

Fund Raising Strategy

BUILDING PARTNERSHIPS FOR CHURCH PLANTING

*In all my prayers for all of you, I always pray with joy
because of your partnership in the Gospel
from the first day until now.
Philippians 1:4-5*

“WORKING TOGETHER TO TRANSFORM AMERICA”

This manual for fund raising is designed to assist church planters in seeking project support. For further assistance, call Fred Marsh, MNA Associate Coordinator at: 404-307-8266 or email fmarsh@pcanet.org.

BUILDING PARTNERSHIPS FOR CHURCH PLANTING

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Mission to North America – Fund Raising 101 – Fred Marsh

Introduction: Ministry leadership, whether at the church, presbytery or General Assembly level, is mainly about **Mission, Men and Money**. That's putting it in the easiest terms to remember; actually, here's our real job description:

1. Defining the **mission**, goals and strategy for Kingdom advancement;
2. Finding, developing and equipping the **men and women** who will do the work;
3. Developing the **prayer, funding and other resources** to do the work.

Let's address the one that is most intimidating – fund raising. It's not a necessary evil, but an essential part of leadership; **as you develop support, you are enlisting a team of prayer and other resource providers for your ministry**. *Are you seeing all of the funding that is necessary for the projects you lead or are associated with?* If so, give the Lord thanks – you are in rare company! **If not, use page 3 of this presentation as a simple checklist and guide for your fund raising. If you follow the steps here carefully, you will see success, by God's grace.** Successful funding rarely happens if any of these steps are omitted. The MNA fund raising manual fills out the details. **MNA will supply a copy of this manual to anyone who requests it.**

Steps to effective Fund Raising (Note that these don't necessarily happen in chronological order)

Step 1. Define your mission, goals and strategy. Words on paper commit us to a course of action; putting it in writing means we have to define and refine. Your project needs to have a detailed plan, including the steps you expect to accomplish and on what timetable. Define clearly the resources needed to make it happen. If you are leading a ministry or project with a number of phases or sub-projects, each must be fully defined in writing.

Step 2. Prepare a written proposal for fund raising purposes. This is different from the document of Step 1. It is a much shorter summary that presents the mission, the man and the money in a way that a prospective donor will understand. For church planters, we recommend 3-4 pages, 8.5 x 11. This format works very well for most fund raising projects. **Throughout history, all great advances are led and confirmed by written documents. In this electronic age, we generate more documents than ever. People need something in their hands to define the project and remind them of how they can be involved.** The document must present the financial goal clearly and define the levels of giving, number of donors and duration of support necessary for the project to succeed.

Step 3. Identify prospective donors. Make a very specific list of individuals and churches whom you believe will consider a commitment to your project – those who identify with your mission, have the ability to give, and have the spirit of liberality. If your list includes everyone you know, then you are considering only a one-time project. If

you are responsible for seeking funding for multiple projects, you will have a separate list for each project. For major gifts, the prospect list is relatively short. For smaller gifts, the prospect list should be quite long. ***To increase your list, work with fellow presbyters, board members, any other key leaders who can connect you with others.***

Step 4. Make estimates of what each of your prospective donors might be able to give. Do you have more prospects than you need in order to meet the goal? If not, your task is to develop new relationships with potential donors until you have sufficient prospects – *with whom you have a personal relationship* – to meet the goal. Not everyone will give, so the total of your prospective gifts must exceed your funding goal.

Step 5. Define a structured process for approaching and following up donors. Your follow-up must be systematic and disciplined to reach your goal. Written records in a data base are essential. Keep careful track of each contact and create alerts to remind you of when it is time to take the next step with the donor. ***Church support requires affirmation from the missions chair, missions committee, key lay leader(s), pastor, and sometimes others; therefore it is an extended process often requiring many contacts.***

Step 6. Personalize your approach to each donor. Donors who have the potential to give \$5000 or more total giving to a project should always be met face to face. Often, it is effective to take a one-to-one approach for potential gifts as low as \$2500. In the \$500 to \$2500 potential giving range, group gatherings such as coffees or dinners can be effective. Do not use such a group gathering for donors higher than this level; either they will not participate at all, or they will give at a lower level than they will if approached individually. Below \$2500, decide which donors you will mail to and follow up with a phone call; time your mailings so that you can actually make the calls in a timely manner. There will be a certain number to whom you mail with no phone call.

Step 7. Make it easy to respond. Include pledge cards, envelopes and other response devices that make it easy to know where to send the check or pledge card. ***Use MNA's Precise wording on the pledge card; do not change it. Ask for personal involvement in the project when possible. Ask for prayer along with giving, and always ask people to pray, even if they cannot afford to give.***

Step 8. Be faithful in follow-up with your donors and prayer support people. Send them a newsletter or update letter at least quarterly. ***Love them. Attend to them. They are using their calling and giftedness just as much as those who labor at the front lines.*** Be faithful to them, as they have been faithful to you.

Conclusion: Is your current ministry fully funded? If not, look at the steps above and make note of how many you are carrying out reasonably well. Most projects that seem to represent a real calling from the Lord, yet are under-funded, are omitting one or more of the above steps. ***Take these steps boldly and in faith – and may God bless as you seek the sources for the ministry to which He has called you – for His praise!***

Mission to North America – Fund Raising 101 Checklist

Name of Project: _____

Step 1. Define the mission, goals and strategy.

Target Date: _____

Date Completed: _____

Step 2. Prepare a written proposal for fund raising purposes.

Target Date: _____

Date Completed: _____

Step 3. Identify prospective donors. Work through board members and other key leaders.

Target Date: _____

Date Completed: _____

Step 4. Make estimates of what each of your prospective donors might give. If your prospective gifts do not significantly exceed your goal, keep developing more prospects.

Target Date: _____

Date Completed: _____

Step 5. Define a structured process for approaching and following up donors.

Target Date: _____

Date Completed: _____

Step 6. Personalize your approach to each donor.

Step 7. Make it easy to respond. If seeking pledges, use the MNA pledge card format.

Step 8. Communicate, communicate, communicate! Faithfully follow up with your donors and prayer supporters. Send regular newsletters. Keep your web site up to date.

I. INTRODUCTION

Traditionally, for most of us, the task of fund raising has not provoked excitement and intrigue, but typically procrastination. For many valid reasons, it is viewed as a burden and an unwanted task. One reason is because fund raising has been *perceived* as the activity of asking people who don't want to support our cause to give us money. Not an easy thing to do.

But what if we could identify those people who had a desire and an actual calling to support us financially, and in other ways? How would that change our view about fund raising? How would that change the amount of time we had to spend on fund raising? How much more time would that free up for us to work on our mission?

By simply taking a completely new approach, fund raising can become an inviting and encouraging part of the work we do.

Some of our human apprehensions to this task include fear of rejection, being perceived that we are only interested in money, seeming insincere or inauthentic, and feeling like we are bothering people. The truth is, many people not only want to offer financial support, they have an intrinsic *drive* to support. It's part of our God-created identity.

Our goal is to efficiently locate those who do have a drive to give, and who have a connection with our mission. Once we accomplish this, we will only be working with those who we actually *benefit* by offering them an opportunity to give. And once we understand how to nurture and grow those relationships, we can minimize the time on fund raising, and maximize the time spent moving forward with our vision to plant a church!

It makes sense not only to ask donors and prospective donors to give money, but also to ask for their involvement in ways that fit who they are. This may mean becoming a part of our prayer team, opening doors at a local church, inviting someone to lunch that might be interested in hearing about our vision, or hosting a small group event.

As people become involved, they will develop a sense of ownership. This, in turn, will motivate them to give more in line with their abilities.

Your call and your vision will be confirmed and grown by the body of Christ in your midst. Why not see part of the task of raising support for the new church as joining with others God has already called to partner with you? May God bless the work of your hands!

II. GET READY TO ENLIST YOUR SUPPORT YOUR SUPPORT TEAM

BEGIN WITH A PHILOSOPHY OF BIBLICAL STEWARDSHIP

We are the Lord's people. The work of church planting is His work. To do the Lord's work requires partnerships – the Lord's people working together for the advancement of His Kingdom. To do the Lord's work requires the utilization of the time, talent and treasure of God's people.

Therefore, when it comes to developing the resource base required to plant a church, it is not a matter of fund raising. It is not a matter of people supporting *your* church plant. It is a matter of the Lord's people joining together, giving their time, talent and treasure for the building of the church. Therefore, stewardship is the issue.

Deuteronomy 26:18 tells us, ***The Lord has declared, "You are His people, His treasured possession..."*** God has called you to be His child and blessed you with gifts with which to serve Him in providing the key visible leadership for the planting of a church. God has called others to partner with you in that endeavor. ***Their participation is just as crucial to the process as is yours.***

Your calling is to be used of the Lord to lead in planting a Gospel-centered, Gospel-driven, Kingdom-advancing church, whose purpose is to grow into a church multiplying movement. From a human standpoint, this is an exciting, entrepreneurial adventure.

From a spiritual viewpoint, the human excitement pales into insignificance with the realization of what this means for eternity. Through this new church, by God's grace, **many more people will be added to the Kingdom.** As this church grows, it will become a base for **time, talent and treasure, such that it multiplies many times over the investment of resources for the Kingdom** given so generously by the original donors and early church participants.

It is crucial that fund raising be approached out of this context:

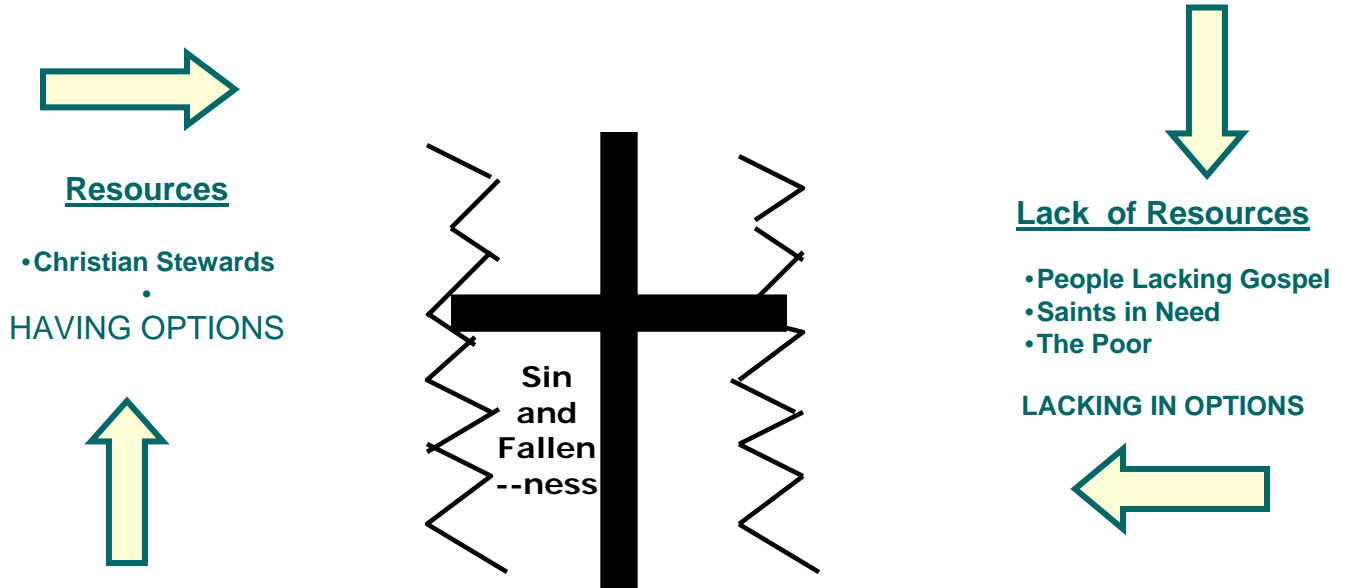
- **This context keeps your role in perspective.** On the one hand, the Lord has a place for you that can be fulfilled by no one else. On the other hand, this is the Lord's work, not yours. He is working through you. Easy to say, even easy to preach, but your conviction that this is the Lord's work will be tested many times.
- **This context also keeps the role of the other members of the Body of Christ in perspective.** Donors are partners with you. They are investing what God has given them – to be used in a careful stewardship – in the effort you will lead. This is a great privilege and responsibility. It also gives us a deep appreciation for those who give – for very simply, **without those who send, we cannot go.**

Now, you have a major funding goal before you, so it's tempting to jump right in and talk about that. First, take some time to consider the issues reflected in the next two pages. Along with everything else you are shaping in philosophy of ministry – all at once! – take the time to shape your views of stewardship.

