>					
000/31117	GOLDSMITH - HELD BY THIRD PARTY	30,000.00	0.00	0.00	30,000.00
000/31224	ESTATE FUNDS-HELD BY THIRD PARTIES	122,779.99	0.00	0.00	122,779.99
000/31387	BARD TRUST-HELD BY THIRD PARTY	113,704.98	0.00	0.00	113,704.98
000/31314	SLOCUM TRUST HELD BY THIRD PARTY	86,580.30	0.00	0.00	86,580.30
		<b>353,065.27</b>	<b>0.00</b>	<b>0.00</b>	<b>353,065.27</b>
<b>Permanently Restricted</b>					
000/31180	DEACONESS ENDOW FUND BALANCE	10,000.00	0.00	0.00	10,000.00
000/31304	CONF SCHOLARSHIP RESTRICTED FUND BALANCE	118,915.00	0.00	0.00	118,915.00
000/31306	GLADING RESTRICTED FUND BALANCE	10,000.00	0.00	0.00	10,000.00
000/31312	SESEE RESTRICTED FUND BALANCE	22,767.02	2,000.00	0.00	24,767.02
000/31318	GOORLEY RESTRICTED FUND BALANCE	5,000.00	0.00	0.00	5,000.00
000/31320	URBAN SCHOLARSHIP RESTRICTED FUND BALANCE	30,000.00	0.00	0.00	30,000.00
000/31322	KAPPLER RESTRICTED FUND BALANCE	20,000.00	0.00	0.00	20,000.00
000/31380	FULLMAN MEMORIAL RESTRICTED ENDOWMENT	3,500.00	500.00	0.00	4,000.00
000/31382	AUGUSTIN-SMITH ENDOWMENT RESTRICTED	100,000.00	0.00	0.00	100,000.00
000/31384	NANCY BELSKY RESTRICTED	6,365.00	0.00	0.00	6,365.00
		<b>326,547.02</b>	<b>2,500.00</b>	<b>0.00</b>	<b>329,047.02</b>

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**TRUSTEE ACCOUNTS**  
**YTD- October 2016**

Acct	Description	Jan-16	Income / DR	Expense / CR	10/31/2016
<b>Board Designated</b>					
000/32100	HARVEST MISSION FUND CORPUS	8,950,541.92	48,035.18	0.00	8,998,577.10
000/32101	HARVEST MISSION FUND	79,695.63	520,145.60	590,355.00	9,486.23
000/32110	STRATEGIC DISCIPLE MAKING FUND	464,407.79	24,605.05	253,000.00	236,012.84
000/32896	EPISCOPAL RESIDENCE	59,713.99	5,835.24	0.00	65,549.23
		<u>9,554,359.33</u>	<u>598,621.07</u>	<u>843,355.00</u>	<u>9,309,625.40</u>
<b>Temporarily Restricted</b>					
000/33118	GOLDSMITH FUND BALANCE	5,535.06	10.42	0.00	5,545.48
000/33181	DEACONESS ACCUMULATED INCOME RESERVE	39,391.59	2,469.58	0.00	41,861.17
000/33225	ESTATE FUNDS-DREW /KIMBLE/ FREDRICH	108,233.56	3,967.50	0.00	112,201.06
000/33305	CONF. SCHOLARSHIP FUND BALANCE	212.23	6,245.11	6,457.34	(0.00)
000/33307	GLADING TRUST FUND BALANCE	3,336.37	666.82	0.00	4,003.19
000/33309	MADDOCK TRUST FUND BALANCE	131,255.19	6,562.76	0.00	137,817.95
000/33313	SEESE SCHOLARSHIP FUND BALANCE	1,515.11	1,265.11	1,500.00	1,280.22
000/33315	SLOCUM TRUST FUND BALANCE	97,714.77	4,000.00	0.00	101,714.77
000/33319	GOORLEY FUND BALANCE	4,585.56	479.28	0.00	5,064.84
000/33321	URBAN SCHOLARSHIP FUND BALANCE	11,490.48	2,074.42	0.00	13,564.90
000/33323	KAPPLER SCHOLARSHIP FUND BALANCE	42.00	1,052.10	1,036.80	57.30
000/33325	EMILY GARRISON NURSE SCHOLARSHIP	11,604.20	630.21	2,000.00	10,234.41
000/33330	ETHEL SNYDER/INEZ IRONS BOOK SCHOLARSHIP	10,037.60	551.88	500.00	10,089.48
000/33335	FRANCES NELSON SCHOLARSHIP	65,524.75	3,276.24	3,000.00	65,800.99
000/33338	STETSER SCHOLARSHIP	1,101.47	55.07	0.00	1,156.54
000/33381	FULLMAN MEMORIAL SUSTENTATION FUND	901.56	220.08	0.00	1,121.64
000/33383	AUGUSTIN-SMITH ENDOWMENT	23,056.79	6,152.92	29,209.71	0.00
000/33385	NANCY BELSKY	(28.30)	334.16	305.86	0.00
		<u>515,509.99</u>	<u>40,013.66</u>	<u>0.00</u>	<u>511,513.94</u>
<b>Income Distribution</b>					
900/41492	MISC INTEREST & DIVIDENDS	0.00	0.00	0.00	0.00
900/41493	UM FOUNDATION INTEREST	0.00	0.00	0.00	0.00
900/41495	BOA / BANK OF NY EARNINGS	0.00	0.00	0.00	0.00
900/41500	INCOME DISTRIBUTION	0.00	0.00	0.00	0.00
		<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
<b>TOTAL LIABILITIES AND FUND BALANCES</b>		<u><u>19,346,897.99</u></u>	<u><u>4,799,234.97</u></u>	<u><u>7,218,330.61</u></u>	<u><u>16,883,792.64</u></u>

