

# Fundraising Manual

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# **BUILDING PARTNERSHIPS FOR CHURCH PLANTING**

**September 2019**

*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*

**“SERVING THE CHURCH TO ADVANCE GOD’S KINGDOM”**

This manual for fundraising 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](mailto:fmarsh@pcanet.org).

# BUILDING PARTNERSHIPS FOR CHURCH PLANTING

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# PREFACE - FUNDRAISING 101

**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 – Fundraising. 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 fundraising. 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 Fundraising Manual provides the details. **MNA will supply a copy of this manual to anyone who requests it.**

**Steps to effective fundraising (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 fundraising 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 fundraising 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!***

# Best fundraising training: [raisemoresupport.com/tds1](http://raisemoresupport.com/tds1)

## Mission to North America – Fundraising 101 Checklist

Name of Project: \_\_\_\_\_

**Step 1. Define the mission, goals and strategy.**

Target Date: \_\_\_\_\_

Date Completed: \_\_\_\_\_

**Step 2. Prepare a written proposal for fundraising 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 website up to date.**

## **MNA Fundraising Manual: Frequently Asked Questions**

This section of the manual addresses some of the questions that naturally arise in the course of reading the manual. Most of the content is supplemental; the thought flow is not smooth if read as stand-alone content. For that reason, this FAQ section will be most valuable after a complete reading of the manual. Most of the content was developed in 2014. The financial numbers should be considered in that context.

For further clarification or discussion, contact MNA Associate Coordinator Fred Marsh: [fmarsh@pcanet.org](mailto:fmarsh@pcanet.org); (404) 307-8266.

### **Philosophy of Ministry**

***Q: I'm raising money only because I have to in order to move ahead as a church planter. How can I get a more positive perspective on fundraising?***

A: Establish for yourself a biblical philosophy of ministry for fundraising and stewardship. God's people should not support you just because your church plant is a great cause. They will consider supporting you based on the giftedness that God gives the Body of Christ. There are those (you!) who are gifted to go to the front lines and serve as evangelists and church planters. But people with those gifts (you!) can go only if they are sent. Those who do the sending are just as spiritually gifted as those who go. They have a different gift mix. Understanding this helps deliver you from viewing yourself as a salesman and from acting like a salesman. God gives the spiritual gift of liberality and calls people to give. He provides them with the means to give. They may be able to give very large gifts or only smaller ones, but it is God who has blessed them with the gift of giving. Having a lot of money does not make you generous. Having little doesn't make you stingy. The gift of liberality – of giving gladly and generously – is a gift of the Spirit.

When you approach it that way, those whom you are seeking have the same agenda, the same desire, as you do for the advancement of the Gospel. They have a different gift mix. You're not trying to twist money out of those who are unspiritual. You are not even trying to find those who are spiritual and persuade them you have a great cause. What you are trying to do is find those whose priorities in the advancement of the Kingdom are the same as yours and who will want to consider investing in what you are doing once they learn about it.

This biblical perspective turns fundraising into a matchmaking process rather than a process of going out and persuading people against their will. Most people who give to you will have already planned to give away the money that they give to you. You are not going to persuade a lot of people to give money that they were not already planning to give. Most won't give away more money than they had originally planned to based on your appeal. They are seeking ways to invest in God's Kingdom work, and as they hear about what you are doing, they realize it matches their priorities.

Most people have some discretionary money set apart within the total amount of money that they give away. They give to their church and to other causes on a regular

basis, but they also have some money that they will use to respond to new causes they hear about. In most cases, people are going to give to your support out of that discretionary money. What you are trying to do is rise to the highest level on their priority list for the use of that money.

***Q. What do I owe the donor in return for his or her generosity?***

A. Philippians 2:5-7 – “Have this mind among yourselves, which is yours in Christ Jesus, who, though He was in the form of God, did not count equality with God a thing to be grasped, but emptied Himself, by taking the form of a servant...” How is God calling you to make personal sacrifices for His work? Stay in touch with donors and love them forever. Send a yearend report all your life. From a spiritual perspective, your donors are called to use their gifts. From a pragmatic perspective, you may want to ask their participation again. You owe the donor the honor and recognition that is their due for using the good gifts God has given them for the advancement of His Kingdom.

***Q. What impact does preaching and teaching on stewardship have in the new church?***

A. Teach stewardship in your new congregation from the beginning. Lead your people and encourage them to find happiness and joy in giving. Present projects and ministries that they will want to support. Southern Baptist research shows that the mission churches who teach stewardship from the beginning are more successful in mission church development than those who don't. People need biblical teaching in stewardship from the beginning of the life of the church so that they understand stewardship to be part of God's calling to them. If this theme is too low-key for the families joining early in the life of the church, it becomes a “bait and switch” if emphasized later.

***Q. Once I have raised support for my church plant, will I have to give attention to fundraising in the future?***

A. The development of resources – time, talent and treasure – is an integral part of all ministry leadership. Sometimes a pastor will say that he would love to plant a church but would not be willing or able to raise the necessary money. Such a pastor does not understand his calling. Every situation of ministry requires developing stewardship, helping people see the opportunities for their giving. If a church is rocking along with no need for financial development, that church is doing far less than they could be doing for the advancement of the Gospel. Developing the financial base is essential to ministry in the same way that leadership and program development are essentials.

**Why does the PCA fund church planting this way?**

***Q. How did the PCA get into the practice of church planters raising their own support?***

A. Prior to 1993, funding for all church planting projects was raised by MNA staff or presbyteries. During the later 1990s, a transition began as MNA began to experiment with church planters raising a portion of the support goal for the church. By 2000,



church planters were experiencing such a high level of success in fundraising that responsibility for all fundraising shifted to them. As church planters raised more, churches and individuals wanted to give to the individual rather than to MNA. Let's clarify that not all funding is raised entirely by the church planter. Some presbyteries and church planting networks provide a portion of the funding. It would be more accurate to say that all funding for each church plant is provided through designated giving, either to a presbytery or a church planting network specifically for church planting projects, or to a specific church planting project.

The result of funding church plants in this way is that far more support is given to each church plant than would be given by any other method. This generosity has resulted from a growing commitment to church planting in PCA and in the broader evangelical community. Even in the larger non-sectarian society, people prefer to give more to the individual than the institution. "People give to people" has become a cliché because it is true. Donors want to give to projects with visible results with whom they have a personal connection. Church planting is at the top of the list in the demographic factors that motivate people to give. Donors want to support someone with whom they feel a personal connection, and they want to see visible results in a relatively short time.

***Q. What would reduce the fundraising pressure, especially for church planters who lack a strong personal network?***

A. As your mission church gets established, work with other churches in your region or presbytery to provide additional funds for future church planters. The ability of a church planter to raise funds depends entirely on his personal network. Therefore the ideal goal is that more and more funding becomes available in the locations of new churches, so that church planter candidates who don't have a strong personal network may still consider planting in those regions. From the beginning, set aside church planting funds in your mission church. There will be many other requests and demands, but make it a priority to provide funding for church planting.

***Q. How has the 2007-2009 recession impacted giving to church planting projects?***

A. Since the recession began, churches especially are more restricted in their ability to give than they were prior to the recession. In fact, with few exceptions, churches who are growing in their ability to give are also growing numerically. On the other hand, God's people are still giving to their churches, and churches still give away a portion of their income. The challenge in gaining consideration for their support is that of having to rise higher on the church's priority list than your church planting project would have had to in the past.

***Q. How should I use the 8 step fundraising process in the fundraising manual?***

A. The 8 step summary of the fundraising process provides the tracks to run on for your fundraising. This 8 step plan also provides the best diagnostic tool for troubleshooting when fundraising is not going well. If your fundraising is not progressing well, you will find that one or more of the steps is not being implemented.

