

Spending Strategically

Some of the most frequent questions that we at ACMC receive relate to how to spend the missions budget. Should local and global budgets be combined or separated? How should the budget be distributed geographically? How much money should missionaries receive?

To help answer these questions we present five local churches from around the country. Each funds missions in different ways. Yet each church approaches missions strategically and is successfully engaging its people to become a part of world missions. The common thread running through each of these churches is that a clear strategy has preceded their spending decisions.



**Hill Country Bible Church
(non-denominational)
Austin, TX
Blake McDaniel, Missions
Committee Chairman**

Hill Country Bible Church (HCBC) was founded in 1986 by 17 people. Since then the church has grown to 4,500. For many years the church did missions quite traditionally, with the missions ministry comprised of supporting individuals who had approached the church for support. In 1996 HCBC's pastor became convinced of the need to become more strategic in missions.

He tapped Blake McDaniel (currently APMC's Texas/Oklahoma Area Director) to lead the church through this

process.

McDaniel decided to start from scratch and recruited a new missions leadership team. The team

developed a strategy for HCBC missions, the leaders approved it, and the church began its transition in 1997.

Definition of Missions

"We define missions as any endeavor outside our local congregation to help fulfill the Great Commission. This involves the sending of authorized people beyond the immediate influence of our congregation to evangelize, make disciples, train leaders, plant churches, and further the work of Christ through other vehicles."¹

On transitioning to a new strategy and spending

"At the time of our transition we were supporting 10 missionaries," says McDaniel. "We 'grandfathered' them into our new budget, meaning that we continued supporting them whether or not their ministries meshed with our new strategy. Yet we told them that if any change occurred in their ministry (such as their type or location of work), we would re-evaluate supporting them in light of our new strategy. Over the past eight years, all 10 missionaries have either left the field permanently or changed to a new

ministry, and none are now supported by the church."

Budget Guidelines

I. Long-term missionary support accounts for at least 50% of the missions budget at any given time. Of the budget amount given to long-term support:

- At most 20% may be allocated to same-culture ministries;
- At most 20% may be allocated to home missions;
- At least 40% goes to church planting in Central Asia, China and Mexico, the church's key regions of focus;
- At most 20% goes to all other foreign missions opportunities.

Long-term missionaries serving in same-culture ministries receive at least \$200 per month, and at most 25% of their budget.

Long-term missionaries serving in home missions ministries receive at least \$300 per month, and at most 25% of their budget.

Long-term missionaries serving in foreign missions in the church's focus areas (church planting in Central Asia, China, Mexico) receive at least \$500 per month, and up to 50% of their budget. **Nationals ministering in these regions** may receive up to 100% of their budget, and are phased out within five years.

Long-term missionaries serving in foreign missions not within the church's focus areas receive at least \$400 per month, and up to 25% of their budget. Nationals ministering in these regions may receive up to 25% of their budget. There is no minimum amount of support required.

¹Hill Country Bible Church Missions Policy, p. 2.

II. Short-term missions may receive up to 25% of the overall missions budget. Only individuals who are regular attendees of HCBC are eligible for such support. They may receive a maximum of 50% of their budget for church-sponsored trips. Individuals who are participating in trips not sponsored by the church are eligible for support if they have been actively involved at HCBC for at least two years, and members for at least one year.

III, One-time projects may receive up to 10% of the overall missions budget. Highest priority for funding are projects for individuals receiving long-term missions support from HCBC.

Values driving HCBC's missions strategy and spending

Great Commandment and Great Commission: a focus on Christ's priorities

Leadership: a focus on reproductive ministries

Optimization: a focus on key strategic areas (China, Central Asia, Mexico)

Body of Christ: a focus on key partnerships with other churches and agencies

Acts 1:8: a global and a local focus

Lifestyle: a focus on the heart and actions of HCBC attendees as the church mobilizes them for various involvements in missions



The Foothills Fellowship (Conservative Baptist Association) Albuquerque, NM Bill Butler, Missions Pastor

The Foothills Fellowship (FF) was founded in 1975 and remained a church of about 35 until its current pastor began his ministry in 1993. Today it is a church of 300.

Eight years ago missions was a “reactive” ministry according to Bill Butler. “We didn’t even know why we supported some of the three missionaries in our budget. We decided to become far more intentional in our missions ministry.”

Definition of missions

“Missions at The Foothills shall be defined as the responsibility of the local church to take the gospel to culturally/linguistically distinct groups where it is not present today; making disciples, planting and establishing indigenous churches, and meeting human needs, in dependence upon the Spirit of God.”¹

Values driving the church's strategy and spending

“We realized that we have limited resources and can not be involved effectively in many places. We wanted

to be as effective stewards as we could be, so we decided to focus on Muslim people groups of more than one million people, in the 10/40 Window, with no church. So we adopted the Drahui people group of western Pakistan, and the Beja group of northeastern Sudan/southeastern Egypt.”