Perhaps you can get away with empty pragmatism – the Lord may supply the support you need in that way. But you and the people who partner with you will experience much greater blessing – and you will build a stronger stewardship in the new congregation – as you have a deepening appreciation for the Lord's people and their stewardship. What a great honor it is that people trust to us what they have earned! What a joy! And what a responsibility to be careful – and grateful – stewards ourselves.

I TIMOTHY 6:17-18 YOUR PLENTY MEETS THEIR NEEDS.

“Command those who are rich in this present world not to be arrogant nor to put their hope in wealth, which is so uncertain, but to put their hope in God, who richly provides us with everything for our enjoyment. Command them to do good, to be rich in good deeds, and to be generous and willing to share.”



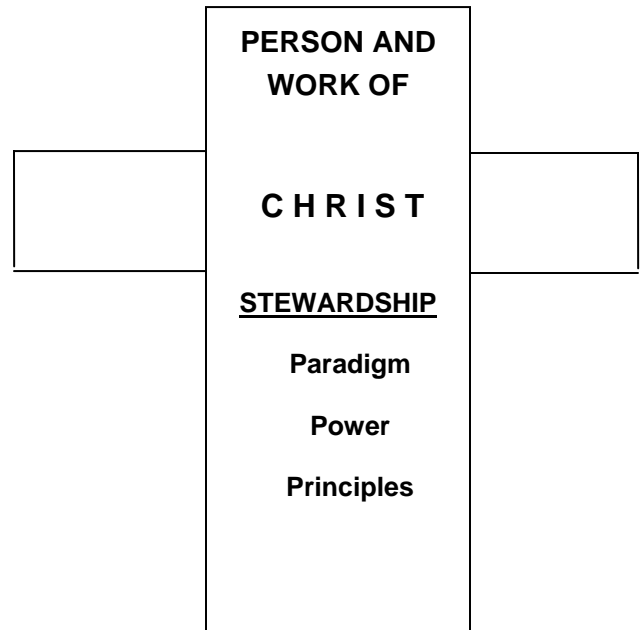
I Timothy 6:19 *Reward in the coming age*

“In this way they will lay up treasure for themselves as a firm foundation for the coming age, so that they may take hold of the life that is truly life.”

The Lord provides resources for the building of His Kingdom through His people. Thus, the reason some are blessed with abundance is so their stewardship can provide for those who have needs.

Philippians 2: 6 - 11

“Who, being in the very nature God, did not consider equality with God something to be grasped, but made himself nothing, taking the very nature of a servant, being made in human likeness. And being found in appearance as a man, he humbled himself and became obedient to death --- even death on a cross! Therefore God exalted him to the highest place and gave him the name above every name, that at the name of Jesus every knee should bow, in heaven and on earth and under the earth, and every tongue confess that Jesus Christ is Lord, to the glory of God the Father.”



In a perfect world, resources and needs would be equally matched. In a fallen world, our Lord provides the Paradigm, Power and Principles for our stewardship. Just as he laid down His life for us, we lay down our lives for others. Sometimes we think of this as being willing to be martyred. It includes that, but more importantly, it is a calling to be faithful in using daily for the advancement of the Kingdom that with which He has blessed us.

Mission to North America

HOW YOUR PARTNERSHIP COMPLETES THE LORD'S WORK

Partners in Leadership & Giving

Gospel Ministry Leadership

- Church Planters
- Chaplains
- Campus Ministers



Lives Transformed By the Gospel

- Future Members of Christ's Kingdom-the Church
- Armed Services Personnel
- College & University Students

*Your Partnership bridges the gap, bringing ministers
Of the Gospel to those in need of the Gospel*

*In all my prayers for all of you, I always pray with joy
because of your partnership in the Gospel
from the first day until now.
(Philippians 1: 4 – 5)*

The human way is to focus on the most visible people, and for greater credit to go to them. The biblical way is that everyone is of crucial importance in the Lord's work. The **sender** is just as crucial, just as spiritually gifted, just as called by the Spirit, **as the one who goes**. Romans 10 – How will they hear without a preacher? How will they preach – unless they are sent?

TAKE A LOOK (ONE MORE TIME!) AT YOUR CHARACTER

In addition to waiting on the Lord in faith to provide His senders, what does he expect of you in the fund raising process?

When it Comes to Effective Fund Raising —

Character *is What Counts*

There are at least three qualities that are found in every successful fund raising project:

- Character expressed in a vision
- Imagination and creativity
- Personal focus, recognizing that people give to people

Remember assessment – all those competencies? Character is the central issue upon which the assessment process focuses.

These competencies are listed in order of priority, as identified by donors in a secular context. In other words, these are the qualities that donors to non-sectarian organizations rated as priority for those organizations' leadership.

Impeccable Integrity A Good Listener Ability to Motivate Love the Work Concern for People Hard Working	High Expectations High Energy Quality of Leadership Has Perseverance Self-Confidence Common Sense
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Character is the core issue when it comes to enlisting partners in the church planting support process.

“The crying need today is for people of faith to live faithfully. This is true in all spheres of human existence, but is particularly true with reference to money, sex, and power. No issues touch us more profoundly or more universally. No themes are more inseparably intertwined. No topics cause more controversy. No human realities have greater power to bless or to curse. No three things have been more sought after or are more in need of a Christian response.”

— Richard J. Foster, *Money, Sex and Power* (Harper & Row)

III.WHO DOES WHAT IN FUND RAISING

Current MNA Services Related to Church Plant Project Funding

1. **Qualification of the church planter through assessment** is perhaps the single most important factor that influences funding – whatever the source of that funding. MNA will promote heavily the historic record that qualified church planters have been successful and are worthy of investment. Donors need to have this confidence. ***Regardless of the church planter’s funding sources or cash flow management, the term, “MNA project” may be applied to any project in which the church planter is assessment qualified by an MNA credentialed assessment center (and by virtue of that approved by the MNA Committee), or approved for church planting by the MNA Committee based on previous church planting experience.***
2. MNA staff seek out new donors on a regular basis as much as possible, and **MNA staff actively seek sponsoring churches and individual donors** to support church planters who are not already “known” to the supporting party. This effort is frequently successful, even though it cannot be counted on for every project.
3. **MNA will work with each church planter to define the maximum list of churches** he can approach directly, and will assist him in those contacts as fully as possible – and MNA staff will make direct contacts in behalf of the church planter whenever it is believed that such contacts will significantly influence the outcome.
4. **Training and coaching in fund raising is provided to the church planter.** This includes providing samples for and reviewing the church planter’s promotional materials – proposal, appeal letters, prayer cards, follow-up reports and newsletters. Most of the focus is on guiding the church planter as to whom he should contact and what is most likely to be the most effective approach to each donor.
5. MNA provides **cash flow management for the project at no cost.** Benefits of this service:
 - This is critical for those situations in which the sponsoring presbytery or church does not have the ability to provide adequate funds for cash flow.
 - Financial accountability to the donor is an important part of the credibility of the project and protects the interests of the donor; some donors prefer the credibility of MNA to that of a church or presbytery.
 - Tax requirements such as receipting of gifts are met, and receipts and thank you letters are sent promptly. The thank you letter is from the MNA Coordinator; it names the church planter and the amount of pledge or amount given. ***MNA cannot send custom thank yous in behalf of each church planter. Therefore, the church planter is strongly encouraged to send his own personal thank you letters to his donors periodically.***

6. Let us also be absolutely clear on **what MNA will not do**, since the myth continues to persist that the church planter comes to MNA for assessment so he can get some project funding: *at this time, MNA makes no commitment to provide any funds for any project, except as MNA staff are able to identify churches and individual donors who wish to commit specific giving to that project. MNA will not commit to raising specified sums for a project.*

MNA Staff will assist you at least in these ways

- Review your total goal for outside funding. The Church Planting Coordinator will advise you on expenses and your total budget. Development Staff will assist you in determining your fund raising goals.
- Review your network of contacts, assessing the potential of each. For a project with an outside funding goal of \$130,000, a typical distribution of giving may look like this:
 - ◆ \$30,000 given by the presbytery in which the church is to be planted
 - ◆ \$25,000 given by the church you are currently serving (this assumes they love you, have a vision for planting churches, and have some resources!)
 - ◆ \$35,000 given by individuals you know personally: family, friends, individuals within your current church and your current and past networks of family and friends. Non-believing family and friends, and Christian friends or churches outside the PCA may be prospects.
 - ◆ \$40,000 from churches in which the pastor or a key layman knows you
- Coach you on the approach for each potential donor:
 - ◆ Whom do you approach alone?
 - ◆ What amounts do you ask of the various potential donors, and how do you ask?
 - ◆ From whom would cover letters or recommendations be helpful?
 - ◆ Are there contacts with whom MNA staff or other key leadership would make a difference?

As you formulate your plan and make contacts, please keep in touch with Development Staff until the process is complete.

YOUR PARTICIPATION IN THE FUND RAISING PROCESS IS A KEY INGREDIENT IN YOUR SUCCESS

But what about me? Am I just caught in the pragmatics of changing demographics, so I have to suddenly become a fund raiser? Why doesn't "the denomination" (that's you and me, right?!) just give what is needed so that I don't have to do this?!

In fact, we are operating in a very healthy atmosphere. The PCA has long felt that it is healthy for missionaries and others who do ministry to raise their own support. When PCA churches and individual members support you, even if you are the one who presents that opportunity to them, it is "the denomination" that is supporting you.

WHY your participation is critical and beneficial:

- More churches are planted. Far more dollars and prayers are going into church plants today than were in the days when "MNA raised it all." The level of church planting used to be good. Now it's truly exciting.
- You enlist your very own support team for:
 - ◆ Prayer
 - ◆ Encouragement
 - ◆ Financial Support
 - ◆ Participation
- As you lead in the planting of a church, it is not just a church plant. It is the beginning of a *movement of churches planting churches*. Every movement has to have resources. As you build the resource base for this first church plant, you are establishing a resource base for the future movement. In addition, the skills you gain in developing these resources now will equip you to continue that development for the movement in the future.

IV. FROM RELATIONSHIP TO SUPPORT—HOW TO GET GOING IN SUPPORT RAISING

Some Reminders:

- MNA Staff will assist all church planters in fund raising who are qualified by the assessment process or approved by the MNA Committee based on experience.
- Your plan will be tailored for the particular church plant in which you are leading, but it should follow basic steps along the lines of those enumerated below.
- Note that the time line and amount of time required for each will vary greatly, according to the church planter's circumstances and the nature of his project.
- Please make building the prayer base a major component in all of the steps below. Because this manual focuses on fund development, prayer will not be particularly emphasized. However, building the prayer base is the single most crucial activity the church planter can do.
- "Timing is Everything"

The time to raise funds is before you begin the project.