Harvest Mission Fund Corpus  
Schedule of Additions  
01/01/06-Present

Description	Amount
Original Resolution-Consolidation of Funds	\$4,002,821.16
Church Sale of Trinity UMC-Clifton NJ	\$1,563,454.73
Church Sale of Westside UMC-Paterson NJ	\$699,082.49
Church Sale of St Pauls-Nyack NY	\$1,004,171.87
Church Sale of Friendship UMC-Landisville NJ	\$68,907.09
Applied Behavioral Legal Case-Nyack	\$187,567.36
Church Sale of Kinnelon UMC-Kinnelon NJ	\$774,164.13
Church Sale of Monroeville UMC-Monroeville NJ	\$150,640.31
Church Sale of Hilton UMC-Maplewood NJ	\$359,327.56
Church Sale of Highland Park UMC-Highland Park NJ	\$107,090.29
Church Sale of Finesville UMC	\$32,614.58
Church Sale of Conoverstown UMC	<u>\$48,735.53</u>
Balance-10/31/16	<u><u>\$8,998,577.10</u></u>

**Harvest Mission Fund  
Schedule of Expenses as of 10/16**

**Total Funds  
Invested  
As of 10/16**

**Total Funds  
Expended  
As of 10/16**

**Balance  
As of  
10/31/2016**

**Grand Total**

**\$3,764,789.61**

**\$3,755,303.38**

**\$9,486.23**

**Strategic Disciple Making Initiative Fund  
Schedule of Expenses as of 10/16**

**Total Funds  
Invested  
As of 10/16**

**Total Funds  
Expended  
As of 10/16**

**Balance  
As of  
10/31/2016**

**Grand Total**

**\$1,116,297.92**

**\$880,285.08**

**\$236,012.84**

**\*\*Original Corpus  
Cumulative Interest Earned  
Total**

**\$800,000.00  
\$316,297.92  
\$1,116,297.92**

Harvest Mission Fund  
Schedule of Expenditures  
As of 10/31/16

	Amount	
Cumulative Expenses- As of 12/31/15		\$3,164,948.38
Cape May UMC	\$7,000.00	
First UMC Bridgeton	\$25,000.00	
First UMC Ridgefield Park	\$15,000.00	
Harvey Memorial UMC	\$3,500.00	
Kingston UMC	\$21,000.00	
Korean Community UMC	\$25,000.00	
Monmouth Grace UMC	\$5,000.00	
Morrow Memorial UMC	\$10,000.00	
New Beginnings UMC	\$50,000.00	
Princeton UMC	\$10,000.00	
Salem UMC	\$4,000.00	
Union Grove UMC	\$10,000.00	
Venice Park UMC	\$4,000.00	
Wesley UMC	\$50,000.00	
Mosaic Ministries	\$32,000.00	
Bound Brook UMC	\$65,250.00	
Kingston UMC	\$57,105.00	
Team Vital	\$150,000.00	
Sharptown UMC	\$44,000.00	
Asbury UMC	\$2,500.00	
<hr/>		
Total Cumulative Expenses-2016		<u>\$590,355.00</u>
Grand Total		<u><u>\$3,755,303.38</u></u>

Strategic Disciple Making Initiative Fund  
Schedule of Expenditures  
As of 10/31/16

	Amount	
Cumulative Expenses- As of 12/31/15		\$627,285.08
Bloomsbury UMC	\$17,000.00	
First UMC Bridgeton	\$30,000.00	
First UMC Newton	\$17,000.00	
Grace Korean UMC	\$15,000.00	
Korean Community UMC	\$5,000.00	
Korean UMC South Jersey	\$4,000.00	
Monmouth Grace UMC	\$20,000.00	
Morristown UMC	\$13,000.00	
Trinity UMC	\$10,000.00	
Absecon UMC	\$5,000.00	
Wesley UMC	\$13,000.00	
CMT Initiatives	\$44,000.00	
Green House Church	\$60,000.00	
Total Cumulative Expenses-2016		<u>\$253,000.00</u>
Grand Total		<u><u>\$880,285.08</u></u>