***Q. What are the factors most likely to cause my fundraising to fall short?***

A. The biggest challenges in fundraising are: (1) lack of an adequate personal network; and/or (2) a lack of systematic presentations and followup with potential donors.

***Q. Non-Anglo church planters seem to find fundraising for a church plant especially difficult; what is the cause of the greater difficulty?***

A. It sometimes looks like the PCA is indifferent to non-Anglo church planters because they do face a major challenge in raising their funds. The problem is not their ethnicity. The problem is that most non-Anglos don't have a PCA personal network. Caucasian church planters who come into the PCA with no personal connections (not unusual especially in regions where the PCA is sparse) face the same challenge. The solution is the forming of new relationships. It is hard work, but it can be done. A good number of men have joined the PCA without already having a personal network in the PCA. Nevertheless, they have succeeded in forming sufficient relationships to form a foundation for support, but it is a daunting task.

***Q. Since MNA does not charge for services to church planters, how are these services supported?***

A. MNA does not deduct administrative charges from any designated gifts. MNA does not even deduct credit card bank transaction fees from credit card gifts. MNA's services to church planters are supported by PCA church Askings/Ministry Ask income. As you establish your new church, build in Askings/Ministry Ask giving to MNA and to the other PCA Committees and Agencies as a way of life for the church. This is the only basis upon which MNA will have a healthy future, offering and increasing services to churches and presbyteries as they plant new churches.

**The timing of fundraising and moving to the field**

***Q. When should I move to the field?***

A. Very often, presbyteries and church planting networks will advise you to move to the field when a portion of your funding is raised that is less than 100%. Sometimes the thinking is that if there are some "visible results," then more potential donors will be motivated to give. This is almost always bad advice. You should define your rock bottom minimum shoestring budget, and then a larger budget that will guide spending if God blesses with more. Whatever funding is required from donors outside of core group giving in order to reach that minimal budget – move to the field only when 100% of that absolute minimum outside funding need has been pledged or given.

Consider an exception to this timing – i.e. moving to the field when the funding is not yet complete – only if you have no other source of income, and you are confident that you will be able to continue to raise funds once you begin the new work.

Don't ever use funds contributed for your church planting project to provide for your support prior to moving to the field and beginning the work. This is not a good plan because you are spending funds that are essential to the project after you have moved. Thus you are borrowing on the future, and in effect, you are simply extending the total

funding required. Even more importantly, there is an ethical problem in that funds are given for a new church to be planted. If you start using those funds without actually starting the new church, then you are not using the funds in accord with the purpose for which they were given. Without all of the funds being raised, you may never actually get to the field and begin the work. To have used those funds for your support without beginning the work at all does not pass ethical muster.

If you are considering moving to the field without having completed your fundraising, you must plan and make your decisions very carefully. Move only if you have not exhausted your personal network of churches and friends who would consider supporting you. If your personal network has already committed all that they can prior to your move, you cannot continue to seek further support from them after you move.

***Q. Why is this timing issue so critical?***

A. There are several reasons:

1. There are three motivations for giving:

- Duty: which provides only minimum motivation.
- Excitement at Current Results: stronger than duty, but weaker than anticipation.
- Anticipation of what God will do: by far the strongest motivator for giving.

As you begin living on the field, anticipation rapidly subsides and the current results are not a sufficiently strong motivation. If starting with no committed people, you are making good progress if you have gathered 50 people in the first year. One potential donor looks at that and says that is a disappointing number. Another looks at it and concludes you are well along toward self-support. Either perspective reduces the motivation to give.

2. When you move to the field, people who would be motivated to give a send-off or project-completing gift will no longer be motivated to give. E.g., if you have already moved to the field and a missionary is meeting with a church committee to request the last gift to make it possible for them to go to the field, the missionary will receive the gift. Once you are on the field, it is impossible to persuade donors of your support needs as effectively as they will be persuaded if you are waiting to move.

2. When you move to the field, you get involved in ministry. Your priority time and creative energy is rapidly consumed with ministry rather than support development. The sense of urgency subsides even in your own heart if you have enough money to pay the immediate bills, even if you know that down the road (perhaps only a little way down the road!) you will run out of money.

3. It is often the case that a move to the field is made when all possibilities for support for a church planter's personal network have already been exhausted, yet the goal has not been reached. If the church planter has exhausted all donor prospects, he will not be able to succeed in raising additional funds once on the field.

***Q. How do I keep a focus on fundraising if I do not complete fundraising before moving to the field?***

A. Set aside definite times committed to fundraising. Daily time is most effective; setting aside blocks of time a few times a week is not effective. There is a constant flow of

details and small steps essential to the fundraising process. Most importantly, the church planter's creative problem solving focus must be on fundraising rather than on the development of the new church.

A second campaign is often helpful in developing additional support. Celebrate the first phase as a success, emphasizing the funding originally developed and what was accomplished in the initial stages of the church plant. Identify the financial goal for the next phase and the results expected. Include any potential growth steps that can be taken if there is additional funding. Prepare a new proposal and plan the 8 step campaign in a manner similar to the initial funding campaign. Especially avoid the negatives, such as indicating that you are running out of money, did not raise enough to begin with, etc. Donors do not give to bail you out, or get you out of the jam you got yourself into by beginning with insufficient funding.

### **Prepare the proposal you will present to potential donors**

#### ***Q. What kind of proposal is Step 1 of the 8 steps referring to?***

A. The content of Step 1 is a detailed plan of how you believe God will shape your new church. If you are not clear on what your mission is, if you are not well focused on what you believe God will do – that weakness will come through to potential donors. Every work of God is unique. The content of Step 1, if printed out on paper, is a manual 2-4 inches thick. How to develop this plan is covered in the one-week church planter training that MNA offers. The more of this plan that you have developed in writing, the better. Even with all of our visual orientation, putting a plan in writing is a clarifying process. God reveals Himself through His written Word and through the Living Word. Words clarify.

#### ***Q. How does the proposal of Step 2 differ from the content of Step 1?***

A. The written proposal of Step 2 is very different from the content of Step 1. Samples may be found in the fundraising manual. The content is a maximum of 4 pages of 8.5 x 11, nicely laid out with plenty of white space and photos. It tells what the mission of the new church is (about 2/3 of the content), your bio, and your fundraising goals.

#### ***Q. What format should I use for my proposal?***

A. Make it as easy as possible to read and share with others.

- By far the simplest effective format is 8.5 x 11. In pdf format, the document can be easily emailed and printed and photocopied by the recipient. The same document can serve for both email and hard copy mailings.
- Brochures are often thought to be the best, but they are not; you cannot email a brochure. Even if you could email it, the receiving party cannot print it out. These practical issues become very important in the distribution of your project information, especially for getting your information to church committees.
- Have all content on your web site, but don't expect potential donors to click through to your web site to view your proposal when it comes to their funding consideration.

***Q. Do I need to update my proposal as I move toward reaching my funding goal?***

A. You compose the proposal one time and then you don't change or update it. The only changes will be your progress toward reaching your support goal and your progress in getting to the field. You update both of these in brief cover letters or emails. You keep those cover documents very brief, but you say enough that your progress is conveyed and request for support renewed to the recipient, even if they don't read your enclosed or attached proposal.

***Q. How do I describe the mission of the new church in my proposal?***

A. Describe the new church in a way that a nonbeliever in your destination community will not be offended except for the inherent offense of the cross. Describe it so that the unbeliever will be glad you are coming to their community. Stay away from churchy in-house language. Stay away from identifying the lifestyles of some as more sinful than others. E.g., why do some church planters proudly say they are going to "The heart of the gay community?" One lifestyle should not be singled out when there are deep sins in the homes of every kind of community. How to judge your description: read it with the nonbelieving eyes, and start your relationship with your new community on positive footing. Even though your proposal is intended for other believers, this is a good guide. It is a good way to check your heart, and in today's media world, it is the only really safe approach to ensure that what you put in writing does not needlessly offend someone.