Learn from the experience of those who have gone before you: ***Do not*** move to the field until you have raised either your total goal of gifts or pledges, or at least the minimum that will ensure survival of the project. Resist the well-meaning nudges/advice to the contrary. ***After your move to the field, additional commitments to your support will be minimal.***

Why? Once you move to the field and begin work:

1. It looks like you don't need the money and potential donors quickly want to move on to those who need funds in order to get to the field; and
2. your energy focuses on the church plant itself, rather than on fund raising.

THE FUND RAISING PROCESS

Follow these steps. Note that the following steps do not necessarily always fall in the same chronological order. The best approach is to do as much of each step as you can, as soon as you can.

1. Participate in assessment and approval by the MNA Committee.
2. Identify every potential donor. At whatever point you are able to publicly state that you will seek to plant a church, it is good to send a letter to all potential donors indicating that you will be seeking the Lord's direction in a church plant and asking for prayer support for that process – even if you don't know yet where you will actually plant the church. Bringing them in early builds their investment into the project and your call.
3. In consultation with MNA Church Planting Coordinator, identify the community in which the church plant will take place, as well as the sponsoring church, presbytery or network. Both the nature of the community and the nature of the sponsoring network will be major factors in determining how much funding is required.
5. Develop your written project proposal brochure content and other presentation media. Using the proposal content as the basic information, develop the various media through which the project will be presented.
6. Develop a Leadership list. Brainstorm key people who might open doors and connect you with your donors or new donors.
7. Develop the full prospective donor list.
8. Build your strategy and time line/plan for raising the outside funding for the project in consultation with MNA Development Staff.
9. Launch your asking process. Mail letters and proposals, followed by telephone calls and personal visits. Continue this process until funding is complete. *Where visits to potential donors are helpful, MNA will advance the funds necessary to cover expenses. In all cases in which the church planter does ultimately begin a church plant, all of these funds must be reimbursed to MNA, regardless of how the church planter's project is financed.*
10. Review Fund Raising 101 Checklist periodically as your fund raising progresses.

V. PROJECT PROPOSAL

PURPOSE

1. The Project Proposal is the basic presentation of your project and your key fund raising tool.

The process of preparing your Project Proposal is a fabulous opportunity to:

- Think through how you will unite with your closest partners around your vision
- Strengthen your vision
- Force hard questions and clear thinking.

Situations in which the Project Proposal may be used:

- 5 minute conversation
- Mailed with 1 page cover letter
- 10 minute “Minute for Mission” presentation
- 20 minute coffee presentation

In its final form, the Project Proposal is a marketing piece, a tool to be used in fund raising activities with individual donors. Of course, the personal presentation is what makes this tool come alive as your call and your passion take the words from the page!

- Fund raising success comes from focus on the MISSION, not on the financial need. Tell your supporters about the vision you have and the work God is about; do not focus on the budget needs or shortfall.
- Having a well-designed proposal will guide your work in fund raising.
- Fund raising without a Proposal is like running a business without a business plan.

CONTENT RECOMMENDATIONS

Just Start Writing! The first step is to establish the content, putting only the words on paper without regard to format. Once the content is established, you can put the content into different formats that are visually attractive. The format can be very simple or more elaborate. *Simple formats are very acceptable; we have seen no evidence that color or other “slick print” formats make any difference in end result. From the human perspective, results depend on your vision, your network of contacts, and how thorough you are in conveying your vision to your network of contacts.* Sample copies of Project Proposals are attached.

The simplest summary of what your Project Proposal should include is our alliterated summary:

- **Mission:** what community you are going to; how is the Gospel applied there?
- **Man:** who are you and your family; how has God prepared you for this call?
- **Money:** what prayer, referrals and financial support are you seeking?

Your proposal should include:

1. **Theme:** What is the most succinct phrase to summarize your mission statement? Give donors and prospects a "handle" for knowing and remembering the bottom-line.
2. **Need:** A statement of need at the outset of your Proposal is essential. Describe it graphically and lead up to how your mission is needed to meet this need. Here is where you may describe your target community. Tell the stories of people and/or give descriptions, in addition to giving statistics. In other words, make it personal and human. Be sure the people of the target community are described in compassionate terms.
3. **The Mission:** “Why church planting, specifically in this community and region?” Focus on fundamental reasons, what the mission is, but not on what it does. Focus on your unique qualities, separating you from “the pack.”
4. **Your Call:** Articulate your call to this project and how you and your family are equipped for the task of church planting. Give personal biographical information about you and your family – i.e., present yourselves as “real people.”
5. **Goals:** What are the long-term results you envision for the people you will serve and the communities they represent? How will the Gospel will address and change that community? What is your vision for a church planting movement? Describe the church plant’s long-term impact on individuals’ lives, the characteristics you’re committed to developing – i.e., what kind of church are you planting? Note: do *not* include in your presentation a list of core values.

6. **Program:** What are the programs and activities you will use to carry out the mission and achieve its goals?
7. **Accomplishments/Impact:** What will be the evidence that your church plant will have accomplished the goals you've set out? Share testimonials of people you serve (or anticipate serving in the community in which you will plant), people who have been impacted and, if appropriate, list objective data demonstrating your impact and accomplishments.
8. **Vision for the Future:** Where do you see "the plant" headed over the long-term? What is the leadership's overall vision? Paint the vision in broad strokes and relate it back to your mission and goals. Make it exciting but don't exaggerate. Relate it to why you're raising money now, making it clear that by investing in the current development program your donors are leading the way to fulfilling this future vision.
9. **Development Plan:** what is the total outside funding that this church plant will require. Please follow these guidelines carefully:
 - In presenting your financial goals, avoid the term "need" – it sounds like you are begging. Use positive motivating terms such as goal, challenge, opportunity.
 - Indicate as your goal only the funding required from sources outside the launch team, for the total life of the project. Do not include any giving by the emerging new church.
 - Do not indicate the total budget or any expenses.
 - Indicate the span of time in which outside support is required. This will be in the range of 2-5 years.
10. **Gift Plans:**
 - What levels of giving are you looking for and over what period of time? List the number of gifts at each level, starting at the highest on down including what you have and those you hope to have based on your strategy. These numbers will be in total amounts promised, e.g., \$3,000 equals \$1,000 per year for three years.
 - What is your strategy based on, your prospect list and how much is already promised, and/or at what amounts?
11. **Prayer, referrals and other involvement:** What are other ways they can be involved? Include a compelling invitation for the donor to join this ministry as a sender.
12. **Profile:**
 - Who are the key players leading your organization and programs?
 - Who is in this with you? MNA, name of presbytery, mother churches, etc.
 - How can you be reached? (Make sure you include email.)
 - Where do they send gifts and pledges?

FORMAT RECOMMENDATIONS:

Pass every written document to 2 or 3 key readers including MNA Development Staff, for advice, editing, and general review.

Standard Proposal Format (8.5 x 11): this is the only printed piece that is absolutely essential. It should contain all the material in the written proposal.

- Length: 3 pages are usually sufficient; 4 is the maximum that is effective.
- Keep it Clean! Make this presentation visually attractive, using a clean design and some minimal graphics.
- Keep it simple so that it can be sent by email easily, retaining its formatting.
- Since photocopies are often made and passed on to others, use graphics that will photocopy in such a way that it is still a very attractive piece.
- Using color is a good option, but only if you have access to a color printer or have a printer friend who can print it for you very economically. Test this process also to be sure it photocopies well in black and white.
- If a graphic design person is available to help you with this process, please take full advantage of that. However, even simple graphics programs today provide enough ability to most of us to be able to do this work ourselves. It is important not to spend a great deal of time and expense on this process.
- Add pictures, provided they will photocopy well or can be printed directly from your computer. Keep them low enough resolution and sufficiently few in number that your proposal can be emailed reasonably over regular telephone lines.
- Samples: In the appendices, you will find samples of Project Proposals prepared by other church planters seeking support. Reading these samples will enable you to see how the above outline fleshes out in a real situation.

OTHER MEDIA/COMPONENTS

Cover letters: you will personalize these, but you should establish a standard content so that you are not rewriting it each time. This is a good place to include:

- A new highlight about the target community.
- Personal stories about any contacts in the target community, to illustrate how you are already making contacts and ministering there.
- Some personal update about you and your family.
- Progress report on your fund raising efforts thus far.
- Tailored support request for the church or individual to whom you are sending the letter and proposal.
- Invitation for prayer support and contacts/referrals in the target community.

Pledge cards and return envelopes: *make it easy to respond*. Keep these items simple and be sure they are included in every mailing. Include a pledge card with every proposal mailed or letter asking for support. If you utilized email, be sure to include all of the information found on the attached sample pledge card. **See attached samples.**

For your Pledge Cards use the content of the samples, whether or not MNA is handling your cash management. The samples have been reviewed carefully to meet IRS and accounting standards.

Web site: establish a web site as early as possible.

- Put the complete proposal content on your web site.
- Establish your web site as soon as you are able to arrange it with reasonable economy, and certainly during the fund raising process if at all possible.
- Include in the web site how people can give and an icon for direct email to you.
- If possible, establish the site after choosing the name of the new church, so that you can obtain a web site address using your permanent church and email name.
- Put photos on your web site as much as possible.

Other possible media. In most cases you will need the assistance of professional design people in order to do these well:

- Power point presentations may be helpful if you can produce this economically. However, generally speaking, there are not a lot of contexts in which you can use this medium well as a part of the fund raising process. Be careful that the medium does not get in the way of the message – sometimes the power point becomes the focus of attention instead of the content of the presentation.
- Brochure oriented toward attracting launch team participants: if you are able to develop this brochure fairly early in the process, this can be a very useful tool for the fund raising process also, sent along with the proposal. Prepare a brochure only if you can do so at minimal cost; there is no evidence that a brochure increases giving beyond that of the simple proposal format described earlier.
- Bookmarks and other reminders for prayer are good to have.

HIGHLIGHTING THE FINANCIAL GOAL

The written materials should include only the figures for outside funding required. Please do not include total budget or expected launch team (i.e., newly forming congregation) offerings in your written materials. The latter figures only bring confusion and make the project look even more expensive.

ALWAYS INCLUDE A BOX THAT SHOWS GIFT LEVELS; DONORS WILL DECIDE HOW THEIR GIFT FITS INTO THE PROJECT BASED ON THIS KIND OF SCALE. SEE THE SAMPLES FOR OTHER DETAILS TO INCLUDE AND ALTERNATE FORMATTING.

<u># of churches or individuals (giving is over a 4 year period)</u>	<u>TOTAL</u>
2 churches or individuals giving \$50,000 each provides:	\$100,000
2 churches or individuals giving \$25,000 each provides:	\$50,000
5 churches or individuals giving \$10,000 each provides:	\$50,000
10 churches or individuals giving \$5,000 each provides:	\$50,000
30 churches or individuals giving under \$5,000 provides:	\$50,000
TOTAL giving over 4 years:	\$300,000

Putting your funding numbers in a structure similar to this is also helpful. Put a box around it, or something to highlight it. These figures, of course, are only a sample:

Partnership Funds to Complete this Project

\$60,000 – Year One
\$45,000 – Year Two
\$30,000 – Year Three
\$135,000 – TOTAL

This is the total of all giving required for this church planting project, in addition to giving by the new congregation. Please prayerfully consider whether you can join as a partner with us in this challenging work.