# SHINE

You are the light of the world. – Matthew 5:19

2014 Session - Greater New Jersey Annual  
Conference of The United Methodist Church



PRE-CONFERENCE JOURNAL + HANDBOOK



***Strategic Disciple Making Fund***

WHEREAS the strategic plan calls for starting two new churches, adding second site campuses and starting new faith communities which, at its height of expenditures, will require approximately \$750,000 a year in grants (see chart below); and

WHEREAS the Harvest Mission Fund is restricted to use interest only for grants and these grants are primarily used for developing existing congregations; and

WHEREAS the Strategic Disciple Fund has \$682,000 in assets;

THEREFORE BE IT RESOLVED that we reaffirm the Strategic Disciple Making Fund as a fund to increase disciple making and that it be designated for starting new congregations and new faith communities and that expenditures/grants be approved by the Connectional Table upon recommendation of the extended cabinet; and

BE IT FURTHER RESOLVED that we reaffirm the Harvest Mission Fund and that grants be restricted to interest on the fund and be used to develop existing congregations and that expenditures/grants be

approved by the Connectional Table Funding Task Force upon recommendation from the extended cabinet.

BE IT FURTHER RESOLVED that the conference reaffirm that from time to time the conference may designate the sale of church property and undesignated reserves for the Harvest Mission Fund or the Strategic Disciple Making Fund to ensure that there are enough resources to develop existing congregations and start new churches, second site campuses and new faith communities; and

BE IT FURTHER RESOLVED that the proceeds from the sale of urban congregations be invested in the Harvest Mission Fund or the Strategic Disciple Making Fund to be utilized according to the Discipline (§ 2549.7) in transitional communities of over 50,000 population.

The Cabinet

The chart below is part of the resolution "Strategic Disciple Making Fund" found on page 38 of the 2014 Pre-Conference Handbook. It was inadvertently omitted from the resolution.

### New Church Start Costs

Year	New Church 1	New Church 2	Second site 1	New Church 3	New Church 4	New Church 5	New Church 6	Second site 2	New Church 7	New Church 8	Total by year
1	125,000	125,000	50,000								300,000
2	100,000	100,000	40,000	125,000	125,000						490,000
3	75,000	75,000	30,000	100,000	100,000	125,000	125,000	50,000			680,000
4	50,000	50,000	20,000	75,000	75,000	100,000	100,000	40,000	125,000	125,000	760,000
5	25,000	25,000	10,000	50,000	50,000	75,000	75,000	30,000	100,000	100,000	540,000
6				25,000	25,000	50,000	50,000	20,000	75,000	75,000	320,000
7						25,000	25,000	10,000	50,000	50,000	160,000
8									25,000	25,000	50,000
Grant per church	375,000	375,000	150,000	375,000	375,000	375,000	375,000	150,000	375,000	375,000	

## The United Methodist Church of Greater New Jersey

*We recruit and develop transformational leaders to  
make disciples and grow vital congregations to transform the world*

### GNJ Vital Mission Partners

Matthew 22:34-40 – Love God and love our neighbor.

Mission Partners deepen and extend the mission of The United Methodist Church of Greater New Jersey. **Members of GNJ have** established **the** four nonprofit corporations as Vital Mission Partners to create and deepen specialty areas of mission, open new sources of funding, potentially limit liability, and recruit staff with specialized skills.

#### *The GNJ VITAL Mission Partners*

Four Vital Mission Partners (VMP) to deepen and expand the GNJ Mission.

Each is incorporated as a 501 (c) 3 corporation and each has a  
**its own bylaws, a board of trustees who are** elected by the GNJ Annual Conference.

#### A FUTURE WITH HOPE

*Hope Centers  
Relief and Recovery  
Communities of Hope  
Housing & Community Development*

#### STEWARDSHIP FOUNDATION

*Intermediary Services  
Endowing Future Ministry  
Growing Giving and Assets  
Stewardship and Fundraising*

#### IGNITE<sup>1</sup>

*Student Ministries  
Campus Ministries  
Camping and Retreats*

#### CENTENARY FUND

*Supporting Clergy  
Retirees and their Families*

GNJ connects and supports the Vital Mission Partners (VMP) through a common mission  
and **by individual relationship and shared services agreements outlined in  
each organization's relationship statement.**

<sup>1</sup> IGNITE is the name for our present youth conference. We are exploring combining together GNJ nonprofit camping corporation, IGNITE, and campus ministries into a comprehensive approach to make and shape disciples and engage them in community transformation.

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Draft – 10/04/16  
The United Methodist Church  
of Greater New Jersey

A Shared Services Model to

*Recruit and develop transformational leaders to  
make disciples and grow vital congregations to transform the world*

## Summary

The mission of the church is as urgent and needed as ever before. The world needs God's healing love and the church is called to join with its mission partners to walk with community residents, leaders and organizations to transform lives and communities.