In your proposal, avoid technical language, like timetables, core values, organizing as a church (especially avoid the dreadful word "particularization"), etc. Make everything warm and compelling.

**How to decide what dollar goals to present**

***Q. How do I figure out my fundraising goal?***

A. After determining the community to which you believe God is calling you, formulate your budget. You formulate a 5 year budget, and for projected congregational giving, base your projection on having 100 people after 4 years. This is the average across the PCA and across the evangelical world. Faster growth is the exception. You can kick in greater spending if you grow faster, but you do not want to be locked into spending more than that. Project your core group giving during those first five years and subtract that from you budget. The remainder is your fundraising goal.

***Q. How do I project core group giving?***

A. If beginning with no committed families, project 20% increase each year. Then temper that according to whether you will likely attract to the core group Christians who are committed to giving. The income level of the community is also a consideration. However, a higher income community does not necessarily mean there is greater giving potential. A community with a higher cost lifestyle may have little discretionary money and may give poorly because their income is all already committed.

***Q. What number should I use as the goal for my fundraising?***

A. Present only the total goal for all funding that is needed beyond what the core group is projected to give over the 5 years it will take to reach self-support. Do not present the budget. Do not present any line items. Have this information available and offer it readily if asked. Occasionally a potential donor will ask for details of the budget, but normally the donor only wants to know your fundraising goal. If there are major commitments toward your goal up front, include that information in your proposal. E.g., our goal is \$300,000. Praise God, He has already provided the first \$100,000, so our funding goal is \$200,000.

### **What is the “typical” fundraising goal?**

Note that the dollar amounts used in this discussion and in your proposal represent the amount of outside money, in addition to core group giving, that is necessary to get a new church to self-support. It is the total of all outside support, regardless of the number of years over which it is used.

### ***Q. How much funding is typical for church plants these days?***

A.

- In 1993, \$80,000 was about the maximum for any church plant.
- By 2004, the range had increased to \$125,000 to \$300,000.
- Since then, the highest totals have steadily risen, though there are still many in the \$125,000 to \$125,000 range.

Looking at a sample of current MNA accounts, most of the high-end totals (\$400k+) were accumulated over 5 or more years of giving. Few (if any) of these highest numbers were in hand when the church planter moved to the field. In almost all cases, the highest totals were reached by growth steps, with additional funding developed for additional staff members added, well after the church was underway. Plan for more modest goals toward the lower end of the range; if God blesses with more, use it well.

The sampling of current MNA accounts:

- 500k+: 6 projects (about 10% of all projects)
- 400k – 500k: 7 projects (about 10% of all projects)
- 200k – 400k: 21 projects (about 1/3 of all projects)
- Up to 200k: 27 projects (almost 1/2 of all projects)

In higher cost urban contexts, the funding has been somewhat higher, but the above numbers include all types of communities. A good number of the top 20% were not high cost areas, again demonstrating that the personal connections, the personal network, of the church planter is the key to the amount of funding given.

### ***Q. How do I project how much donors in my personal network can give?***

A. Step 4. Make an estimate of what your prospective donors can give. How is this done? It is intuitive. There is really not any formula, yet most church planters come very close to what they estimate their constituency can give.

***Q. What if the projected income from donors is far too short?***

A. If the projection falls short of supporting your minimal shoestring budget, you have several options, none of which are easy to implement. Some church planters have done one or more of these:

- Figure out how to expand your personal network.
- Figure out how to reduce your budget to the level of income you project.
- Bivocational ministry.
- Seek another call in a context where a church or presbytery may supply more of the funding, reducing the goal for your own fundraising.

While any of these are difficult, historically every church planter who has undertaken a call and has worked in a very focused way on developing his funding has raised sufficient funding to get his church to self-support. Those works that have closed because of insufficient funding reflect the lack of the church planter sufficiently committing to the fundraising process.

***Q. Are there churches in the PCA who want to commit to my kind of work?***

A. A church planter will sometimes believe that the church he seeks to develop is uniquely compelling in some way, whether because it is an area where there are few evangelicals, or a particular ethnic composition, etc. It is rare that a church is open to supporting a church plant based on these kinds of factors without their already having a relationship with the church planter. The latter is almost always the primary or even exclusive motivational factor.

**Receive gifts over 3 years, spend over 5 years**

***Q. How long will it take me to raise the money?***

A. If you are dedicating the majority of your time and creative energy to fundraising, you will have worked through your personal network within 6 months maximum and will know where you stand. I.e., you will have a clear sense of Yes, No or Maybe from almost all prospects. Thus 6 months is sufficient to determine with a good degree of accuracy the total that is likely to be pledged or given.

***Q. What is the maximum length of months I should expect someone to pledge their giving?***

A. Seek pledges that extend only up to three years. Repeatedly it has been our experience that pledges longer than three years tend to fall off.

***Q. How many years to spend the money?***

A. Plan to spend the outside funding over 5 years or more. Disassociate the time period of giving (3 years maximum) from the spending time period (5 or more). There is no reason these time periods need to be the same. Most mission churches will not be fully self-supporting until at least 5 years. Outside funding from donors can be used many years after the start of the work to add staff, help pay for initial land and building, etc.

Spend wisely. You can never have too much outside funding. But you can make the mistake of spending outside funding far too quickly, establishing a budget that the congregation cannot support, or can barely support with no financial safety buffer or funds to give away for church planting, missions, and ministry in the community.

Your core group may take longer to develop, and to develop their giving, than you think it will. The church that is 300 in 3 years is very much the exception. 100 people attending after 4 years is the average.

### **Stewardship of the funds raised**

#### ***Q. How do I make the funding go as far as possible?***

A. Don't overspend. Keep expenses as low as possible. What if you have to live in an area where the cost of living, especially housing, is high? Still, the advice is to keep expenses as low as possible. Housing is increasingly a major issue and is the biggest issue in determining compensation level. As urban areas in particular gentrify, housing costs skyrocket. The poor are simply pushed out to the edges of the city or the suburbs. Live in a lower cost area if you can possibly do that and still carry on the work effectively (this is not always possible).

#### ***Q. What is the long-term impact of budgets that are too high?***

A. Since the PCA began, benevolent giving has steadily declined as a percentage of spending by PCA churches. The more you spend on operations, the less there is to give away. That has major implications for the advancement of the Gospel in North America and around the world. Our call is to be as generous as possible in giving for the advancement of the Gospel. Today, 18% of the spending of all established PCA churches is benevolence. For churches begun 1998 to 2003, the percentage is 10%. The latter group includes a good number of churches that have grown well. The percentage of giving does not correlate with church size. Some smaller churches give far more than 10% and some of the largest give far less than 10% among our newer churches. Giving also does not correlate with building costs. Some of those with the highest building costs during this time period are also among the highest in benevolent giving.

#### ***Q. To whom is God calling you?***

A. How do you square a call to the most affluent with the emphasis on the poor in Scripture and in the life and teachings of Jesus? How is it that we are called to work among the most affluent communities of the most affluent nation of the world? The Scriptures call us repeatedly to minister among the least of these and to the poor. Those who believe they are called to minister in comfort to the comfortable have a special burden to justify that call.

#### ***Q. Will my new church grow faster with more spending on multiple staff leadership?***

A. While much is said about how much better team leadership would be in church planting, the PCA experience with launching a church plant with two full time ministers



has been negative, with only very few exceptions. In many cases, the cost was not sustainable over the long run. In very few cases has there been any measurable acceleration in the growth of the church over what it would have been with one staff member. In one case in which it was a success, one of the pastors had served a long time in a previous church as a ruling elder and had demonstrated good strategic leadership skills. Very few clergy church planter pairings show this kind of gift mix. In most cases, they are long-standing friends and lack the detachment to complement each other well.