Please note that your pledge and giving can extend over three years.

We are praying for the following partnerships

\$25,000 – Name the presbytery in which the church is planted
\$30,000 – Name of church you currently serve
\$40,000 – Individuals whom we know personally
\$40,000 – PCA churches outside the presbytery
\$135,000 – Total commitments to this project

Another alternative to the latter set of figures above is to list gifts by size: 2 gifts of \$25,000 each, 5 gifts of \$10,000 each, etc., to form the total goal. This enables donors the impact of different gift sizes they may consider. It also helps donors who have potential for large gifts to know how essential their gift is to total project.

THE GIFT PLAN

Often we think, “If we just get 120 people each giving a small sum of \$250 we will easily reach our goal of \$30,000 from individuals we know personally.” However, this thinking usually doesn’t play out in real life. Many of your contacts cannot give even at this level. You also might be missing out on larger gifts that might come from 6-10 people on your list. For those people, you want to give an opportunity for a larger gift and a more personalized approach.

How to form the gift plan:

The gift plan reflects your best projection of where the gifts might come from. In order to create a realistic picture, you must analyze your prospect list and assign projected gifts to each donor.

Then you can assign a realistic number to each gift size.

In terms of format, you want to create a gift plan that is large enough to use if you are face to face so you can comfortably point to or speak about a range or size of gift when you make an “ask” to a potential supporter.

The positive impact of a having range of gift sizes...

If you receive...

- 1 gift of \$10,000 = \$10,000
- 2 gifts of \$5,000 = \$10,000
- 40 gifts of \$250 = \$10,000

It takes...

43 donors to give a total of \$30,000

If all gifts are \$250 each,

120 donors are needed to reach \$30,000

A SAMPLE GIFT PLAN MIGHT LOOK LIKE THIS:

<u># of supporters</u>	<u>monthly gift</u>	<u>annual gift</u>	<u>TOTAL</u>
1 supporter	\$833.00	\$10,000	\$10,000
2 supporters	\$417.00	\$5,000	\$10,000
5 supporters	\$200.00	\$2400	\$12,000
7 supporters	\$83.00	\$1000	\$7,000
20 supporters	\$25-\$50	\$300-\$600	\$9,000
TOTAL giving from 35 individuals			\$48,000

IX. LEADERSHIP—OTHERS CAN OPEN THE DOOR FOR YOU

People give to people they know and trust. And trust is at the very core of the motivation to give. It takes time to build trust — to build relationships with donors. It is important to consider that while the person (fund raiser) is the “portal,” the focus should be on your mission. It takes a person to make the connection to the donors, but the mission is the glue that holds the relationship together.

The key is to identify those who have an interest in your mission, and stay with them over time. Instead of focusing on their money, focus on the mutual interest you have in your project.

The most motivating factor in encouraging someone to give money to a cause is the person who asks for the gift. So when we're going to donors individually and meeting with them face-to-face, we need to make sure we have the right person asking for the gift.

Your Task: Think of Others Who May Multiply Your Efforts

Take a look at how this would work practically:

If ...

One helper raises \$10,000

Another helper raises \$5,000

Another helper raises \$2,500

Another helper raises \$2,500

And you raise only \$10,000 directly,

For a total of \$30,000...

Compare the Number of Contacts

*You Would Have to Make
to Raise All \$30,000 by Yourself.*

• PROSPECT DEVELOPMENT

WHY DO PEOPLE GIVE? THERE ARE A VARIETY OF MOTIVATIONS, EVEN AMONG CHRISTIAN PEOPLE.

1. Supporting a Church Planting Project is very Attractive to Today's Donors

Today's individual donors – both Christians and non-Christians – as well as the rising generation of church leadership is a people who prefer to give to

- (1) short-term projects...
- (2) in which they take a direct personal interest...
- (3) anticipating quick and...
- (4) highly visible results.

This is decidedly to your advantage as you seek one-time support for your project.

“Each man should give what he has decided in his heart to give, not reluctantly or under compulsion, for God loves a cheerful giver.”

— II Corinthians 9:7

2. **The Bible teaches Christians to give!**

3. **Anticipation:** It may surprise you, but people will actually give or promise support much more readily when you have not begun the actual church plant than they will after it starts! People give to people, and they give to character expressing itself in a vision.

4. **Present Excitement:** How many times have you heard it said, “once we begin to see some results, many more will want to support this?” As a ministry is carried out, people are excited about it and want to support it, but not nearly at the levels usually anticipated. Present excitement is a greater motivation than duty, but it is not as great as anticipation.

5. **Duty:** Clearly this is the least attractive motivation for giving. Please note, for your future work with the church, that teaching giving motivated by duty is necessary for the long-term health of the church. This is particularly true of denominational giving. Just as we expect members of the local church to give **just because they are members**, we should similarly commit to giving to the denomination, **just because we are members**.

In the long run, we must give attention to duty, because the extreme of the above attitude leaves under-funded some of the essential parts of the church body. This impacts church agencies already, and will increasingly impact the local church:

-

HOW TO IDENTIFY GOOD PROSPECTS

Utilize the Funding Sources Worksheet in the Appendices.

Step One: Identify everyone you know: family, friends, college and seminary classmates, churches with whom you have a relationship or connection of any kind, no matter how superficial or remote.

Step Two: Then, take a further step and identify anyone who has potential for giving with whom your connection is a third party – that is, you know someone who knows them and may be able to open the door.

Step Three: Write down the names of people and churches you know who are already supporting the movement you are a part of.

Step Four: Evaluate based on three key factors:

1. They have a connection to you, to your church plant, or to the PCA or related ministry.
2. They have resources to give.
3. They are givers. You can tell if someone is a giver in many ways including whether they have a generous spirit.

Step Five: Speak with MNA Development Staff and begin to prioritize your list. You always want to begin your processes with churches as soon as possible. Then, you might want to begin with your closest friends or past supporters you think will be most likely to support you (this will build your confidence). Then, you might think of those whom you feel are capable of giving you the larger gifts. Smaller givers will feel more eager to give when the gap is smaller and their relatively small gift will make a difference. In many cases, it may be effective to save them until the end.

• STRATEGY AND PLAN

Strategy boils down to the concepts of efficiency and effectiveness. Are you effectively working with the 20 percent of the donors who can give a large percentage of the budget, and effectively working with the 80 percent of the donors who can give the last 20 or 30 percent of the budget? In a phrase, strategy is working smarter, not harder.

There are lots of activities that can be done in the name of fund raising. However, these activities may not be connected or part of an overall strategy. Don't let your plan be guided by activity. Rather, begin with a strategy based on your list of possible supporters that will allow you to introduce them to your vision and show them your Project Proposal in the most effective and efficient ways: individual meetings, small groups, events, or by mail and phone follow-up.

The Plan simply involves scheduling on a calendar what has been formulated in the previous steps. Once the work on the Project Proposal, leadership, prospect list and strategy has been done with quality, all the elements are in place for a strong plan.

The Plan will be revised as the strategy is revised, based upon revisions in the prospect list.

• HOW TO ASK FOR MONEY

FOCUS ON INDIVIDUALS

Letter/Phone Strategy

- 1) Send your proposal, cover letter, and an endorsing letter from a third party (MNA staff, key pastor, key leader in your network, etc.) to all potential donors, except those with whom you will make a very personal approach (see Face to Face strategy below).
- 2) Follow up within 7 days with a phone call; this means that your letters should be sent out at intervals in which you can do the follow up.
- 3) Follow up as much as you can, until you receive a clear no or yes answer. If you think it would be helpful, offer to meet them face to face. Please talk with MNA Development Staff any time along the way if you get confusing responses, or if you think that a contact from someone else might make a difference.

Face-to-Face Strategy

With either individuals or churches, there is almost never success in a “cold call” approach. You should approach everyone whom you feel could give a major gift and may have an interest in the church plant you will lead. However, this is based on relationships you already have, in the case of individuals. Generally speaking, it is not good to approach individuals whom you don’t already know personally or with whom you have a very good contact who will open the door for you. For churches, you may be able to form new relationships if your current network is limited, but you must first form these relationships if your asking is to be effective.

For any individual who has the potential of giving \$10,000 or more, always talk with MNA Development Staff before approaching that individual, to talk through the best approach. The same applies to all churches capable of giving \$10,000 or more, unless you have a very close personal relationship with that church.

These general guidelines apply to asking for large gifts:

- A major commitment usually requires an in-person visit. There are those who will respond to a letter, but that is very unusual. Ask by a letter alone as a last possible option.
- The contact is often a two-step process with individuals: first, a personal visit to tell them about your plans; then, a second visit to present your written proposal. As a general rule, you should not mail a proposal in advance; whether to ask for a major gift on the first visit depends on the individuals and your relationship with them.

- Personalize your request for support, tailoring it to that church or individual to show how their participation will make the difference in the progress of the project.
- “Return on investment” is a major motivation for churches and individuals today. Give illustrations. For example, a church in which \$100,000 start-up funds are invested will often be giving that much to church planting and missions within a few years. What better way to multiply the missions dollar than by investing in the planting of a church?
- Recognize that every church and individual is unique. Love them. Treat them with respect, honor them as stewards and address the issues that are important to them. Recognize that donors have a wide variety of motivation – see the article in the appendix, *The Seven Faces of Philanthropy*.

FOCUS ON CHURCHES

Remember that a church is a group of individuals. Approaching and working with churches in their giving is not radically different from working with individual donors. The key to both is personal relationships.

There is one key difference: while the trend with churches is to prefer supporting someone they know, there are still churches who will commit to someone they don't already know – providing you persist in forming a relationship with them – either upon MNA staff recommendation or because recommended by another church planter or someone in whom they have confidence.

- 1) Start with the senior pastor, missions pastor, or chair of the missions committee. Introduce yourself and ask about the timeline for mission commitments. Then ask about the next step to take as you talk with each one.
- 2) Send your proposal, cover letter, and an endorsing letter from a third party (MNA staff, key pastor, key leader in your network, etc.)
- 3) Follow up in 7 days to be sure they received everything they need and that the file is complete. Inquire when they will meet or make the next step.
- 4) Persist: typically, a minimum of 5-7 contacts is required for each commitment. If your calls are not returned, call the pastor at home.

COMMON QUESTIONS

What does a meeting with a potential donor look like?

Step One: Listening

- Relax and take your time.
- Encourage those you're meeting with to talk about themselves & where they are in their journeys.

- Take as much time as is available for small talk including special news of interest about your ministry.

Step Two: Telling Your Story

- When you are ready to review the Project Proposal, sit next to them and hold the case booklet rather than handing it to them. Mention that you will leave the proposal so they can read the material in more detail later.
- Take a moment to draw their attention to the project theme and time frame.
- Go through the proposal giving your own paraphrase of the project - don't read it!
- Express your enthusiasm throughout the conversation.
- After presenting your financial goal, stop. Ask for questions on anything you have covered to this point.
- Present the number of individuals, churches and others who are committed and pledging, including the total amount committed compared with the total goal. Also put these figures in percentages.
- Only after you have responded to all questions, move to the next step.

Step Three: Asking THE Question

Based on your preparation, ask the question or questions that you anticipate will fit the people you're meeting with:

- "Thank you for taking the time to meet again and to consider financial support for our ministry. We don't know what's best for you, but would it be possible to promise \$200.00 monthly, a total of \$2,400 yearly?"
- "As chair of your church's missions committee, would you be open to setting a time when we could come and present our ministry?"
- "Since you have considerable experience living in the area where we'll be planting the church, could we spend more time getting the benefit of your experience and advice?"