GNJ will partner with its Vital Mission Partner nonprofit organizations (VMP) to extend the mission and maximize services in communities across the New Jersey Area. To extend the mission and maximize services it is imperative for GNJ to provide shared services to its VMPs so that 1) the primary focus of VMPs is on its core ministry rather than organizational administration, 2) more people, communities and congregations are served, and 3) to be good stewards of the resources entrusted for the mission.

Camp YDP in Patterson, New Jersey is an example of this approach to ministry. Camp YDP almost closed because it did not have the capacity to address organizational and administrative needs. GNJ leadership was able to assume administrative functions allowing staff to focus on serving people and a turnaround has begun. We see Camp YDP as the first Hope Center and part of a growing movement of congregations and community centers extending the mission so that God's healing love is experienced in our communities.

The effectiveness of a shared services model is grounded in 1) a shared mission, vision and values, 2) staff alignment, and 3) **connected governance between GNJ and each of the VMP's (the Stewardship Foundation, A Future With Hope, Ignite and the Centenary Fund.)** The shared services will be defined in **each VMP's Relationship and Shared Services Agreement and will include but not be limited to:** office space, accounting, communication, fundraising, human resources management, benefits, property management, project management, insurance, IT, reception, etc.

## Overview Document Creation

This document is an overview of how GNJ will connect with VMP's. It was prepared by a task force made up of leaders of VMP Boards, CAMP YDP Board, and members of GNJ Council on Finance and Administration, Board of Global Ministries, Foundation, Connectional Table and staff. The document will be reviewed periodically and updated as necessary. The primary documents to be reviewed and updated in the year following General Conference are the relationship agreements/statements between the VMP and GNJ.

## Shared Mission and Partnership

The mission of GNJ is to recruit and develop transformational leaders to make disciples and grow vital congregations for the transformation of the world. The following VMPs share in this mission:

- A Future with Hope *walks with communities to transform the future* through community planning, affordable housing, community development, human services, disaster relief and recovery and growing disciples through community engagement.
- The United Methodist Stewardship Foundation stewards and grows assets to develop transformational leaders, grow vital congregations, and support world transforming mission.
- IGNITE forms and shapes student disciples, student leaders, and young adult clergy to make disciples for the transformation of the world. The organization and direction of IGNITE/Camping is in the assessment and formative stage. Greater clarity about its organization and role in the mission and ministries will be added as it progresses.
- Centenary Fund supports retired clergy (transformational leaders) and their families

In addition to VMPs, there are *Community Affiliate Mission Partners* that may also participate in shared services. *Community Affiliate Mission Partners* will connect with GNJ shared services through one of the VMPs - A Future With Hope, The Foundation, or IGNITE. For instance, Hope Centers will relate to and work through A Future With Hope, or congregations will invest money through the Stewardship Foundation, or campus ministries will connect through IGNITE. The VMPs will give oversight to the relationships, governance, staffing, mission and ministry of *Affiliate Partners* related to their particular area.

## Shared Vision and Values

Vision - We see a Church and organizations like Jesus Christ—radical spirit and humble, teaching and healing, soul saving and soul tending, leader and servant, unbound and outbound. We also see a Wesleyan Church and Community – personal holiness and social holiness, connectional and risk-taking, thoughtful and inspirational, small groups and large vision, welcoming all and respect for diversity.

The values/character we seek in our staff and leaders include:

1. Transformation – Spirit-led pioneers who initiate a vision of what could be, develop strategies, and inspire people to work together to achieve a life and world changing mission.
2. Passionate – leaders with a contagious love for God and others who are excited about the mission and move people and ideas to action.
3. Open – grace-filled leaders who are grounded and yet embrace new ideas and learnings. Leaders who are open to and embrace people who think, look, act and live differently.
4. Relational – leaders who are genuine in their relationship with God and others, build teams and connect with others through their interests and ideas.
5. Learner – life-long learners who are teachable and dedicate their life to learning and applying new ideas.
6. Creative – leaders who don't let adaptive challenges stop the mission but are curious and inquisitive, take risks and apply innovative ideas even when there are limited resources to overcome challenges.



## The Shared Services

### Achieving More with Less

To respond to growing opportunities and challenges, leaders have learned to expect more from everyone in the organization. In order to run the organization efficiently, the staff are typically asked to wear several different hats, accepting responsibility for a variety of roles in order to maximize the resources and achieve the mission.

### What Services Will Be Shared

As GNJ serves its VMPs who in turn serve Hope Centers, congregations and other organizations, we seek alternative ways of being more effective while being good stewards of resources through shared services.