Because of cost and gift mix, go with part time staff roles. It is almost never successful to have two full time individuals (even if the second staff member is not a minister) at the beginning of the work. There are 4-6 different kinds of gift mixes needed in the church staff leadership. It is far more workable to find that mix in 4-6 different people part time than it is to find that in 1-2 full time. As totals given to projects have risen, we have seen major mistakes made in spending. When churches start with major staffing and then it does not grow, you have to cut back. That is more difficult to do than to add spending if you grow faster.

### **Presenting your work to potential donors**

#### ***Q. Will I get results from cold turkey appeals?***

A. Don't send cold turkey appeals. You will not get results. Every church has many requests from those with whom they have a relationship already. They will not make a cold turkey approach a priority over that. Individual donors resent cold calls. They like to be approached when they know the church planter. They do not like to be approached as a stranger.

#### ***Q. How do I identify potential donors?***

A. Step 3. Identify prospective donors. Who is a prospective donor? Anyone who will recognize your name and remember you favorably. Everyone you know is a prospective donor. Go all the way back to high school. Church planters have received gifts from people with whom they had not had contact for years.

#### ***Q. When should I meet with a potential donor in person?***

A. \$5,000 or more (even if given over 3 years) should be considered a large gift. Everyone who can give this much or more should be approached in person. They need the conversation with you in order to understand the importance of their gift, and the importance of their giving a larger gift in order for you to reach your goal. If you do not meet with them, they will almost always underestimate the impact of their giving a lower gift than they have the potential to give. This applies to both churches and individual donors.

***Q. Where and when should you meet with the donor?***

A. Contact the potential donor and make an appointment to meet with them. Meet wherever is most comfortable according to the relationship. For some that will be in their home, others their office, others over lunch.

***Q. How do I present my proposal – should I mail or email it in advance?***

A. Do not send the written proposal to them in advance. Hand carry printed copies with you when you meet with them – a copy to put in front of them and a copy to keep in front of yourself as you go through it with them page by page. Even if they are a high tech oriented person, have a printed presentation with you when you meet with them. If your electronic tablet fails, you can still use that to proceed with the presentation.

***Q. How much should I expect a donor to consider giving if they are someone blessed with enough resources to meet my entire goal?***

A. An individual donor will rarely give more than 25% of the total goal, even if they have the discretionary funds to give more. Most often, they give no more than 10% of the total goal. They want their gifts to go as far as possible and they don't want you dependent solely on them, so (with only very rare exceptions) a donor will not consider giving the amount of your entire goal.

***Q. How do I use the levels of giving chart in talking with a donor?***

A. Reaching your funding goal almost always happens through combination of large, medium and small gifts. Very few projects are funded by large gifts only or small gifts only. When you present your fundraising goal, you want to have a chart in your proposal that shows levels of gifts needed. This is explained in the main body of the fundraising manual and there are examples in the sample proposals that are in the manual.

The highest gifts in your chart should be the maximum that you expect in your constituency, in terms of the amount of the largest and the number of the largest. Top level should include more than one potential gift in order not to put someone on the spot. Include church giving and individual giving in the same chart.

If you have enough knowledge to know what the donor may be able to give and may be willing to consider giving – and if you are sufficiently comfortable in the relationship to do so – ask them for a specific amount. Always use the chart, even if you ask for a specific amount. As you ask, “Will you prayerfully consider a gift of \$25,000,” you point them to the chart in your proposal that shows you are seeking gifts of \$25,000. By doing this, you show them how their giving fits in with the total plan and is essential if you are to meet your goal.

Don't ever say, “Give what you can.” The chart makes it possible to be far more specific even if you have no idea of their giving range. “I am trusting God for these gifts, ranging from very small gifts to 3 gifts of \$25,000. Will you prayerfully consider how God might use a gift from you in meeting the goal?” This is very different from saying “give what you can” because it indicates that there are some very large gifts necessary if the goal is to be reached.

It is easy for a donor to think low rather than high. For example, if a donor knows you are seeking \$300,000, he may think you know 1,000 people who could give \$300 each. He then may feel that \$3,000 is a very generous gift. But if he realizes you are seeking \$25,000 each from 4 people as the highest gifts, he considers giving higher if he has the ability to do so.

***Q. How do I follow up after I have met with the donor in person?***

A. Most donors will want time to consider; most men will talk with their wives before they decide, even if they do not include their wife in the initial conversation that you have with them. You try to keep the ball in your court in getting back to them. Offer to check back with them for a decision in a couple weeks. If they are firm that they will get back to you, then don't press your desire to contact them. However, even if they say they will let you know, depending on the relationship, it is often perfectly all right to contact them a few weeks later and ask if they have had a chance to come to a decision about their commitment.

***Q. How much time and effort is required for church support requests?***

A. Churches will usually require 6-8 individual contacts with different parties in order to get through the decision process. Pastors, missions committees, sessions, individual lay leader advocates – these and more are the usual parties who are included in the church decision process.

***Q. How much should I ask from a church?***

A. Your strongest contact in the church can help you with that or point you to the person who can work with you. Churches want to provide advance guidance as to how much to ask because that saves time for the decision makers.

***Q. How should I follow up when a church says they have no money to give?***

A. If a church says now that they do not have any funds available, ask when they will have additional funds and when they will be able to consider your request again. Mark your calendar and be sure to follow up at that time.

**Reaching those with the potential to give less than \$5,000**

***Q. How do I get the information to those under the \$5,000 giving potential?***

A. For those you don't visit personally, email and hard copy mail as many times as you think is appropriate. Use social media, post on your web site – use every means of communication possible to tell your story, appeal for support and report progress toward your support goal.

***Q. Should I do email or hard copy mailings?***

A. Email a cover note with a pdf of your proposal and pledge form attached. The email cover should include a brief paragraph updating current status and a brief paragraph updating funding thus far committed and asking the donor if they will prayerfully

consider participating financially. Some fundraising advisors say that you should send only short emails and not attach newsletters. The best way to capture the best of both worlds is to attach a newsletter (which many, but not all, will read), and then include enough information in your brief cover email that it will update and make sense on its own if they don't read the attachment. Do hard copy mailings to the extent you can afford to do that. Use every means possible to communicate the message.

### **Make it easy to give**

#### *Q. How do I make it easy to give?*

A.

- Be sure the mailing address for checks is clearly presented.
- Indicate clearly how to designate their gift for you.
- If you have an MNA support account, MNA will provide a link for online giving. Embed hot links in all electronic presentations. Spell the link out if hard copy, even though it is a clumsy and long address).
- If you do not have an MNA account, arrange for credit card giving through PayPal or some other trustworthy vendor.
- Invite gifts one-time, monthly, quarterly, annually.
- Mention that all kinds and all sizes of gifts are welcome and will be essential to reaching the goal.
- Make it easy to respond. With hard copy, always include a pledge card and return envelope. In email or other electronic copy, include a credit card giving link. Credit card giving is steadily growing as a normal way for donors to give.

# Stewardship Overview

By John A. Bash

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## Unique Multi-site Stewardship Issues

1. Site Identity (intentional/actual)
2. Leadership Connection (relationship)
3. "Ownership"
4. Dependency

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## What is Stewardship in your Ministry?

- 1) A means to an end?
  - ✓ Way to meet budget
  - ✓ Way to finance missions
  - ✓ Way to build buildings
  - ✓ Way to fund special projects
  - ✓ Way to add new site

<p style="text-align: center;"><b>Arts</b> <b>Children</b> <b>Evangelism</b> <b>Leadership</b> <b>Small Groups</b> <b>Spiritual Formation</b> <b>Spiritual Gifts</b> <b>Stewardship</b> <b>Student Ministries</b></p>
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- 2) A ministry with corresponding...
  - ✓ goals?
  - ✓ volunteers?
  - ✓ priorities?
  - ✓ support?
  - ✓ evaluation?