Step Four: The Follow-Up

- Follow up with a thank-you note or send something related to your time together. If they requested additional information, special help, or a response of any kind, respond within the agreed upon time.
- Immediately following the meeting write down any information on their comments about giving or comments on others' giving and add this data to the "Donor Format File" form for each key donor. This will include anything related to planned giving, ownership of businesses, stock, land, etc., expected changes in financial position or giving patterns, including gifts to

other groups as well as personal information such as background on family, education and special interests.

Based on the question(s) you raised, follow up per your suggested time and date.

WHEN SHOULD YOU ASK FOR SPECIFIC AMOUNTS OF SUPPORT?

When you know the history and giving pattern of the potential donor, asking for a gift of a specific amount is generally a very good thing to do. It will almost always result in the donor giving a larger gift than if you only suggest that they “give as they are able/desire.”

- *Church example:* if a church typically gives \$60,000 for “a church planter they know” or \$30,000 for a church planter the MNA staff present to them, this is a fairly reliable predictor of future response. MNA has this information for all church planting gifts that have been given through MNA.
- *Individual example:* you know that a member of the church you currently serve once wrote a check in the amount of \$25,000, on the spot, for a specific need. Usually, this is a clear signal that this donor could be approached for at least \$25,000 a year for three years. The rationale is that if he can write a check on the spur of the moment in that amount, he can probably give that much several times with a little preplanning.

PERSIST. DON'T GIVE UP.

Few people will say “no” and give a reason related to the mission or cause. A high percentage of those who say “no” will qualify it by referring to timing or circumstances that, in most cases, will eventually change so they could say “yes.” Often, we're out raising money when we need it, and when someone says “no” our emotions are such that we hear little or nothing of the explanation for when they could say “yes.” If we're out raising money well before the beginning of our project, when we don't need it right away, we're more receptive to the explanation. Often these people can plan ahead to consider a gift at the point when we need it.

What will mark you as successful in fund development is asking the question, “When can I come back to you?” Then your job is to follow the response given you – come back. Ask them again.

• THE ART OF COMMUNICATION—FOLLOW-UP

TRACK YOUR CONTACTS CAREFULLY

Maintain a data base of all your contacts and record all information. Very quickly, the phone calls and details will begin to run together.

Flag all future contacts, putting a reminder on your calendar of when to take the next step with that particular donor. Remember that there may be as many as 7 contacts, sometimes more, before there is a commitment. Track these carefully and follow up faithfully.

Even after the project starts, continue with follow-up wherever there is an open door. You may need additional support for the church plant you are leading. And you certainly will want future support for future churches with whom you are instrumental in the emerging church planting movement.

KEEP IN CLOSE TOUCH WITH DONORS AFTER THE PROJECT BEGINS

Keep in close touch with your donors forever! They have invested generously in the ministry you are leading – communicate with them often so they can enjoy the fruit of their participation with you.

Visit them. Invite them to visit with the new congregation. Send regular newsletters throughout the year. Invite work teams from your supporting churches to come and help you with ministry projects. Do everything you can to maintain an ongoing partnership.

This is important because:

- They have given generously to this ministry and therefore deserve the accountability and enjoyment of results
- You most likely will want to invite their involvement in future projects.
- They may be regular participants with other church planters, or may have that potential interest, so as you maintain the relationship, you are helping build the resource momentum.

CONCLUSION: HOW GREAT IS YOUR FAITH?

Think of the great ways in which the Lord has blessed. You are seeing just the beginning of that blessing! This manual has focused on a lot of action steps, a lot of issues that have to do with very human stuff. Above all else, be sure that you walk in faith, with the assurance of the Lord's presence and success in His calling. This is His work. Rejoice in that! Rest in that!

Now to him who is able to do immeasurably more than all we ask or imagine, according to his power that is at work within us, to him be glory in the church and in Christ Jesus throughout all generations, for ever and ever! Amen.

Ephesians 3:20,21

Appendices

- ❖ Historical Perspective on Funding in the PCA Church Planting
- ❖ Project Proposal Brochure Samples
- ❖ Sample Pledge Cards
- ❖ Sample Pledge/Prayer Cards
- ❖ The Seven Faces of Philanthropy
- ❖ The Ministry of Money
- ❖ Developing Church Plant Funding for Your Presbytery
- ❖ Notes from the Christian Stewardship Association 1999 Convention
- ❖ Fund Raising Forms and Worksheets
- ❖ Bibliography

Some Historical Perspective on Funding for PCA Church Planting

Before we get into the actual steps of fund raising, let's look at the context in which we are working today at Mission to North America. *Please take the time to read this section carefully. It will help you understand the how and the why of our current church plant funding methods.*

During the more than 25 years of the life of the PCA, significant changes have taken place in how church planting projects are funded. These can be divided roughly into the times served by each MNA Coordinator. In order to correct a good bit of erroneous information that is out there, and in order to understand how and why MNA now approaches project funding as we do, it is necessary to understand this history.

Some definitions:

- *Throughout this document, the term “outside funding/funds” is used to designate the total funding necessary to get a new church to self-support that does not come from the giving of those who form the new congregation.*
- *“GA/MNA” means General Assembly MNA Committee and Staff. MNA and GA/MNA are used interchangeably unless otherwise indicated.*

Larry Mills and Phil Clark (1973 – 1986): All project funding came from Partnership Share/Askings (undesignated) giving to MNA. The staff was very limited in size. There were not many church planting projects and very little financial support was given. Most churches started with a core group already defined prior to the call of a church planter, who provided much of the support. Many of these were splits from PCUS churches, and therefore they often had enough resources to require little outside support. In fact, we didn't even refer to men as “church planters” in those days very often. We usually called them “organizing pastors.” GA/MNA does not use the latter term any more because we believe the calling is to plant a church, rather than to organize the people already gathered.

Terry Gyger (1986 – 1994): Terry initiated and championed the concept of calling on major resource churches to provide the resources necessary to establish new major resource churches. Some of the larger churches began to give significant funding for church plants, with the hope that these new churches would become the base for major new resource for church planting.

Churches began to be formed by GA/MNA church planters without core groups already existing. Core group church planting became increasingly an activity primarily of presbyteries. The lines were clear: the church plant was a “GA/MNA project,” in which case the MNA staff raised *all* of the outside funds; or, the project was not GA/MNA and GA/MNA contributed nothing. The assessment process, which began during the last

year or two of Phil Clark's leadership, became the essential qualification for receiving "GA/MNA funds."

The funds raised for the projects continued to be labeled "GA/MNA funds," even though most were given with a specific church planter designated. Church planting project support wasn't really GA/MNA money in the sense of being funds that MNA was free to assign. Rather, these funds always have been pass-through designated gifts from the supporting churches.

MNA staff and program were expanded, with the addition of the assessment process, regional coordinator and movement leaders system, *Multiply* was begun, Chaplain Ministries was greatly expanded and Church Vitality was added. There was little attention to building Partnership Share/Askings giving, with the result that all undesignated giving began to go to the support of these MNA programs, with projects being funded only by designated giving. During this time, even such ministries as Chaplain Ministries, Church Vitality and other essential MNA staff leadership began to be funded by designated giving, to supplement Partnership Share/Askings giving.

Cortez Cooper, with John Smed as Church Planting Coordinator (1995 – 1999):

While John Smed actually began serving under Terry Gyger, the next phase of church planting funding began in earnest, primarily driven by John, in 1994. Through a little experimentation, John learned that many church planters could "raise" substantial project funding in a very short time period. Prior to that, MNA assumed that itineration would take months or years, as it does for overseas missionaries, and so it was never tried. In fact, as late as 1993, the MNA Committee still had a policy that a church planter was not permitted to raise more than \$30,000! No one could recall a rationale for that policy.

With this discovery, projects began to be funded by a combination of "GA/MNA funds" (raised primarily by MNA staff, designated for a particular church planter), and "itineration funds" (raised primarily by the church planter). A theoretical hard and fast line between "GA/MNA projects" versus other projects held firm. Since churches were now funded by a variety of funding sources, two criteria emerged to define a "GA/MNA project:" (1) assessment qualification and (2) receiving some funding (even if as little as \$10,000 out of a total project of \$200,000) that was considered "GA/MNA funds." This meant funds that were given to or through MNA. Most often, but not always, these funds were raised at the initiative of the MNA staff.

Numerous and radical shifts took place during this relatively short time period, substantially changing the current and future project funding picture:

- At the beginning of this time period, MNA staff took responsibility to raise the majority of the funding of each project, whereas by 1999, the vast majority of each project was the responsibility of the church planter to raise.

- Churches shifted radically to a desire to fund church planters “they know.” Thus the line between what was “raised” by MNA staff versus the church planter became very blurred.
- Because of this desire for a church planter “known” to the church, it became at first difficult, and by the beginning of 1998 impossible on a regular and predictable basis, to find even minimal amounts of support that could be considered “GA/MNA funding.”
- Outside funding in project budgets increased substantially, especially for center city projects. Prior to Terry Gyger going to Boston in 1994, a multi-hundred thousand dollar project had never been done. After Boston, this level of funding became the norm for center city projects. Prior to around 1997, suburban and small town projects were well under \$100,000 outside funding. Beginning around 1997, a range of \$100,000 to \$150,000 becoming typical for a suburban or small town project.
- The number of church planters increased significantly, with 40-50 being sent out regularly each year across the PCA (including those not defined as GA/MNA).
- A number of presbyteries and church planting networks began to take much more responsibility for developing funds instead of looking to GA/MNA to provide the support.
- “GA/MNA” projects continued to be defined as assessment-qualified and receiving some GA/MNA funds. However, as the amount of the funding diminished, this aspect of the definition became less meaningful. Presbyteries and networks began to send out highly qualified men who were assessment-qualified but not “GA/MNA funded.”
- Churches, presbyteries and networks began to take increasing responsibility not only to identify funding sources, but also to manage project cash flow themselves, instead of the support flowing through MNA.
- For churches, presbyteries and networks who develop their own funding, MNA assessment began to be valued more for its intrinsic purpose – determining the qualifications of the church planter – rather than as a means to help develop support for the project.

Jim Bland (1999 to present): Most simply, we can summarize the challenges with which we are faced today in these three points:

1. There are more church planters seeking support than ever before, and all indications are that the momentum will continue to grow – praise God!
2. The church planer has much higher budget (and therefore outside funding) expectations than ever before.
3. Churches, presbyteries and networks are increasingly determining their support commitments based on knowing a church planter, or being committed to a particular region or type of church plant (e.g., center city, church plant and RUF start-up in proximity, etc.)

Sample Project Proposal Brochures

Pledge Cards



PLEDGE CARDS



The Pledge Cards should be sent to MNA either with or without the donor's first check. This will get your donor into the habit of mailing his support to us rather than to you, and you will not have to forward it to us. It will also inform us of their giving to your project, how much and for how long so that we can record their giving. We will send to your donor a receipt of their gift along with a tear-off and an envelope for their next contribution. While you are raising support, we will keep you informed of the promises and giving with a monthly Gift Detail Report, and copies of all pledge cards received. In addition, we will give you a Donee/Donor report, which will list each donor and their giving. With these listings you will be able to keep informed of your financial status and thank your supporters in a timely fashion.

EMAIL PLEDGES: MNA HAS AN ESTABLISHED EMAIL ADDRESS TO RECEIVE PLEDGES FROM YOUR DONORS. IT IS **MNAPLEDGE@PCANET.ORG**. YOUR DONOR WILL RECEIVE ACKNOWLEDGEMENT OF THE PLEDGE, AND SO WILL YOU. REMEMBER: THE EMAIL PLEDGES STILL NEED THE SAME INFORMATION ON THEM AS BELOW.