Sharing services between GNJ nonprofit organizations leverages their combined resources to share cost of services across a number of organizations, making these services much more affordable. There is a second benefit to shared services besides the obvious stewardship benefit. Although a primary goal is to make the cost of these services less prohibitive, many organizations are further inhibited because they only need specialized services occasionally or for unique projects. As such, they simply do not have enough work to require the full time services of a highly qualified Chief Financial Officer (CFO), a communications director, a human resources manager, or fundraising staff. Sharing these professionals with other organizations is an ideal solution, making it possible for each nonprofit to have access to experienced and skilled staff leaders on an as needed basis. While others may be added, the following are examples of shared services through GNJ.

- Accounting and Financial Services
- Fundraising
- Communication and Promotion
- Shared Program Staff
- Information Technology
- Human Resources Services
- Legal Services
- Reception and Office Space
- Reproduction and Printing
- Property Management
- Insurance

As donors and funders increase their expectations of nonprofit organization performance in what they achieve and how they use resources to achieve the mission, it is critical that we demonstrate that GNJ, our VMPs and Hope Centers demonstrate results and stewardship.

### Accessing Shared Services

Key to a successful shared services model is a plan and exchange of communication for accessing services. To accomplish this, each VMP's Board will develop a Relationship and Shared Services Agreement with GNJ. It will include a provision that a cross-functional team of mid-level GNJ supervisors and appropriate representatives from the VPM will meet at regularly to review the Agreement in relation to existing needs, priorities, projects, deliverables and services.

The GNJ Executive Staff Leadership Team will meet regularly with each VMP's leaders to insure that services are being delivered on time, with excellence and match what the VMP's Agreement. The GNJ



Council on Finance and Administration (CFA) will evaluate the quality and timeliness of shared services twice a year and allocate staff and resources as needed, **consistent with the Agreement**. CFA will also set a shared services budget and allocate costs to each partner based on the types and amount of service the organization uses.

A fee for shared services will be set by GNJ Council on Finance and Administration in conversation with VMPs.

### Shared Service Usage Table

VMP Shared Service Usage	A F W H	C E N T	I G N I	S T E W
Accounting and Financial Services				
Fundraising				
Communication and Promotion				
Shared Program Staff				
Information Technology				
Coaching				
Human Resources Management				
Reception and Office Space				
Reproduction and Printing				
Property Management				
Legal Services				
Insurance				

### Staff Alignment

Staff alignment occurs through common vision, mission and values as well as clarity of roles and responsibilities. Staff across the partner organizations and GNJ will be interconnected and we will use matrix supervision model in which partner staff directors will report to their board and to a senior GNJ staff person. We will also utilize cross functional teams for projects.

**Clarity** – Role and responsibility clarity will be achieved through seamless position descriptions based on GNJ position descriptions. Also all staff will receive regular feedback about their work and performance and twice-a-year written evaluations. These evaluations will be based on the GNJ evaluation process. Staff will also participate twice a year in an engagement survey which gages how the leadership and organization is resourcing and developing staff. The priority will be to motivate staff intrinsically (staff development, staff decision making, resources needed to perform with excellence) rather than extrinsically (pay, bonuses, etc.).