*"For where your treasure is, there will your heart be also."*

Matthew 6:21

## Where is Stewardship in your Vision?

- Is there a goal for developing a “stewardship culture” in your church’s Mission/Vision/Values?

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How is Stewardship in your Strategy this year?

1. Preaching
  2. Teaching (Good \$ense, Crown, etc.)
  3. Small Groups
  4. Communication Plan
  5. Estate Planning
  6. Special Projects (Capital, Missions, Church Planting)
  7. Resources: Books, Seminars, CD's
  8. Prayer
  9. Evaluation
-

## Do you grasp the bigger picture?

- Personal budgeting (Good \$ense/Crown)
- Investing (Life, Gifts, Resources, Energy, etc.)
- Generosity
- Dealing with Debt
- Materialism (Culture)
- Priorities
- Money & Marriage.....

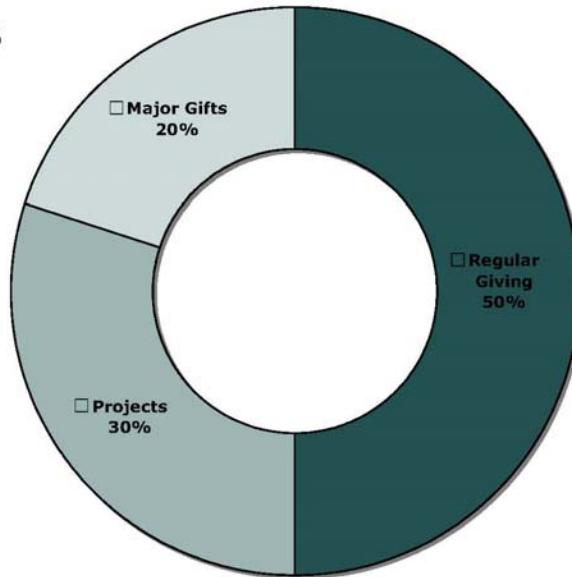
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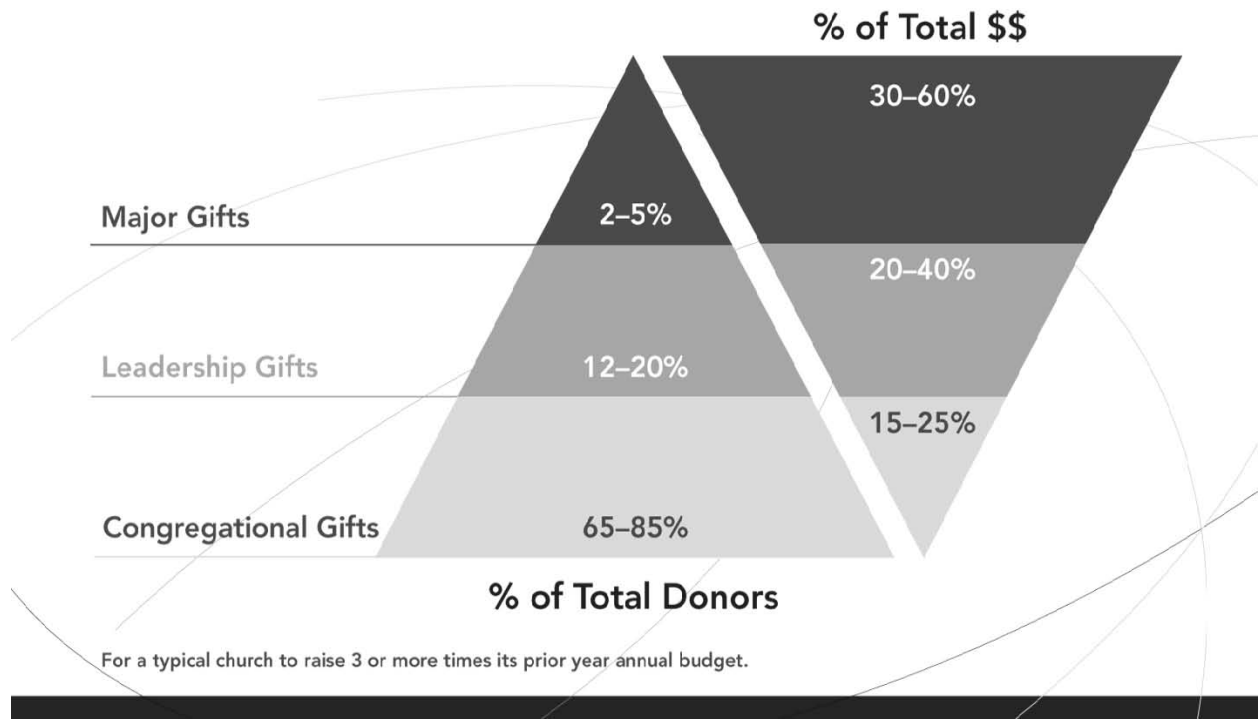
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## What are contributions given for?

1. Regular Donations
2. Special Projects
3. Major Gifts

➤ *Weekly offerings can access as little as 50% of a church's income potential!*





## Stewardship Support?

1. Stewardship Campaign (Why?)
2. Stewardship Coaching (12 months)
3. Annual Budget Campaign
4. Process/Strategic Consulting

*"We use a stewardship consultant for the same reason we hire an architect. We did it once on our own and discovered that it cost us ten times what the fee would have been."*

## Churches commonly...

1. wait too long before hiring a consultant (fee is same).
  2. feel compelled to have too many questions answered BEFORE a campaign when they would make more sense to answer after a campaign.
  3. think the size of their “need” will unduly affect their results.
  4. check references of consultant too late in the process.
  5. fail to communicate they don’t want a salesman to present to them rather than their consultant.
-

## Before Entering a Campaign — know how to answer...

1. Why are we doing this?
2. Why are we doing this now?
3. What would happen if we don't do it?
4. Is the leadership behind it?
5. What is being asked from the members?

## INTRODUCTION

Traditionally, for most of us, the task of fundraising 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 fundraising 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 fundraising? How would that change the amount of time we had to spend on fundraising? How much more time would that free up for us to work on our mission?

By simply taking a completely new approach, fundraising 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 fundraising, 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 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 fundraising. 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 fundraising be approached out of this context:

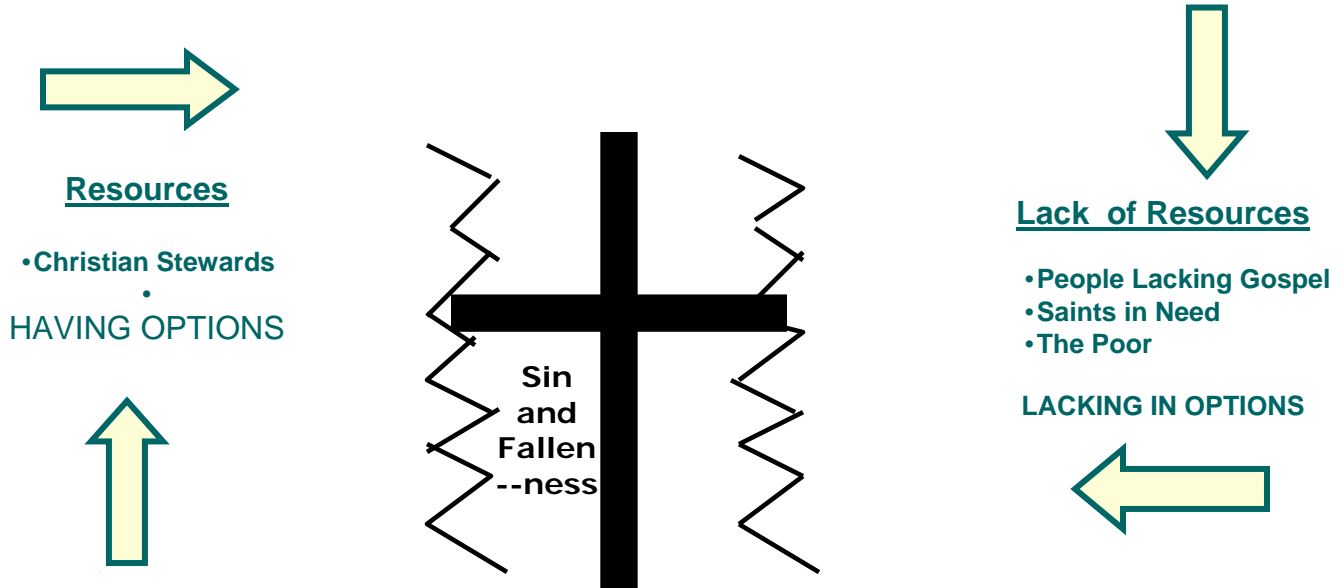
- **This context keeps your role in perspective.** On the one hand, the Lord has a place for you that can be fulfilled by no one else. On the other hand, this is the Lord's work, not yours. He is working through you. Easy to say, even easy to preach, but your conviction that this is the Lord's work will 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.”