SAMPLE SHOWING REQUIRED WORDING:

<p>STATEMENT OF PLEDGE TO SUPPORT (NAME OF CHURCH PLANT) MINISTRY OF CHURCH PLANTER LOCATION OF CHURCH PLANT</p>	
<p>Yes, I (we) would like to express my (our) intent to pledge support to (<u>Name of Church Plant Project</u>) and to MNA by:</p>	
<p><input type="checkbox"/> PRAYER: I (we) would like to pray for the development of this ministry and for the hearts of people to be touched by the Gospel. <input type="checkbox"/> Daily <input type="checkbox"/> Weekly</p>	
<p><input type="checkbox"/> FINANCIAL TAX DEDUCTIBLE GIFTS:</p>	
<p>❖ One Time Gift of \$ _____</p>	
<p>❖ Ongoing pledge of \$ _____ per _____ for _____ years (M)onthly, (Q)uarterly, (A)nnually 1,2 or 3</p>	
<p><input type="checkbox"/> Receive Church Planter prayer letters. (Please DO NOT check if you are currently receiving the prayer letter)</p>	
<p>NAME _____ (Title, Mr., Mrs., Ms.) (First) (Last Name)</p>	
<p>ADDRESS _____</p>	
<p>CITY _____ STATE _____ ZIP _____</p>	
<p>TELEPHONE _____ EMAIL _____</p>	
<p>SIGNATURE _____ DATE: _____</p>	
<p>Please make checks payable and mail to: Mission to North America 1700 N. Brown Rd, Suite 101 Lawrenceville, GA 30043</p>	
<p><input type="checkbox"/> I would like information on bank electronic funds transfer for my gifts.</p>	
<p><i>This contribution will be made with the understanding that Mission to North America has complete discretion and control over the use of all donated funds, to assure their use for the intended exempt purposes. This statement may be revised or cancelled at any time should circumstances necessitate.</i></p>	


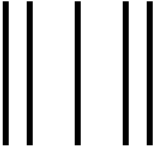
Prayer and Pledge Cards

PRAYER & PLEDGE CARDS

(Prayer Card and Pledge Card attached together)

This is an upgrade to your pledge card. In addition to a "tear off" pledge card, this has a picture of the church planter and family along with personal and call information. After the pledge card has been removed and sent to MNA, the donor is left with a visible reminder to pray. This is recommended over a regular pledge card and can be purchased through MNA. Please contact the MNA Office for the updated quote. The minimum order is 250. (continued on next page).

(SAMPLE)
(FRONT VIEW)

	<p>Photo</p>
<p>(Presbyterian Church in America)</p>	
<p>Joe Smith and Family</p>	
<p>1700 N Brown Rd, Suite 101 Lawrenceville, GA 30043-8122</p>	<p>Anywhere, USA</p>
<hr style="border-top: 1px dashed black;"/>	
	
<p>PLACE STAMP HERE</p>	
<p>MISSION TO NORTH AMERICA 1700 N. BROWN ROAD STE 101 LAWRENCEVILLE GA 30043</p>	

The size of these cards will fit into most church display racks. To order you will need to supply the copy and a picture. The copy should be 180 words and include personal information (marriage, names of children, education, background, call to church planting, target area, etc) A good quality digital picture can be transmitted by email or a sharp focus standard picture can be mailed to MNA.

(SAMPLE)
(BACK VIEW)

Joe Smith

(Add a couple paragraphs about yourself and your call)

180 Words

**STATEMENT OF PLEDGE TO SUPPORT (NAME OF CHURCH PLANT)
MINISTRY OF CHURCH PLANTER LOCATION OF CHURCH PLANT**

Yes, I (we) would like to express my (our) intent to pledge support to (Name of Church Plant Project) and to MNA by:

PRAYER: I (we) would like to pray for the development of this ministry and for the hearts of people to be touched by the Gospel. Daily Weekly

FINANCIAL TAX DEDUCTIBLE GIFTS:

❖ **One Time Gift of \$** _____
❖ **Ongoing pledge of \$** _____ per _____ for _____ years
(M)onthly, (Q)uarterly, (A)nnually 1, 2 or 3

Receive Church Planter prayer letters.

(Please DO NOT check if you are currently receiving the prayer letter)

NAME _____
(Title, Mr., Mrs., Ms.) (First) (Last Name)

ADDRESS _____

CITY _____ **STATE** _____ **ZIP** _____

TELEPHONE _____ **EMAIL** _____

SIGNATURE _____ **DATE:** _____

Please make checks payable and mail to:

Mission to North America
1700 N. Brown Rd, Suite 101
Lawrenceville, GA 30043

I would like information
on bank electronic funds
transfer for my gifts.

This contribution will be made with the understanding that Mission to North America has complete discretion and control over the use of all donated funds, to assure their use for the intended exempt purposes. This statement may be revised or cancelled at any time should circumstances necessitate.

CHURCH PLANTER PRAYER CARDS

Prayer Cards are a helpful reminder to your supporters to lift you and your church Plant to the Lord in prayer on a daily basis. MNA will have these produced for you if you wish. Here is **what we need** from you and the **cost of production**.

- YOUR BEST 4x6 FAMILY PHOTO (best if done by a professional)
- Mail it to: Mission to North America
1700 North Brown Road, Suite 101
Lawrenceville, GA 30043
- It will take 3-4 weeks upon delivery of the picture for the cards to be printed and mailed back to you.
- Please contact Kathy Hill for the updated quote – 678-825-1237.



Fund Raising Related Articles and Notes

The Seven Faces of Philanthropy

Russ Alan Prince and
Karen Maru File
Josey-Bass Publishers, 1994

The Seven Faces of Philanthropy provides an in-depth analysis of the motives that influence the way people give. According to authors Russ Prince and Karen File, cultivating major donors can be “rewarding, gratifying, and even fun.” On the other hand the work can also be an “arduous and frustrating process.”

The Seven Faces of Philanthropy was designed to categorize wealthy donors into seven motivational types. These seven “personality” types can also apply to groups of persons, like churches, as well as individuals.

As a church planter, it will be helpful if you can gain some understanding of the motives of your donors. Understanding the donor’s concerns, interests, needs, and motivations in their philanthropy will enable you to serve them more effectively in their stewardship of the resources the Lord has given them. The more you know and the more interest you take in understanding a potential donor, the more likely they are to discern whether your project fulfills their stewardship objectives. A brief summary of the 7 donor types is found below.

1. The Devout (Theme: Doing Good is God's Will)

- ◆ 96.4% of the Devout channel their giving to religious institutions.
- ◆ They are the second largest group of major donors, mostly male, and college educated.
- ◆ They believe all people are "morally obligated" to do what they can to support worthy causes.
- ◆ The devout give because the Government does not support religious causes.
- ◆ The govt's priorities are not religious and the only way to accomplish religious goals is through a religious system.
- ◆ They make giving decisions based on **trust**.
- ◆ This makes it hard for us as "religious fundraisers" due to the skepticism because of recent scandals.
- ◆ The devout make their own decisions; they don't rely on professional advisors.
- ◆ The devout (95% of them) want nonprofits to reflect their religious values.
- ◆ They directly attribute their gift as coming from God.
- ◆ Most don't want recognition except, on a small-scale.

2. The Communitarian (Theme: Doing Good Makes Sense)

- ◆ They represent the largest philanthropic segment at 26.3%.
- ◆ Most are owners of small hometown businesses.
- ◆ They believe their wealth is a direct result of their community and therefore, want to do "their part" in giving back to it.
- ◆ They too, give to non-profits because they believe that they’re more effective than govt. programs.

- ◆ Communitarians give because they want to, not out of a sense of obligation.
- ◆ They select nonprofits oriented to serving the needs of the community.
- ◆ 78% of communitarians agree that it is in their best self-interest to give.
- ◆ Generally, they want to see something in return.
- ◆ They select non-profits that have a proven track record of effectiveness.
- ◆ “Good intentions aren’t enough to bring about good results.”
- ◆ Unlike the Devout, Communitarians often turn to a professional philanthropic advisory service.
- ◆ A large number of Communitarians feel they should have “a say” in how their contributions are to be used.
- ◆ They want individual attention and they desire to receive public acknowledgement for their gifts.

3. The Investor (Theme: Doing Good is Good Business)

- ◆ “Investors have one eye on the cause and one eye on personal tax and estate consequences.”
- ◆ Investors (84%) are college graduates and they give because “they are able.”
- ◆ They give the same way they invest.
- ◆ Investors believe that much of their gifts to non-profits would otherwise be diverted to the govt. in the form of taxes.
- ◆ Like Communitarians, the Investor doesn’t feel a moral obligation to give.
- ◆ They do not believe that having wealth makes a person more or less inclined to give, nor do they believe in any special responsibility of wealth to be charitable.
- ◆ 97% of Investors believe that the focus should be on the act of giving rather than one’s motivation for giving.
- ◆ Investors plan their donations carefully and methodically.
- ◆ However, they don’t use professional advisors.
- ◆ Neither, do they desire to have an influence over the use of funds.
- ◆ They find it extremely important that non-profits understand them and their motives.
- ◆ 90% desire public acknowledgement and attention.

4. The Socialite (Theme: Doing Good is Fun)

- ◆ Socialites are primarily women (62%).
- ◆ They support non-profits that offer opportunities for “socializing.”
- ◆ They desire to give in a most unique or creative way.
- ◆ Socialites believe they have a better “pulse” on their community than the govt.
- ◆ They can be very defensive in regards to their socially oriented way of doing business.
- ◆ They’re charitable “at heart” and happen to have money.
- ◆ They choose nonprofits carefully and only, those that are supported by their social network.
- ◆ 80% don’t use professional philanthropic advisors while 20% do.
- ◆ Socialites consider it very important that nonprofits focus on their needs. They like it when nonprofits are quick to respond to their inquiries and needs.
- ◆ They want to be informed about what is going on with the nonprofits they support.

- ◆ Socialites see themselves as fund raisers; not donors.
- ◆ They like to be formally honored for their charitable activities.

5. The Altruist (Theme: Doing Good Feels Right)

- ◆ Altruists support nonprofits mainly because it gives their life a greater sense of meaning.
- ◆ Their giving is way for them to “grow spiritually.”
- ◆ They’re not interested in formal religion but their spirituality is more along the lines of secular humanism.
- ◆ They feel morally obligated to give because they believe it’s everyone’s duty to improve the social and physical environment.
- ◆ Only selfless giving is true philanthropy for the Altruist and they are the “only true philanthropists” in their eyes.
- ◆ Only half believe strongly that nonprofits are superior to govt. in dealing with needs of society.
- ◆ Altruists don’t look at a nonprofits track record; instead they look at the integrity of the individuals running the nonprofit.
- ◆ Instead of using a social network, they find opportunities on their own and make their own decisions in regards to giving.
- ◆ Altruists want personal attention, care, and respect.
- ◆ They don’t desire to be a part of the operation of the nonprofit nor, are they concerned with formal recognition, as are the Socialites.