On transitioning to a new strategy and budget

“We reduced general funding to the denominational mission agency and began to free up money for these two people groups. Soon one of our missionary families left the field and we diverted that money to our focus.

“As we began to require an annual report of our missionaries, it became evident that another family was not really involved in church planting as we thought. The husband was simply teaching in a college. We told them that if they did not produce a clear plan for how their ministry would help plant a church, we would need

¹Foothills Fellowship Missions Policy, p. 4.

to dissolve our financial relationship. Neither they nor their agency seemed to mind this prospect so we phased out their support. This freed up more money for our focus.”

Elements of the church's missions budget

Missionary support; projects, primarily related to the training of national pastors in key focus regions; humanitarian efforts; and, church support. (For example, FF is funding the training of Japanese missionaries who will go to work in the 10/40 Window.)

What's unique about the church's strategy and spending

“We require that every missionary that we support clearly demonstrate how their ministry is contributing to the establishment of an indigenous, reproducing church in the 10/40 Window. Simply doing evangelism is not enough to merit our support.”

Calvary Church (non-denominational) Souderton, PA Matt Reed, Pastor of Small Community and Outreach Ministries

Founded as a Mennonite church in 1950, Calvary Church of Souderton in suburban Philadelphia grew and thrived in an era when the United States was culturally Christian and missions was a non-negotiable part of any church's missions budget. From its

beginning Calvary Church has been exceptionally missions-minded.

Yet in 1989 when Meredith Wheeler assumed the pastorate of this church, he brought with him the conviction that times were changing. The American Church needed to change if it would effectively evangelize and disciple the emerging surrounding culture. These convictions eventually spilled over into its practice of missions.

On defining missions

“I'm not sure that we can have a specific definition of missions; we view it as part of our overall outreach ministry,” says missions pastor Matt Reed. “I think that [American churches] have made a false dichotomy between local and global outreach. Jesus said that the field is the world.”

The purpose of Calvary Church's International Ministries:

Mission

“Calvary's International Ministries exist to strategically deploy our people and our resources around the world to introduce lost people to Jesus Christ, and help them become fully devoted followers.”¹

Vision

For the church—“to see every person at Calvary Church become actively involved in International Ministries.”

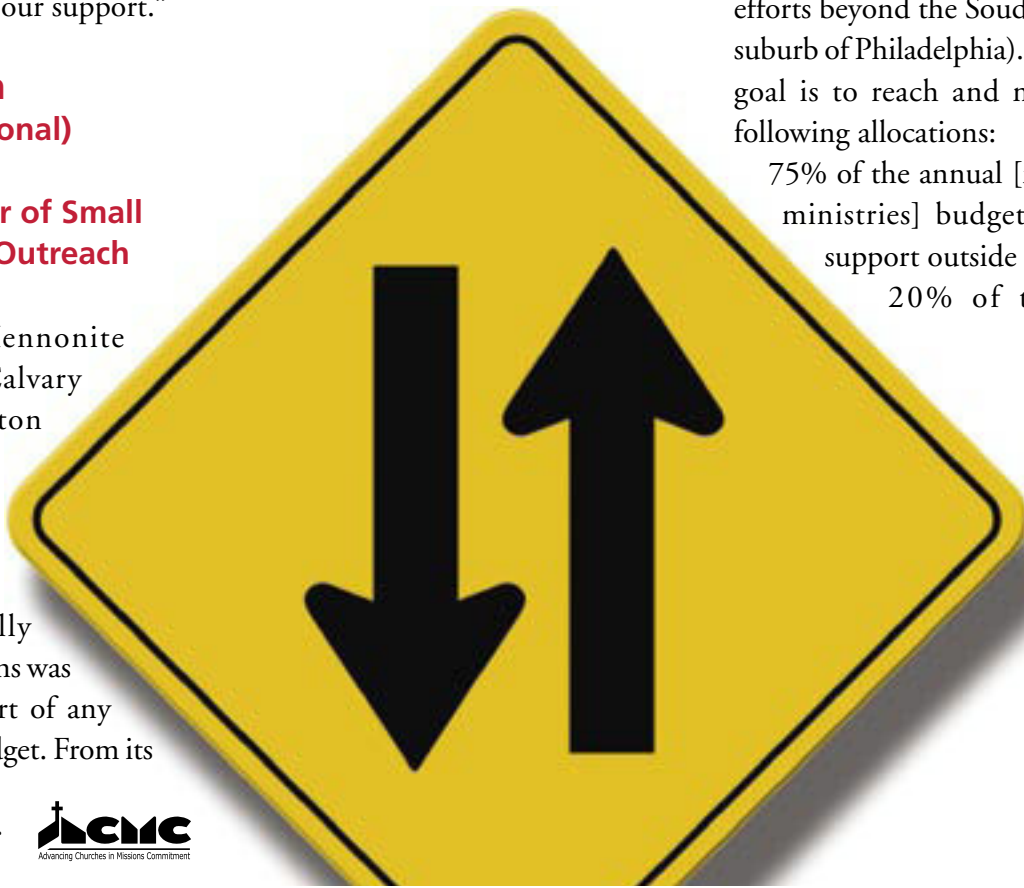
For the world—“to see God raise up indigenously led, self-sustaining, reproducing churches in targeted regions of the world.”²