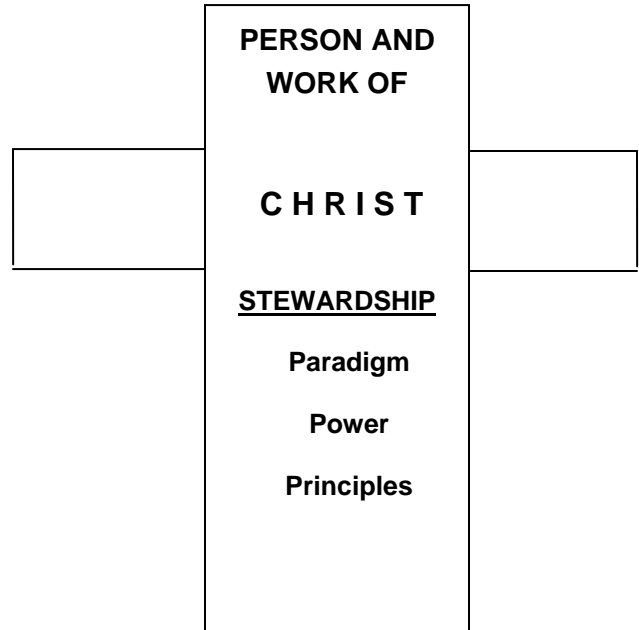
### I Timothy 6:19 *Reward in the coming age*

“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 fundraising process?

*When it Comes to Effective Fundraising —*

## ***Character*** *is What Counts*

There are at least three qualities that are found in every successful fundraising 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 FUNDRAISING

#### 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. The MNA staff seeks out new donors on a regular basis as much as possible, and **MNA staff actively seeks 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 fundraising 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 on 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**

1. 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 fundraising goals.
2. 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
3. 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 FUNDRAISING 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 fundraising 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 fundraising.

## THE FUNDRAISING 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.
4. 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.
5. Develop a Leadership list. Brainstorm key people who might open doors and connect you with your donors or new donors.
6. Develop the full prospective donor list.
7. Build your strategy and time line/plan for raising the outside funding for the project in consultation with MNA Development Staff.
8. Launch your asking process. Mail letters and proposals, followed by telephone calls and personal visits. Continue this process until funding is complete.
9. Review Fundraising 101 Checklist periodically as your fundraising progresses.

## V. PROJECT PROPOSAL

### PURPOSE

1. The Project Proposal is the basic presentation of your project and your key fundraising 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 fundraising 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!

- Fundraising 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 fundraising.
- Fundraising 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 fundraising 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.**

**Website:** establish a website as early as possible.

- Put the complete proposal content on your website.
- Establish your website as soon as you are able to arrange it with reasonable economy, and certainly during the fundraising process if at all possible.
- Include in the website 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 website address using your permanent church and email name.
- Put photos on your website 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 fundraising 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 fundraising 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
<b>TOTAL giving over 4 years:</b>	<b>\$300,000</b>

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

# VI. 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.*

## VII. 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) projects 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.

## VIII. 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 fundraising. 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.

## IX. 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.

## X. 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

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- ❖ 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
- ❖ Fundraising Forms and Worksheets
- ❖ Bibliography

## Some Historical Perspective on Funding for PCA Church Planting

Before we get into the actual steps of fundraising, 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**

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## LONG BEACH: THE INTERNATIONAL CITY



### LIFESTYLE PROFILE

Within Long Beach's diverse community is a multi-ethnic segment of the population that reflects many of the following characteristics:

- Open to new ideas, experiences, people, and places
- Place a high priority on personal comfort and freedom of individual expression
- Reject the limitations traditional values place on them in areas such as family, sex, and religion
- Highly educated and career-driven but lacking satisfaction in their jobs
- Strongly concerned with social justice and environmental issues
- Attracted to philosophies that promote self-fulfillment, yet extremely critical of organized religion, particularly Christianity

Jason & Olivia Mather  
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Santa Monica, CA 90403

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www.longbeachproject.org

*"Today, Long Beach might better be called 'United Nations by the Sea,' with its relative balance of blacks, whites, Asians and Hispanics, and growing numbers of Pacific Islanders, American Indians and Alaska natives, to name a few."*

Press Telegram  
May 21, 2001

### A CALL TO REACH LONG BEACH

I believe God has called me to start a new church in Long Beach, CA. My passion is to see lives changed and communities restored through the message of hope and freedom through Jesus Christ.

I am convinced that Long Beach is a snapshot of the future of America and therefore a strategic location for planting a church. By the year 2050 people of color will be a majority in the United States. Ethnic groups are growing six times the rate of the United States as a whole.

These trends have already been realized in the city of Long Beach, which was ranked by *USA Today* as the nation's most ethnically diverse city in America. According to the 2001 report there is a 79.4% chance that any two residents chosen at random will be of different races or ethnicities. In fact, immigrants make up approximately 30% of the population.

***The Long Beach Project exists to expand God's kingdom by starting a new PCA church which will start other churches in the Los Angeles area.***

# OUR MISSION & METHOD

PLEASE VISIT US AT:  
[www.longbeachproject.org](http://www.longbeachproject.org)

*"Therefore go and make disciples of all nations" - Matthew 28:19*

## OUR GREAT COMMISSION

Jesus has given us an incredible calling to reach the world with his message of peace. This calling begins in Long Beach:

*Our Mission is to help a community of diverse individuals become healthy followers of Jesus*

We believe a healthy disciple displays the following traits:

### *Thinks Clearly*

We desire to see reality from God's perspective. God's Word exposes us to the truth about who He is and who we are as human beings and equips us to better evaluate competing worldviews.

### *Feels Deeply*

We desire to experience God's radical love which breaks us of our pride and apathy, empowers us to live honestly before God and one another, and leads us to worship Jesus whole-heartedly.

### *Serves Humbly*

We desire to reveal God's love for people of all ethnicities and social classes through acts of kindness. Jesus' life on earth was one of humble service. True community is realized as his followers actively seek to serve as He did.

## QUICK FACTS ABOUT LONG BEACH

- Located 22 miles south of downtown Los Angeles
- 5<sup>th</sup> Largest city in California
- Long Beach/Los Angeles Port is the 3<sup>rd</sup> largest in the world
- Over 5 million people visit Long Beach each year
- Tourist attractions: The Queen Mary, the Aquarium of the Pacific, and the Toyota Grand Prix
- Boeing is the city's largest private sector employer
- Cal State Long Beach is one of the largest universities in California
- Over half of the city's 50 homicides in 2003 were gang-related
- Over 2000 people living with AIDS
- 32% of children live below the poverty level

## LOVE FOR GOD & THE CITY

We will accomplish this mission by pointing people to the good news of peace through Jesus. We want this message to change us so that we will be known in our city as a church with a deep and active love for God that reveals itself in our worship, our community, and our heart for the people of Long Beach.