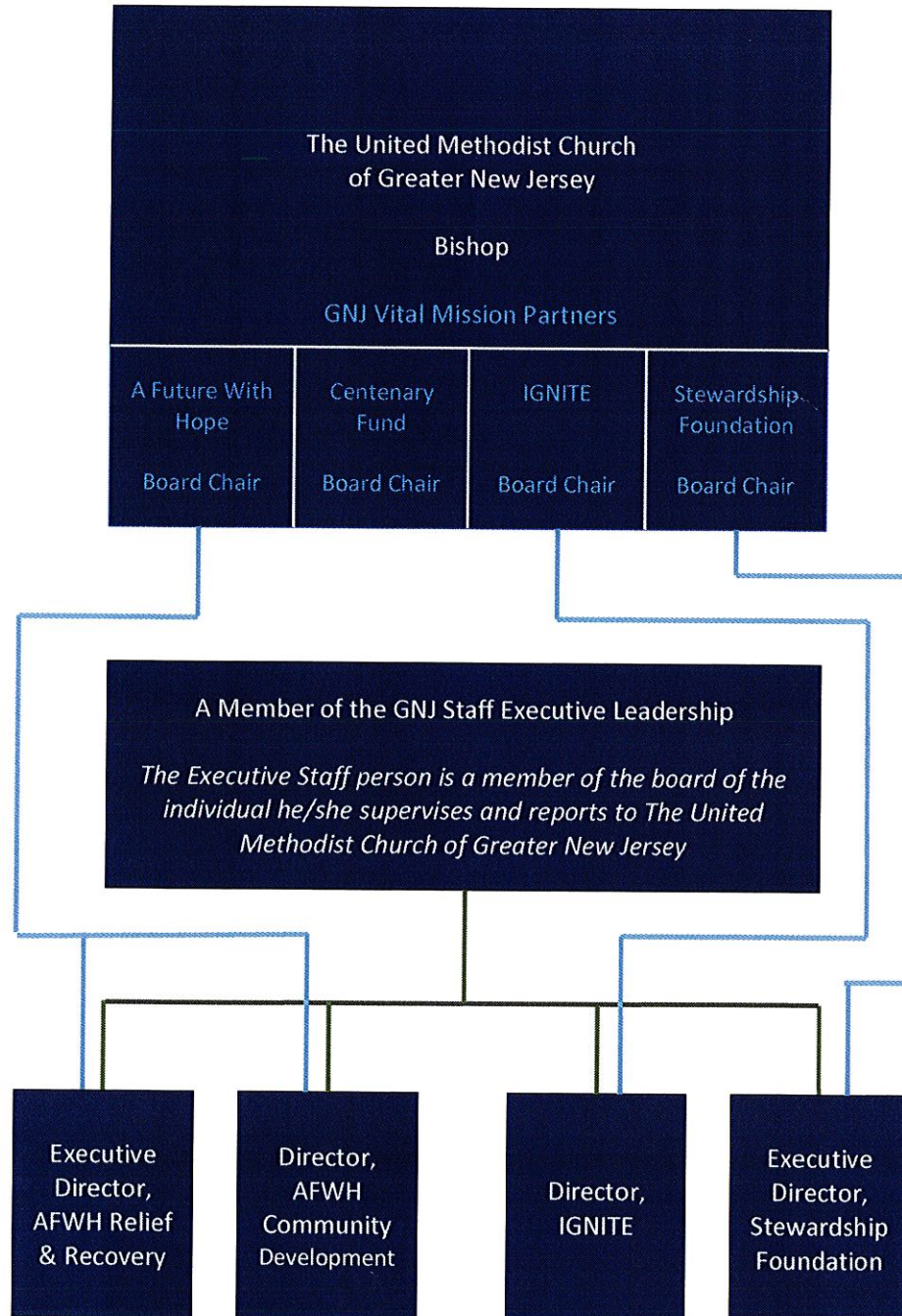
**Interconnected and Matrix Supervision** – **Supervision and reporting will be delineated in each VMP's Agreement**: Some staff will have matrix reporting and it will be included in their job description. The senior staff person of each VMP organization will report to the board which they serve and will be supervised a GNJ senior staff person who serves on the staff executive team. **Possible reporting scenarios include:**

- The Executive Director of the Foundation will report to the Foundation board and the Bishop
- The Director of IGNITE will report to the IGNITE board and the Director of Connectional Ministries

- The Executive Director (Relieve and Recovery) and Director (Community Development) of A Future With Hope will report to the AFWH board and the Director of Connectional Ministries

## GNJ Vital Mission Partner Matrix Staff Supervision and Reporting

*The blue line indicates reporting and the green line indicates supervision  
Vital Mission Partners extend the mission of GNJ and report to the GNJ Annual Conference*





## Connected Governance

Governance is the work of a Board of **Trustees** who establish the policies, budget, and strategic direction of an organization. The Board of **Trustees** are also responsible for hiring the senior staff person and evaluating the progress of the organization toward its mission and goals. While boards of **Trustees** give oversight, they do not engage in the management of the organization. Management of the organization is done by the staff. The Board of **Trustees** has the responsibility through the senior staff person to ensure the policies, budget, strategic direction and goals are being carried out as envisioned by the Board of Trustees. While the Board of **Trustees** has the responsibility to see that the budget is fully funded, the senior staff person will have the responsibility to raise the funds to meet the budget. The use of the fundraising component of shared services is one resource that could be a part of addressing the financial needs of the budget.

The VMP's will have a governance structure that is connected to GNJ. In addition, VMP's may have interconnections with each other. The following are the mechanisms for this connection.

- Relationship Statement – Each VMP shall have a relationship statement with GNJ that will be approved by GNJ every four years. All relationship statements will have the same format
  - The organization's purpose
  - A description of the relationship to GNJ
  - The organization's program
  - Liability in relation to GNJ and its partners
  - How the relationship statement may be modified
- Bylaws – **Each VMP shall have Bylaws adopted by its Board of Trustees. The Bylaws shall include**
  - All **trustees** to serve on the board shall be elected by the GNJ Annual Conference Session. Each VMP shall have up to 12, **not less than 9 trustees**. If an organization has more than 12 **trustees**, over time through attrition the board will be reduced to 12. Each board shall have as one of the 12 members the bishop or the bishop's designee and the GNJ treasurer who will be the treasurer for the organization. Each organization shall have a chairperson and secretary elected by the board. The board shall also have a member of the GNJ staff executive team, selected by the Bishop, who will serve without a vote and be responsible for supervising the lead staff person of the organization.
  - All boards are to meet four times a year. Additional board meetings may be called as necessary.
  - Annually each board shall set metrics with measurable outcomes and specific time lines which are in alignment with GNJ's vision and mission.
  - Each partner organization shall adopt the GNJ safe sanctuaries policy. If modifications are necessary, it must be approved by the partner board and the GNJ Council on Finance and Administration.
  - Each VMP shall be assessed a fee for shared servicers. The shall be established by CFA in collaboration with the VMPs.
  - Grants given by a VMP to a GNJ congregation or a GNJ VMP or for a GNJ strategy shall require approval by the GNJ grant committee.
  - Each VMP organization shall maintain appropriate insurance including board insurance through insurers identified through GNJ.
  - Each VMP shall have a clear conflict of interest policy.