How the missions budget is divided

Calvary's international ministries budget includes all of the church's efforts beyond the Souderton area (a suburb of Philadelphia). The church's goal is to reach and maintain the following allocations:

75% of the annual [international ministries] budget will be for support outside of the USA.

20% of the annual





On rigidly determining a limited number of places where the church will work:

“We are willing to deviate from our strategy when we find a great opportunity, or when we receive more money for missions than we expected. 90% of the opportunities that come our way don’t fit in our strategic plan. We shouldn’t feel bad saying no to opportunities, but we don’t say no all of the time.

“A church can restrict itself to funding a narrow range of ministries, or it can get more widely involved according to what interests its people. Either way has its pros and cons—it’s almost as if we must ‘pick our poison.’”

[international ministries] budget will be for support within the USA.

5% of the annual [international ministries] budget is for Calvary’s mobilization and administration.¹

On choosing which geographic sites where the church will be involved

“We divide the world into six regions—Asia, Africa, Europe, Middle East, US/Canada, and Central/South America. Where we work in each region can vary over time, based on relationships, opportunities, and to some extent need. Yet a church can’t be overly driven by need because there are needs everywhere, and every ministry that it takes on will meet needs to some extent.”

On supporting nationals

“We do support nationals in an ongoing way by underwriting their salaries. Some believe that this leads to dependence. The fact is that if a church wants to plant churches in places where people live on \$1 per day, most nationals from those places will not be able to raise support. Also, the American Church has money. It is our responsibility and privilege to share it with the global body of Christ. II Corinthians 12 is very clear about this.

“Others decline to support nationals because they believe that nationals are less accountable than western missionaries. When we support

nationals, we most often do so through an intermediary that we trust. On the other hand, why do we assume that just because missionaries are sent from America, they are fully supervised and held accountable?”

On supporting projects

“Calvary will support projects sponsored by our current personnel or associated agencies, or projects in our target geographic areas, or new projects of strategic importance. Projects must have clearly defined goals, budgets, and outcomes.”³ Says Reed: “While outcomes may not always be easily predictable, they should be predictable and specific enough that the agency can and does send us a report on the results of the project.”

¹ Calvary Church Missions Policy, p. 2.

² Calvary Church Missions Policy, p. 2.

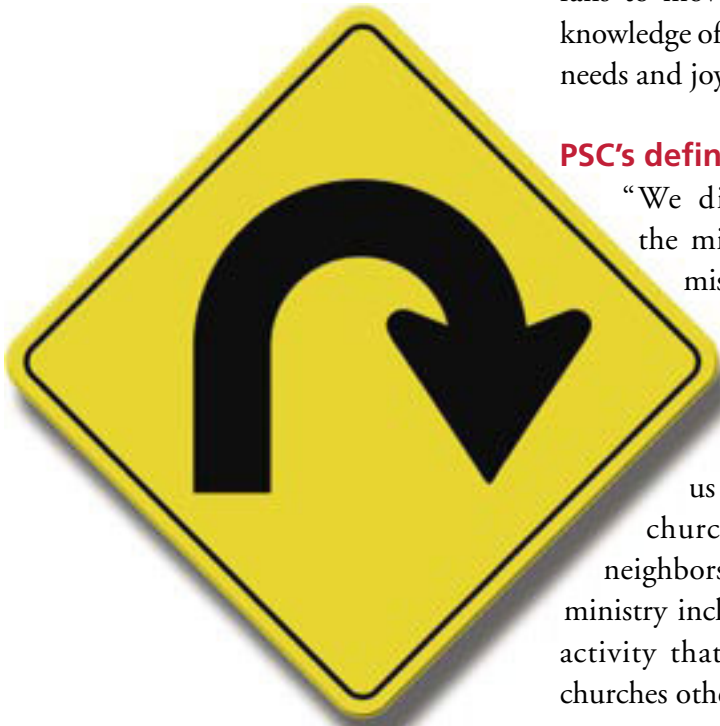
³ Calvary Church Missions Policy, p. 2.