6. The Repayer (Theme: Doing Good in Return)

- ◆ A Repayer is one who has benefited from a particular institution, often a school or hospital, and now supports that institution out of obligation or gratitude.
- ◆ Repayers are predominantly male (76%) and college educated (90%).
- ◆ They give out of gratitude and are a classic example of how a dramatic change in circumstances can spur one to philanthropy.
- ◆ Repayers are acutely aware of how others have helped them.
- ◆ A majority of Repayers feel it is a moral responsibility of the wealthy to give.
- ◆ 81% define philanthropy by actions instead of motivation.
- ◆ They’re almost unanimous in the belief that nonprofits are more helpful than govt. agencies.
- ◆ Repayers insist on effectiveness when it comes to service delivery and operations; plus they believe nonprofits must be accountable.
- ◆ Hardly any use outside advisors because they’re giving back to an organization that they believe is trustworthy.
- ◆ They want to be kept informed and valued, but they don’t want the focus to be taken off constituents.
- ◆ Less than 10% want individual attention because of their giving, nor do they seek formal recognition.
- ◆ Only about 1/3 want to be involved in the operation of the nonprofit.

7. The Dynast (Theme: Doing Good is a Family Tradition)

- ◆ For the Dynast giving is something their family always stood for and they believe it is expected of them.

- ◆ 44% of Dynasts inherited their wealth.
- ◆ They more commonly support nonprofits directed at helping the economically disadvantaged, which may explain their relatively low need for social approval.
- ◆ Dynasts have a high internal motivation to give. Their rewards: self-identity, conforming to family, and class values.
- ◆ They believe everyone should be philanthropists, no matter what one's social situation might be or what economic resources one has.
- ◆ Dynasts are among the most careful philanthropic personalities when selecting a nonprofit.
- ◆ They will often employ advisors to assist them in researching and evaluating a nonprofit.
- ◆ More than likely they realize that the family name is at stake.
- ◆ Dynasts do not want to be a part of the nonprofit's operation, unless it is not performing efficiently.
- ◆ They want the nonprofits to stay focused on their core mission, rather than divert resources to the care of donors.
- ◆ Dynasts have a more diverse giving portfolio than any other segment.

9. Cultivating Major Donors

- ◆ Effective fund raising is based on understanding donor's motivations and goals.
- ◆ Effective fundraisers are able to find donors and then motivate them to give.

Connections can be made through charity networks.

- ◆ Capitalize on existing networks with major donors.
- ◆ Charity networks provide philanthropists with factual information about organizations.
- ◆ Six of the seven philanthropic personalities rely heavily on these networks (the Repayer being the only exception).

Craft a Vision for Building Relationships with the Donor

- ◆ Identify the prospective donor's philanthropic personality.
- ◆ Show donors the ways the mission and activities of a nonprofit "dovetail" with the interests of the donor.
- ◆ Help donors become affirmed in their motivations, and in the solid achievements of the nonprofit, by endorsements and testimonials from people known to the donor.

Communitarians Respond to Three Positive Images

- ◆ Community
- ◆ Leadership
- ◆ Accountability

Positive Images of the Socialite Reflect Mutual Support through:

- ◆ Fund Raising
- ◆ Community Leadership

RePAYERS Respond to Positive Images that Evoke Their Specific Motivations

- ◆ "I can see that it made a difference in your life."

- ◆ “It’s important to support each other.”
- ◆ “Finding opportunities to pay back show you are grateful.”

Self-Fulfillment is the Positive Image for the Altruist

- ◆ Altruists respond favorably to themes of “self-actualization,” “sense of purpose,” and “socially responsible.”

The Devout Respond Positively when Their Religious Rationale is Reinforced

- ◆ God
- ◆ Duty
- ◆ Service
- ◆ Mission

Investors Look For the Nonprofit to be Efficient and Effective.

- ◆ Focus is on operations and business fundamentals.
- ◆ “Sound financial management”

Dynasts need Positive Images Linking their Nonprofit with their Upbringing

- ◆ Family tradition
- ◆ Family History
- ◆ Socially Responsible

Fund Raisers Should Educate Philanthropists on the Various Giving Strategies

- ◆ Major donors are interested in becoming more familiar with new strategies.
- ◆ Educating donors on various products shows your sincere concern and interest for the donor.

Sustaining Relationships Through Donor Centered Strategies

- ◆ Increase participation to increase involvement.
- ◆ Ask donors how they would like to arrange meetings: time, place, and frequency.
- ◆ Ask donors what they would like the agenda to contain.
- ◆ Ask donors if they would like to become more involved; do they have any questions or suggestions?
- ◆ The higher the involvement, the greater the willingness to recommend the nonprofit to others.

Born to Raise

Jerold Panas
Pluribus Press, Inc. (Chicago, IL: 1988)

Are some people born to be fundraisers, or can these skills and abilities be acquired over time? These questions and more are addressed by Jerold Panas in *Born to Raise*.

Born to Raise is an excellent book designed to motivate its readers to be inspired fundraisers. In this book Panas interviews and relates the stories of those he would consider to be great fundraisers. From Dr. Robert Schuller, pastor of the Crystal Cathedral in Garden Grove, CA to Rev. Hesburgh, president of the University of Notre Dame (1987) are among those whose “lessons learned” are described in *Born to Raise*.

Panas analyzes what all the great fundraisers have in common and the skills and abilities that enabled them to reach the top. After interviewing 50 of the most successful fundraisers, Panas lists 63 characteristics, which “the greats” possess. *Born to Raise* should be read by anyone who is interested in seeing their fund raising goals attained.

Friend Raising

Betty Barnett
YWAM Publishing (Seattle, WA: 1991)

Friend Raising is a valuable tool for anyone who is looking to build a ministry support team. As a worker with the Christian organization known as Youth With A Mission, Betty Barnett has raised her own support for more than 15 years. She details the practical and scriptural sides of fund raising.

As church planters we must rely on God to provide for all of our needs and this includes support for our own ministries. Betty challenges us to look deep into our souls and examine ourselves in the light of scripture with regard to our fund raising techniques. Are we merely, using people, as a “means to an end” or, are we truly “raising friends?”

Friend Raising is both practical and spiritual. This is a must read for anyone who desires to build a support team to sustain them during the hardships of any missionary work.

THE MINISTRY OF MONEY

I. GIVING AND THE BIBLE

Money is important

2000 + verses in Scripture about money, wealth, giving (more than heaven and hell and prayer combined)

We need to preach and apply this teaching

A. Giving is an issue of Lordship:

“You cannot love God and mammon”

1. Giving indicates the glory of our victories belongs to God (Gen. 14: 17-20)
“And blessed be God Most High, who delivered your enemies into your hand.” Then Abram gave him a tenth of everything.”
2. Giving declares god is our only provider and protector (Gen. 28: 20-22) “and of all that you give me I will give you a tenth.”
3. Giving is a response to redemption (Deut. 26-1-12)
“So the LORD brought us out of Egypt with a mighty hand and an outstretched arm, with great terror and with miraculous signs and wonders.”
“...and now I bring the firstfruits of the soil that you, O LORD, have given me.”
4. We are to give God the first and the finest (Lev. 27-30-34)
“ ‘A tithe of everything from the land, whether grain from the soil or fruit from the trees, belongs to the LORD; it is holy to the LORD.’ ”
5. Taking care of the poor is a universal responsibility of the covenant community (Deut 26: 11-12; Acts 2:42-47)
“When you have finished setting aside a tenth of all your produce in the third year, the year of the tithe, you shall give it to the Levite, the alien, the fatherless and the widow, so that they may eat in your towns and be satisfied.”
6. Giving should be done with praise and thanksgiving to the Lord who redeems us

*Tithes and offerings are brought to feasts

Deut. 26:11 “You and the Levites and the aliens among you shall rejoice in all the good things the Lord your God has given you and your household”

also 2 Cor. 4:6-8

7. Giving is a matter of ownership i.e. We are owned by God!

Deut. 26:18 “you are his treasured possession”

Also 1 Peter 2:9

8. Giving is matter of consecration: i.e. He consecrates us to himself!

Deut 26:19 “you will be a people holy to the Lord”

B. Giving has promises: (Do not be too platonic here).

1. God promises to bless our obedience, abundantly!

“Give and it will be given to you...good measure pressed down, shaken together, running over”

2. God provides that you may give

“God is able to make all grace abound to you so that in all things at all times, having all you need, you will abound in every good work”

3. God notes the littlest thing we do for others- and will reward it

-the cup of water (Matt. 10:42)

- the widow’s two pennies (Luke 21:2)

C. Money is Ministry

1. Because giving is a spiritual gift and grace

a) Rom. 12:8 “let him who contributes give generously”

b) 2 Cor. 8:7 “as you excel in everything, in faith, in speech, in knowledge, in love for us, see that you also excel in this grace of giving”

2. Because giving brings praise to God

2 Cor. 9:11 “Your generosity will result in thanksgiving to God

3. Because the promotion of the gospel and expansion of ministry is enabled through giving

Conclusion: The Scripture teaches and promotes obedient generous, thankful, joyous giving; so should you in your ministry.

Mission to North America Developing Church Plant Funding in Your Presbytery

Fred Marsh – September 28, 1999

The importance of relationships...

Does “Money follow vision?” If the vision comes from a leader of biblical character, the Lord’s people will give of their time, talent and treasure, provided there are two additional factors.

Three crucial factors in developing support:

1. Character expressed in a vision
2. Personal relationships: people give to people
 - Romans 10:15 – “And how can they preach unless they are sent?”
 - Philippians 1:4-5 – “I always pray with joy because of your partnership in the Gospel....”
3. Imagination in communicating the vision to people

Examples of relationships that encourage participation in support:

- Formal ties such as church, presbytery or denominational membership.
- Family or church members impacted by a ministry.
- Inviting church and lay leaders into participation in the church planting process.
- Family, friends and church members who believe in the church planter.
- Family or church members who have a desire to see a new church established in a particular community or region.
- Church networks in which the churches grow up together as new church plants.
- Churches who join a network for the purpose of planting new churches.
- Visits to new churches or to cities awaiting a new church plant.

Illustration: there is an evangelical donor who currently gives \$100,000 *per month* to a parachurch ministry. The CEO of that ministry specifically worked to develop a relationship with this donor for seventeen years before receiving the first gift from him.

In summary: build personal relationships, bringing church leaders and individuals into active participation into the church planting movement. *Treat churches the same way you would treat an individual*, in terms of relationship cultivation.

Imagination in communicating the vision

Basic concepts:

1. Be biblical in building relationships and seeking support. The basis for giving is not that money is needed for a project, but rather that we are called to stewardship. Philippians 2:5-11 – as Christ gave His life in sacrifice for me, I give back to Him the time, talent and treasure with which He has blessed me to build the Kingdom.
2. Take the long-term view. When funds are immediately needed is not the time to begin to establish the relationships.
3. Giving time, talent and treasure is an investment in building the Kingdom.
4. Involve as fully as possible the donor churches and individuals in the church plant planning and decision making processes.

Ideas for communicating the vision through the network of relationships (thanks to Ted Powers for gathering many of the thoughts here):

1. Utilize every means possible to communicate the vision and cultivate churches and individuals in their participation. Treat churches as though they are individuals for the purposes of relationship development.
2. After gifts are given and projects completed, keep in regular communication with the donors the same as if the support were ongoing.
3. A group of churches covenant to commit to church planting a certain percentage of their total budget.
4. Encourage teaching elders to consider using all or a portion of their tithe for church planting.
5. All funds provided through presbyteries and churches should be given under a funding covenant, through which the new church makes a commitment to return for future church planting the funds that were invested to establish that church.
6. Present stewardship services in our congregations, encouraging church members to utilize estate and gift design services that emphasize Christian stewardship. The PCA Foundation is an excellent source for these services.
7. Set up a trust fund for church planting. The PCA Foundation is an excellent source for these services.
8. Encourage individuals to establish Advise and Consult Funds with the PCA Foundation.
9. Among a group of churches, conduct a capital stewardship campaign for church planting.
10. For churches considering a building program, encourage the church to commit to

church planting a portion of their capital campaign.