## Mission Partner Affiliates

VMP's may have affiliate or community partners to carry out the mission. For example:

- A Future With Hope may develop Hope Centers to carry out specific community strategies
- The Foundation may have partner congregations that invest through the Foundation
- IGNITE may have campus ministries that carry out specific strategies on college campuses

Each VMP will develop policies and practices in keeping with the vision, mission, values, governance and policies above for its VMPs. A common relationship statement will be used with each VMP. These affiliate partners may also be included in the shared services model as appropriate.

## Evaluating Shared Services

Monthly meetings of GNJ mid-level supervisors and executive directors of partner organizations will be complemented by regular GNJ executive staff leadership team meetings with organizational leaders to evaluate the delivery of shared services.

## Next Steps

1. A Future With Hope Board amend as needed the Hope Center document and present to CFA and the Connectional Table by November 15, 2016
2. Each VMP Board working with CFA, the Connectional Table, and the GNJ Chancellor shall develop a relationship statement by January 15, 2017. There will be a template and appropriate legal language developed by the Chancellor.
3. All Vital VMP Boards working in collaboration with one another, CFA and the Chancellor shall amend their bylaws so that all bylaws use identical formats with similar language and conform to the partner document by February 28 2017.
4. The Chancellor shall review the VMPs Shared Services Model document to identify appropriate approvals to conform to the Book of Discipline by October 1.



Draft  
The United Methodist Church  
of Greater New Jersey

## A Shared Services Model for Hope Centers

### Through A Future With Hope

Recruit and develop transformational leaders to  
make disciples and grow vital congregations to transform the world

#### Summary

The mission of the church is as urgent and needed as ever before. The world needs God's healing love and the church is called to join with its VMPs to walk with community residents, leaders and organizations to transform lives and communities.

Hope Centers are a key ministry and strategy for achieving the vision and mission of The United Methodist Church of Greater New Jersey. Hope Centers are community organizations and congregations who are engaged with their communities through community development, economic development, youth education and development, and social services.

Hope Centers will relate to The United Methodist Church of Greater New Jersey through A Future With Hope. The covenantal relationship will offer:

- Leadership development
- Community asset based planning
- Cultural competency development that includes addressing and changing systems such as racism and classism
- Research, development and evaluation
- Shared learnings
- Strategy and program development and coordination
- Compliance with state and other regulations
- Shared services including but not limited to accounting and financial services, fundraising, communication and promotion, shared program staff, information technology, human resources services, legal services, reception and office space, reproduction and printing, property management

#### Shared Mission and Partnership

Hope Centers are an extension of the mission of The United Methodist Church of Greater New Jersey (GNJ) and A Future With Hope (AFWH)). The mission of GNJ is to recruit and develop transformational leaders to make disciples and grow vital congregations for the transformation of the world. AFWH walks with communities to transform the future through community planning, affordable housing, community development, human services, disaster relief and recovery and growing disciples through community engagement.

Hope Centers are Community Affiliate Mission Partners of GNJ through AFWH. As Affiliates, they may engage in a variety of service that include but are not limited to:

- Community asset based planning through the Communities of Hope planning process
- Social entrepreneurship
- Affordable Housing
- Relief and recovery following disasters
- Youth development and education
- Social services
- Community organizing

### Shared Vision and Values

Hope Centers will participate in and further the shared vision and values of AFWH.

Vision - We see a Church and organizations like Jesus Christ—radical spirit and humble, teaching and healing, soul saving and soul tending, leader and servant, unbound and outbound. We also see a Wesleyan Church and Community – personal holiness and social holiness, connectional and risk-taking, thoughtful and inspirational, small groups and large vision, welcoming all and respect for diversity.

The values/character we seek in our staff and leaders include:

1. Transformation – Spirit-led pioneers who initiate a vision of what could be, develop strategies, and inspire people to work together to achieve a life and world changing mission.
2. Passionate – leaders with a contagious love for God and others who are excited about the mission and move people and ideas to action.
3. Open – grace-filled leaders who are grounded and yet embrace new ideas and learnings. Leaders who are open to and embrace people who think, look, act and live differently.
4. Relational – leaders who are genuine in their relationship with God and others, build teams and connect with others through their interests and ideas.
5. Learner – life-long learners who are teachable and dedicate their life to learning and applying new ideas.
6. Creative – leaders who don't let adaptive challenges stop the mission but are curious and inquisitive, take risks and apply innovative ideas even when there are limited resources to overcome challenges.