### *What our worship will look like?*

- Clear and faithful preaching of God's Word
- Consistent and thoughtful participation in the sacraments
- Kingdom-focused devotion to prayer
- Engaging and reflective music

### *What our community will look like?*

- Open to people from all backgrounds and experiences
- Safe and transparent relationships
- Active use of talents and gifts in leadership and service

### *What our heart for the people of Long Beach will look like?*

- Partnering with existing ministries serving the community
- Active participation in the community through small groups
- Building bridges with community leaders and businesses
- Meeting the felt needs of people in tangible ways

## LEADERSHIP & PARTNERS



### CHURCH PLANTER PROFILE

Olivia and I met at Vanderbilt University where I graduated with a degree in Biomedical Engineering. I married Olivia in 1997 after working two years with a leading healthcare corporation in Nashville. After moving to California I began my studies for ministry at Westminster Theological Seminary in California.

In the summer of 2001 we relocated to Santa Monica so Olivia could continue her Ph.D. studies in Musicology at UCLA. I began working with Pacific Crossroads Church, a recent PCA church plant. My responsibilities evolved over time and included many facets of church planting such as administrative work, finances, preaching, membership training, discipleship, teaching, team formation, and small group ministry.

We both love music, sushi, Netflix, and LA weather.

### **PARTNERS: *PACIFIC CROSSROADS CHURCH & THE PRESBYTERIAN CHURCH IN AMERICA***

This project is affiliated with two organizations. The first is Pacific Crossroads Church, which is providing direct oversight and resources for the beginning stages of this new work.

The second is the PCA Mission to North America, which assesses, trains, and supervises church planters for denominational projects. We have been assessed and approved for church planting.

We will be a congregation of the Presbyterian Church in America, a national denomination with historic roots in classic biblical Christianity.

**OUR CHURCH, WITH ITS PARTNERS, SEEKS TO START CHURCHES THROUGHOUT THE LOS ANGELES AREA AND IN MAJOR CITIES THROUGHOUT THE WORLD.**

# How You Can Get Involved

## THE FINANCIAL NEED

Long Beach is an extremely expensive place to plant a church. The costs involved in starting a church are numerous and our goal is to raise the funds necessary to support the church during its early stages when congregational giving is low. As the church grows, both spiritually and numerically, we anticipate being a significant source for funding future church plants in the Los Angeles area.

## JOIN OUR PRAYER TEAM

We need people to support this project in prayer. Our prayer team receives regular updates. Let us know if you want to join our team by emailing us at: [prayer@longbeachproject.org](mailto:prayer@longbeachproject.org)

## SEND CONTACTS AND REFERRALS

If you have family members or friends in the Los Angeles/Long Beach area feel free to refer them to us. Or drop us a note at: [jason@longbeachproject.org](mailto:jason@longbeachproject.org)

## PROJECTED TIMELINE

- *Year 1: 2005*  
Jason and Olivia will move to Long Beach towards the beginning of the year with the hope of starting several groups by the fall, along with several outreach events.
- *Year 2: 2006*  
Weekly services will begin in early 2006 assuming God has gathered 50 or more people. Community groups will expand and leaders will be developed.
- *Year 3: 2007*  
The church will hire strategic staff and expand outreach & mercy ministries.

## PARTNERING GOALS

Pacific Crossroads Church has committed:

<u>YEAR 1</u>	<u>YEAR 2</u>	<u>YEAR 3</u>	<u>TOTAL</u>
\$25,000	\$25,000	\$25,000	\$75,000

We seek *Partnering Churches* and *Individuals* to reach these additional goals:

<u>YEAR 1</u>	<u>YEAR 2</u>	<u>YEAR 3</u>	<u>TOTAL</u>
\$200,000	\$100,000	\$75,000	\$375,000

### How this Goal may be reached:

2 Churches or Individuals giving \$75,000 =	\$150,000
3 Churches or Individuals giving \$30,000 =	\$90,000
7 Churches or Individuals giving \$15,000 =	\$105,000
Other gifts =	<u>\$30,000</u>
<u>TOTAL</u>	\$375,000

\* YOUR SUPPORT MAY BE GIVEN AS A ONE-TIME GIFT OR PLEDGED OVER A THREE YEAR PERIOD

## HOW TO MAKE A CONTRIBUTION

Your tax deductible contributions may be sent to either:

Mission to North America  
1700 N. Brown Road Suite 101  
Lawrenceville, GA 30043-8122

or

Pacific Crossroads Church  
1516 S. Bundy Drive Suite 310  
Los Angeles, CA 90025

\* PLEASE MEMO EVERY GIFT: "Jason Mather"

Donate online at [www.longbeachproject.org](http://www.longbeachproject.org) by clicking on "How to Get Involved"

## THE ARLINGTON PROJECT

# CHURCH PLANTING IN METROPOLITAN WASHINGTON, D.C.

Presbyterian Church in America

*"I came to D.C. because it's the nation's capital.  
You rule the world from here."*

~Newly-arrived Nepalese man in Arlington

### A PURSUIT OF POWER . . .

Suresh moved from Nepal to the United States just one month prior to our meeting him. Of all the places he could have chosen, he wanted to live in the metro Washington, D.C. area. He knew his Asian roots and Hindu beliefs would be welcomed in the ethnically rich city. His master's degree would be useful as he pursued his career. But he primarily came to D.C. with the same motivation as many other residents: to be in the world's center of power.

Suresh may have overstated the impact of Washington D.C. on the rest of world, but there is no questioning the city's attraction and influence. Whether they come from Nepal or New England, people from all over the country and the world come to D.C. to make a difference.

The currency of D.C. is power and influence. That's true in government work that dominates the metropolitan area, but also in other professions, such as business, education, healthcare, communication and service where the majority of people work. And we're told, it's even true in Little League.



Downtown Arlington

Scott & Chris Seaton  
2677 Hawthorne Dr. Atlanta, GA 30345  
770-934-5344 spseaton@gmail.com



### . . . A NEED FOR GRACE

Underneath that pursuit is a largely unfilled desire to matter, a desire that only the gospel of grace can meet. "Our hearts are restless until we find our rest in thee," said Augustine. Yet over nine in ten people in metropolitan D.C. have not experienced Christ's rest and acceptance, and relatively few churches exist that proclaim the gospel.

In response to this need, we believe God is leading us to start a new grace-centered church in Arlington, Virginia, an urban community of 200,000 people just across the Potomac River from the District. Arlington is densely populated with urban professionals who have come to make their mark on D.C. and the world. It's also home to one of the most ethnically diverse areas in the U.S., representing nations from Afghanistan to Zaire. Yet whether we are an insider or an immigrant, one thing is true for each of us: we are all in need of the gospel of grace.

**The Arlington Project exists to glorify God by starting a new PCA church in metropolitan Washington D.C., helping to establish people in the gospel and start churches in the city and around the world.**



## NEED & OPPORTUNITY

*"Should I not be concerned about that great city?" –Jonah 4:11*

### FILLING THE INNER RING

Residents of Arlington are among the brightest and most competent people in the nation. Many are in positions of tremendous influence and responsibility, making decisions that have global impact.

Yet for all their outward success, many feel isolated relationally. Long working hours make it hard to cultivate family and personal ties. There is also a tremendous pressure in D.C. to be connected to “the inner ring”—or at least give the impression of being connected. In a city where knowing people is everything, there are few places where one can be truly known, and still find acceptance.