11. Encourage churches to set aside funds for future church plants, prior to the time when the funds will be needed.
12. Cultivate challenge or matching gifts from churches and individuals.
13. Create synergy with other Kingdom-extending activity: e.g., establishing campus ministries and church plants in proximity to each other; e.g., develop master plan for a church planting movement in a given area.

Christian Stewardship Association Convention September 30 – October 2, 1999

Notes on Issues Relevant to MNA

Fred Marsh – October 6, 1999

Introduction:

Please review this more as a series of somewhat random but also related thoughts, rather than as a completed essay or discussion. I took notes on issues that seemed to be most relevant to MNA, and have compiled them here. Christian Stewardship Association is the leading evangelical consortium of fund raising staff and volunteers for Christian organizations. Its membership includes the key Christian leaders in development work across the United States.

For the purposes of these notes, think of individuals and churches in the same category – that is, when you read “donor” below, think both of both churches as donors and individuals as donors. When it comes to stewardship and support of ministries outside of the local congregation, churches are very personal. The more we relate to them in ways similar to how we relate to individuals, the more churches will become involved with us.

Conference notes begin here:

We now live in a day when the organization is shaped by the donor. Donors actually are co-owners, partners in the organization:

- This means we must shift from a selling to a marketing paradigm. Selling means we have something to “sell” that we want the donor to “buy.” Marketing means that we find out what the donor wants and shape our ministry accordingly.
- Major donors ask major questions. Listen to them, and be sure you have the kind of answers that will add value to their participation in the organization.
- It may be a cliché, but it still is true: because of this high degree of necessary personal involvement, the *fund* raising task is accomplished through *friend* raising.
- Donors must be directly engaged in the cause, using the time and talent God has given them, in addition to investing the treasure He has given them.

In a little more detail, here is how this donor involvement is recognized/implemented:

1. Recognize the increasingly important role donors will play in determining not only the survival – but the direction – of your organization.
 - Ask their opinions frequently and arrange for regular feedback from them.
 - Understand what constitutes value to the donor. *Value = product/service attributes + image + relationship*. In other words, the “objective reality” of what is taking place in the ministry does not solely determine its value to the donor. Image and relationship are just as critical.
 - Images in the mind are what influence people. The donor will interpret the data through his or her paradigm – not the organization’s paradigm.
 - Listening to the donor is critical. When it comes to enlisting the donor’s involvement in your ministry, it is far more important that you listen to the donor than it is that the donor listen to you.

2. Serving the needs and desires of your donors must carry equal weight with all other strategic efforts of your organization. In MNA’s case, this applies at all levels – churches, presbyteries, regions/networks – as well as for GA/MNA.
 - Total quality service is the goal: any donor related activity must add value to the value package.
 - Develop a whole series of activity designed to maintain/increase donor loyalty; mailings are a part of this, but there is much more. Example: on-site visits; church planter visits and reports to donors long after project support completion.

3. One-to-one relationship enhancement means being intentional about individualizing service, and thus creating value for each donor to your organization.
 - Plan for effective value-building at all three crucial levels of interchange: financial/interpersonal/experiential.
 - Outline the vision to the donor on a personal basis, and show how they fit into it.
 - Demonstrate credibility at every opportunity.
 - Direct donor involvement in the field is a high priority.

4. Shaping the donor bond focuses on life-time relationships; take the long-term view.
 - Rarely does anyone set out to become a donor. Donors must be cultivated through long-term personal relationship building. Illustration: the donor who now gives \$100,000 per month to a ministry – the CEO sought to build a relationship with him for 17 years.
 - Where does the organization fit in the donor's hierarchy of giving? Most major donors give to about 11 different organizations during a year. What are you doing to influence their priorities?
 - Effective building of the donor bond includes: values based; vision driven; highly relational; quality service; goal of donor satisfaction.
 - For vision to become reality, must have personal relationships, a sound strategy, plus organizational competencies.

Within the PCA, one of our greatest challenges will be taking sufficient donor development initiative at the local, presbytery and regional/network levels. Currently it is assumed that most of the donor relationships are at the national level. This will be a substantial barrier to developing resources for growth in the future. The answer to that need is cultivation of donor relationships at all levels.

- A series of four simple but effective steps:
 1. Identify the top 5 potential donors and contact them directly.
 2. Encourage two-way dialog with those donors.
 3. Ask them for support.
 4. Begin a mass fund raising approach, even if it is small.
- Always show donors the program results.
- Find donors; win them; keep them; encourage them in greater involvement.
- Methods:
 - Mailed appeals to those already committed should bring a 10-15% response rate.
 - Phone calls to those already committed will bring 30-33% response rate.
 - Face to face will bring 75-80% response rate.
- Imagination and personal attention are the keys to finding and keeping donors.

Is all of this really necessary? Yes, because of today's non-profit world:

- There is an increasing climate of competition among non-profits – the number of Christian organizations is doubling at least every ten years.
- Traditional loyalties are increasingly a thing of the past. Coupling this with Schaller's perspective on the future of denominations, the PCA faces enormous challenges, requiring almost a complete reshaping of how ministry is supported.
- Many non-profits will go out of business because of these changes. Whether those who remain will thrive or merely survive depends on:
 - ◆ Making the necessary changes in values, attitudes, behaviors.
 - ◆ Reframing donor relationships, bringing them into participation/partnership.
- It is not enough merely to do things well, cast vision, have a great ministry, or meet a particular need.
- We live in an age of the never satisfied customer. The same attitudes carry over to donors. While many of the changes are positive, there is a level of cynicism that takes nothing for granted in the organization, and demands that value be constantly demonstrated.
- The role of the missions organization has changed dramatically:
 - ◆ The organization used to view itself as the end – give us your dollars, and trust us to do the work, get the results, etc.
 - ◆ Instead, today the missions organization is only the conduit for mission – mobilizing resources to achieve God's purposes – as a vehicle for the donor's stewardship.

Non-profits will have to make substantial changes in their operations, developing adequate systems, sound structures, and the right kind of organizational structures in order to thrive:

- Greater sophistication is required in four areas:
 1. Reduce costs
 2. Improve quality of products and services
 3. Locate new opportunities for growth
 4. Increase services
- Focus on demographic trends and philanthropic trends, and respond to them.
- The thriving organization will measure itself in these ways:
 1. Return on dollar investment
 2. Meeting the standards of watchdog agencies
 3. Return on mission investment

Work toward concentrating on a smaller quantity of greater quality donors:

- Enlisting new donors will be harder each year. This is measurable reality. Therefore, it is essential to keep a major focus on retention. Remember the saying: *“Win new friends, and keep the old – the former are silver, the latter are gold.”*
- Donor satisfaction is not enough – delight, not satisfaction, leads to retention.
- Why retention breaks down:
 - ◆ Old paradigms.
 - ◆ Staff and others closely involved in the organization don't value the donor.
 - ◆ Failure to recognize "moments of truth" – i.e., critical customer contacts. The donor's perception is the cumulative sum of all of their impressions of the organization.

Some other trends in the non-profit world:

1. Non-profits are assuming a greater role in addressing community needs, replacing much of what government did in the past.
2. Non-profits are finding a need to include educational programs as a part of their work in ever-greater measure.
3. Combined campaigns (e.g., United Way, denominational head tax) are less and less effective. Focused campaigns with highly visible results are most effective.
4. Organizations are increasingly volunteer driven and supported.
5. Technology will have increasing role – “e donations”: American Bible Society receives many gifts from their web site. Very few are under \$500; the largest is \$25,000.
6. Must teach stewardship especially to the younger generation.
7. There will be increasing legislation related to giving.

Demographic trends:

1. Boomers are very different than their parents in their giving patterns and involvement.
2. The affluent portion of the US population is growing far more rapidly than the overall rate of population growth.
3. Minorities are becoming dominant, and addressing this trend is very important.

Philanthropic trends:

1. We are already well into the much talked about generational turnover of wealth – it is no longer future.
2. Because of this, increasingly we need to be working with the receivers of the wealth – the giving patterns of this new generation will be very different.
3. US giving to religion continues to be very strong.

Fund Raising Forms and Worksheets

Potential Funding Sources Worksheet

DONOR FILE FORMAT

Date Form Completed ___/___/___/ Updated 1. ___/___/___/ 2. ___/___/___/

Names _____ Computer File # _____

Home Address _____ Office: _____

Zip _____ Zip _____

Husband's greeting name _____ Wife's _____

Home Phone _____ Business Phone _____

Marital status _____ Education _____

Children/ages

Special interests, hobbies

Husband's employer _____ Title/position _____

Wife's employer _____ Title/position _____

Companies/Major pieces of real estate owned

Church & location

Church offices

Interest level in project and best areas for involvement

History of involvement _____

Key relationships to people in our organization in priority order:

1 _____

2 _____

3 _____

4 _____

Gift History (if relevant)

Last gift & date	\$ _____	Current Pledge Tot. \$ _____
Highest gift lifetime	\$ _____	Terms _____
Total gifts this year	\$ _____	Status _____
Total gifts last year	\$ _____	
Highest annual total	\$ _____	
Lifetime giving	\$ _____	

Designation

Designated gifts	\$ _____	_____
	\$ _____	_____
	\$ _____	_____

Who is your Best Connection with this Prospect?

Strategy: _____

Target Amt. \$ _____ Type Meeting _____

Follow-up:

Step 1

Step 2

Step 3

Foundation Ties

1. _____

2. _____

Corporation Ties

1. _____

2. _____

Gifts to other organizations

\$ _____

Organization _____

\$ _____

Organization _____

\$ _____

Organization _____

Prospects recommended by this prospect:

Name _____

Target \$ _____ When _____ Who _____

Next Steps

1. _____

2. _____

3. _____

Name _____

Target \$ _____ When _____ Who _____

Next Steps

1. _____

2. _____

3. _____

Location of Hard Copy File

HARD COPY FILE

- Copies of correspondence
- Notes on meetings
- Notes on specific personal factors
- Clippings, other items

Date_____

LETTER-PHONE CALL INFORMATION SHEET

YOUR NAME_____

Prospect
Name_____PHONE#_____

ADDRESS_____CITY_____STATE/ZIP_____

PREVIOUS GIFTS: This Year \$_____ Last Year \$_____

Key Facts on Prospect:

RECORD OF CALL

PERSON REACHED: WILL GIVE: _____
 MAY GIVE: _____
 WON'T GIVE: _____

PERSON NOT REACHED (check one):
WRONG NUMBER _____
NO ANSWER _____
ANSWERED/NOT AVAILABLE _____

ACTION REQUIRED: Call back on: _____
 They will call back on: _____
 Other: _____

Notes on the Call:

Bibliography

Taking Donors Seriously. The Focus Group, LLC. Copyrighted training materials for the sole use of Mission to North America.

Beyond Fund Raising. Kay Sprinkle Grace. John Wiley and Sons, Inc. Through work on fund raising, development/stewardship and philanthropy. Good discussion of values, philosophy of stewardship and fund raising methods.

The Seven Faces of Philanthropy: A New Approach to Cultivating Donors. Russ Alan Prince and Karen Maru File. Jossey-Bass Publishers. Good discussion of the philanthropic motives of donors.

The 7 Habits of Highly Effective People. Stephen R. Covey. Simon and Schuster. For a fresh look at fund raising methods in a style that will build partnership with donors, apply Covey's well-known 7 habits to the development process.