### Shared Goals and Metrics

Hope Centers will share in collective goals and metrics as well as set goals related to their context. They will grow the capacity and capital of congregations and community organizations to engage with the community to change lives and transform communities.

Specific Goals and Metrics include but are not limited to:

1. Develop community plans that restore hope through housing, jobs, cultural life, leadership development, education and human services.
2. Grow assets and funding for church and community ministry.
3. Launch 5-10 new Hope Centers a year with a goal of 100 hope centers.
4. Set and achieve yearly goals for new affordable housing, as well as repairs to the homes of seniors, low income and disabled persons.
5. Set and achieve yearly goals to recruit and equip new transformational leaders for the mission.
6. Raise funds in addition to shared services fundraising through local initiatives to support the ongoing activities of the Hope Center.



### Accessing Shared Services

Hope Centers will access shared services from GNJ through AFWH staff related to the Hope Center. The shared services model for Hope Centers will follow the agreement between GNJ and AFWH. The fee for shared services will be set by the GNJ Council on Finance and Administration in conversation with AFWH.

### Staff Alignment

Staff alignment occurs through common vision, mission and values as well as clarity of roles and responsibilities. Staff across Hope Centers and AFWH will be interconnected and we will use matrix supervision in which some staff within a Hope Center will report to their board and a senior AFWH staff person. Also cross functional teams across Hope Centers will be used for projects, program and funding development and evaluation.

Clarity – Role and responsibility clarity will be achieved through seamless position descriptions based on GNJ position descriptions. Also all staff will receive regular feedback about their work and performance and twice a year written evaluations. These evaluations will be based on the GNJ evaluation process. Staff will also participate twice a year in an engagement survey which gages how the leadership and organization is resourcing and developing staff. The priority will be to motivate staff intrinsically (staff development, staff decision making, resources needed to perform with excellence) rather than extrinsically (pay, bonuses, etc.).

### Connected Governance

Governance is the work of a board of directors to establish the policies, budget, and strategic direction of an organization. The board of directors are also responsible for hiring the senior staff person and evaluating the progress of the organization toward its mission and goals. While boards of directors give oversight, they do not engage in the management of the organization. Management of the organization is done by the staff. The board of directors has the responsibility through the senior staff person to ensure the policies, budget, strategic direction and goals are being carried out as envisioned by the board of directors. While the Board of Directors has the responsibility to see that the budget is fully funded, the senior staff person will have the responsibility to raise the funds to meet the budget. The use of the fundraising component of shared services is one resource that could be a part of addressing the financial needs of the budget.

Hope Centers have a governance structure that is connected to AFWH. The following mechanisms will be used for connected governance.

- Relationship Statement – Each Hope Center shall have a relationship statement with AFWH that will be approved by AFWH board every four years. All relationship statements will have the same format
  - The organization's purpose
  - A description of the relationship to GNJ
  - The organization's program
  - Liability in relation to GNJ and its partners
  - How the relationship statement may be modified
  - Non-profit Organization – A Hope Center may be separately incorporated as a tax exempt organization but it does not have to if it is a United Methodist Congregation.

Hope Centers may incorporate for liability reasons and to increase the opportunity for raising funds.

- By-Laws – Each Hope Center shall have by-laws. All by-laws will be formatted the same and approved initially and by amendment by AFWH Board.
- All directors to serve on the board shall be nominated by the Hope Center Board and elected by AFWH Board. Each Hope Center shall have up to 8 directors, four of which shall be on the Board of AFWH or a member of AFWH Advisory Board. If an organization has more than 12 directors at the time of affiliation with AFWH, over time through attrition the board will be reduced to 8 members. Each board shall have as one of the 8 members a AFWH staff person or representative identified by AFWH who will serve in a non-voting capacity. Each organization shall have a chairperson and secretary elected by the board.
- All boards are to meet twice a year. Additional board meetings may be called as necessary.
- Each partner organization shall adopt the GNJ safe sanctuaries policy. If modifications are necessary, it must be approved by the partner board and the GNJ Council on Finance and Administration.
- Each VMP organization shall maintain appropriate insurance including board insurance through insurers identified through GNJ.
- Transactions between related parties will require approval of AFWH.

#### Types of Hope Centers

Hope Centers will affiliate with AFWH through an application process develop by the AFWH Board. There will be three levels of Hope Centers

Hope 1 – Congregations or community organizations that are a part of the Hope Center network sharing in planning, programmatic and leadership development resources.

Hope 2 – Congregations or community organizations that include Hope Center 1 resources and participate in coordinated programing and shared services.

Hope 3 – Congregations or community organizations that include Hope 1 and 2 resources and receive funding from GNJ grants and/or grants and contracts through AFWH.