### REACHING THE NATIONS

Arlington has a high percentage of ethnic professionals, whom we hope will be part of the church from the very beginning. We are praying the new church would reflect Arlington’s rich diversity.

Metro D.C. also attracts immigrants from around the world. In fact, more than a quarter of Arlington’s residents were born outside the U.S. Thus we have an opportunity to reach the nations with the gospel, even starting new churches and developing indigenous leaders.



View of D.C. from Arlington

### CHURCH PLANTING NETWORK

One church alone cannot possibly begin to reach the diversity and density of metropolitan D.C. It will take a collaborative network of gospel-centered churches to reach the wide variety of communities, ethnicities and cultures God has brought there. The Arlington Project will be part of a church planting network that supports new works in and outside the PCA.

To that end, we will include a vision for new churches from the very beginning. A church plant is an ideal context for preparing future leaders, and so our plans include a church planting intern in Year Two.



Arlington in foreground with D.C. across river

### QUICK FACTS ABOUT ARLINGTON

- Least-reached county in Virginia, with only 3% of the population placing their faith in Christ alone
- Popular place in D.C. for young professionals and singles
- 43% of the population is Hispanic, African-American, Asian or multi-racial
- Highly educated and career driven
- Deeply concerned about civic and global issues
- Feels life is frenetic and out of control
- Home to many government and military leaders
- Home to the Pentagon and Arlington National Cemetery
- 28% foreign born, with immigrants coming from the entire world
- Skeptical towards religion, especially the unique claims of Christ

## VISION & LEADERSHIP

### A GRACE-CENTERED CHURCH

The Church is central in the heart and mission of God, and church planting is God's primary means of extending his kingdom. Church planting is the single most effective means of reaching people with the gospel and impacting a community for Christ.

The church is called to transform the world not by power but by grace. In fact, the only thing our church has to offer the world that it can find nowhere else is grace. In a world of ungrace, what will stand out is our being captivated by God's merciful work in our lives—both in coming to faith in the first place and in every moment thereafter. Though we will always be learners, the heart language of our church will be grace.

The church will be both a home and a mission by

*Helping people know God*

- Christ-centered worship and prayer
- Intentional evangelism and missions

*Building community among our members and neighbors*

- Supportive fellowship and community
- Restorative mercy and justice

*Following Christ in our lives, our city, and the world*

- Relational learning and equipping
- Cultural engagement and transformation

### PROJECTED TIMELINE

*Year One: 2007*

Move to Arlington and begin to learn the language of the area. Focus will be on networking and shaping the ministry plans according to the context. We hope to start small groups and other outreach events in the fall.

*Year Two: 2008*

Weekly services begin when God has gathered 50 or more people for the launch team. Leaders will be cultivated and small groups expanded. Networking continues, praying especially for ethnic leaders.

*Year Three: 2009*

Staffing expands as possible; outreach and mercy ministries are developed. Plan for daughter church.



### CHURCH PLANTER PROFILE

Scott and Chris both feel called to church planting and believe God has uniquely shaped their backgrounds to prepare them for ministry in the metro D.C. area. Before knowing each other, they both majored in political science, intending to work in the nation's capital. Instead, Scott entered the business world for a few years and then went to Japan as a missionary with the PCA. After his term, he returned to Intown Community Church in Atlanta to oversee ministries such as missions, singles, small groups, mercy and evangelism. After 14 years on staff, in 2001 he became the International Director for Mission to the World's new focus on Muslims.

Prior to having children, Chris worked for a foundation that helped non-profit organizations achieve their particular mission. Her background and her gifts in hospitality will be invaluable for a new church. Scott and Chris have been married for 14 years and have three children, Claire (10), David (7) and Audrey (6).

Scott believes God has given him a missions background to start a missional church. Scott and Chris have prayed God would lead them to an area that draws people from all over the world and where residents have an interest in global affairs. They also wanted to be in a place with a high percentage of people who were not part of a grace-centered church. Scott and Chris prayed God would lead them to a city they love and a people they have a heart for. God has answered these prayers in leading them to Arlington.

## HOW YOU CAN PARTNER

*"Unless the Lord builds the house, they labor in vain who build it."* – Psalm 127:1



Audrey lending her support

### OUR PARTNERS

Scott and Chris were assessed and approved for church planting by the PCA's Mission to North America, and have been invited by the Potomac Presbytery to start a church in Arlington. McLean Presbyterian Church will provide direct oversight for the beginning stages of the new work, and several churches in the presbytery will be coming alongside to offer support, resources and encouragement. We will be a congregation of the Presbyterian Church in America, a national denomination that holds to the historic truths of Christianity.

### JOIN OUR PRAYER TEAM

Our most important need is for people to join us in prayer for this project. If you would like to receive regular updates and prayer requests, please email us at [spseaton@gmail.com](mailto:spseaton@gmail.com).

### INVEST FINANCIALLY

We are inviting churches and people to support the project financially during its early stages when congregational giving is low. As the church grows spiritually and numerically, we anticipate becoming self-supporting in three years and contributing to future church plants in the area.

### SEND CONTACTS AND REFERRALS

If you have family or friends in the D.C./Arlington area, please refer them to us or drop us a note at [spseaton@gmail.com](mailto:spseaton@gmail.com).

### PARTNERING GOALS

McLean Presbyterian Church and Potomac Presbytery have committed seed funds to help begin the new work. We are seeking partnering churches and individuals to reach these additional goals:

<u>YEAR 1</u>	<u>YEAR 2</u>	<u>YEAR 3</u>	<u>TOTAL</u>
\$200,000	\$150,000	\$100,000	\$450,000

### HOW THIS GOAL MAY BE REACHED

<u>Monthly Gift</u>	<u>3 Year</u>	<u>Number</u>		<u>TOTAL</u>
<u>For 3 Years</u>	<u>Total Gift</u>	<u>of Partners</u>		
\$25	\$900	20	=	\$18,000
\$50	\$1,800	20	=	\$36,000
\$100	\$3,600	15	=	\$54,000
\$250	\$9,000	10	=	\$90,000
\$500	\$18,000	5	=	\$90,000
\$1,000	\$36,000	3	=	\$108,000
\$1,500	\$54,000	1	=	<u>\$54,000</u>
				\$450,000

### PROJECT INCEPTION DATE

Scott will be starting full-time on January 1, 2007. Gifts received prior to that date will be directed towards start-up and monthly needs of the project.

*Your support may be given as a one-time gift or pledged over a three-year period. Stock transfers are also welcome.*

### HOW TO MAKE A CONTRIBUTION

Your tax deductible contributions may be sent to

**McLean Presbyterian Church**  
**1020 Balls Hill Road**  
**McLean, VA 22101**

**Please designate every gift to "Arlington Project"**

# **Prayer and Pledge Cards**

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There are two pledge card styles you may choose from:

Option One: A pledge card with the name and location of church planter is used by the donor to make a statement of their pledge to the church planting work. This allows the donor to state their financial and prayer intentions.

Option Two: This is an upgrade to the standard pledge card. In addition to the pledge card is a “tear off” 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.

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.

In order to satisfy auditing and IRS requirements, you must use the pledge card wording supplied by MNA if you are using MNA cash flow services. To receive a copy, email [mnapledge@pcanet.org](mailto:mnapledge@pcanet.org) or call 678-825-1200. Even if you are not using MNA for cash flow services, we recommend that you use this pledge card wording.

Pledges by Mail: 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 your donor a receipt of their gift along with a tear-off form 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. 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.

# 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 MNA for the updated quote at 678-825-1200.



# **Fundraising Related Articles and Notes**

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# 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 fundraising 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:**

- ◆ Fundraising
- ◆ 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 fundraising 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 fundraising.

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 fundraising 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 in 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 fundraising 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 *fundraising* 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 fundraising 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 website. 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.

# **Fundraising Forms and Worksheets**

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# 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**

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