Park Street Church (non-denominational) Boston, MA

Casely Essamuah, Missions Pastor

Founded in 1809, Park Street Church (PSC) is one of America’s most historic churches. Since the church’s inception, missions has continuously commanded a dominant portion of its budget (today, 40%) and efforts. PSC has also excelled in cross-cultural ministry in the United States, being one of the pioneers of reaching international students.

With such a rich history, few churches would tamper with what had worked well for almost two centuries. Yet in 1997, Senior Pastor Dr. Gordon Hugenberger announced that PSC’s leaders had decided to make a major shift in how the church engaged in



cameo appearance at a Sunday service, one or two presentations, and a covered dish supper. Consequently, the church fails to move beyond a superficial knowledge of its missionaries or their needs and joys.”

PSC’s definition of missions

“We differentiate between the mission of PSC and the missions ministry of PSC,” says Casely Essamuah, missions pastor. “Our mission entails all that scripture calls us to do to build up our church and evangelize our neighbors. Our global missions ministry includes any cross-cultural activity that advances and builds churches other than our own.”

missions. The centerpiece of the plan was to pare down a large roster of supported missionaries down to a few missionaries who would be significantly supported by the church (80-100% of their support needs) and cared for. “This change obviously signals a paradigm shift in how we conceive of our relationship to our missionaries,” wrote Hugenberg in an open letter to the congregation.

He proceeded to explain the rationale: “Rather than refreshing and strengthening the missionary and providing needed opportunities for further training, furloughs, or “home ministry assignments,” all too often feel like a rat race.... The results of the modern furlough are no less frustrating for the supporting churches.... Contact with the church as a whole is generally restricted to a

Items included in the missions budget

College student ministry (done in partnership with Campus Crusade and InterVarsity); international student ministry; city-wide ministries; career missionary support; short-term missions; international partnerships; missions administrative staff costs; furloughing missionaries expenses (cf. housing); costs of leaders visiting field missionaries.

On transitioning from supporting 40 missionaries at lesser amounts, to supporting 12 at substantial rates

“We discontinued our relationship primarily with those missionaries who did not claim PSC as their home church, or who would not be spending substantial portions of their home ministry assignments in

Boston. We explained to all of our missionaries how we would make the selection. Then once we discontinued partnering with missionaries, we gave significant advance notice of the action in order to give them time to raise the support elsewhere. We even tried to help several of them find new funding sources.”

Essamuah continues, “We realized that some of our missionaries were supported by other churches with which they would not want to break ties. So we decided to allow a portion of their support to continue to come from individuals and churches in New England, with the understanding that if those funding sources ceased, we would pick up the lost support.”

PSC’s international partnerships (key regions of involvement) include: 1) a church in the Czech Republic; 2) Marketplace Ministries done with InterVarsity in the Ukraine; 3) a church in Bolivia that ministers to street children; 4) ministry in schools in Ghana, done with Scripture Union.

Key values driving PSC missions

- 1) **Knowing well those it sends.** (Career missionaries must spend a minimum of three years in the church before leaving for overseas assignments.)
- 2) **Working where the evangelical presence is less than 5% of the nation’s population**
- 3) **Engaging in work that local nationals are not currently able to do**

**Perimeter Church
(Presbyterian Church in
America)
Atlanta, GA**

**Perimeter Global Outreach
Ministry
Criteria for Determining
Support**

1. Is the individual a national with significant influence or a unique strategy for reaching his country for Christ? Is the organization committed to the training and equipping of nationals, especially national church planters? Is the individual a potential Global partner? Y N

2. Is there a way for Perimeter to be involved in addition to sending money? Are there opportunities for Perimeter people to help train national church planters? Y N

3. Is the individual a long-term member in good standing at Perimeter Church with proven ministry skills? Has the individual been an active part of the Neighborhood Congregation ministry and received appropriate discipleship and leadership training? Has Perimeter been part of this person's calling and taken part in the formulation of their ministry & strategy? Y N

4. Is the individual/organization called into a ministry of evangelism, discipleship and church planting? Y N

5. Is the individual/organization doing ministry in an area of the world in which we have a partnership or developing partnership? Y N

6. Is the individual/organization entering a ministry that will benefit the people or ministry of Perimeter Church? Y N

**Guidelines/Precedents for
Support**

Individual Perimeter member directly connected with a Global Partnership¹, \$400-\$500/mo.

Family Perimeter members directly connected with a Global Partnership, \$800-\$1000/mo.

Individual non-member connected with Global Partnership or focus area, \$100-\$250/mo.

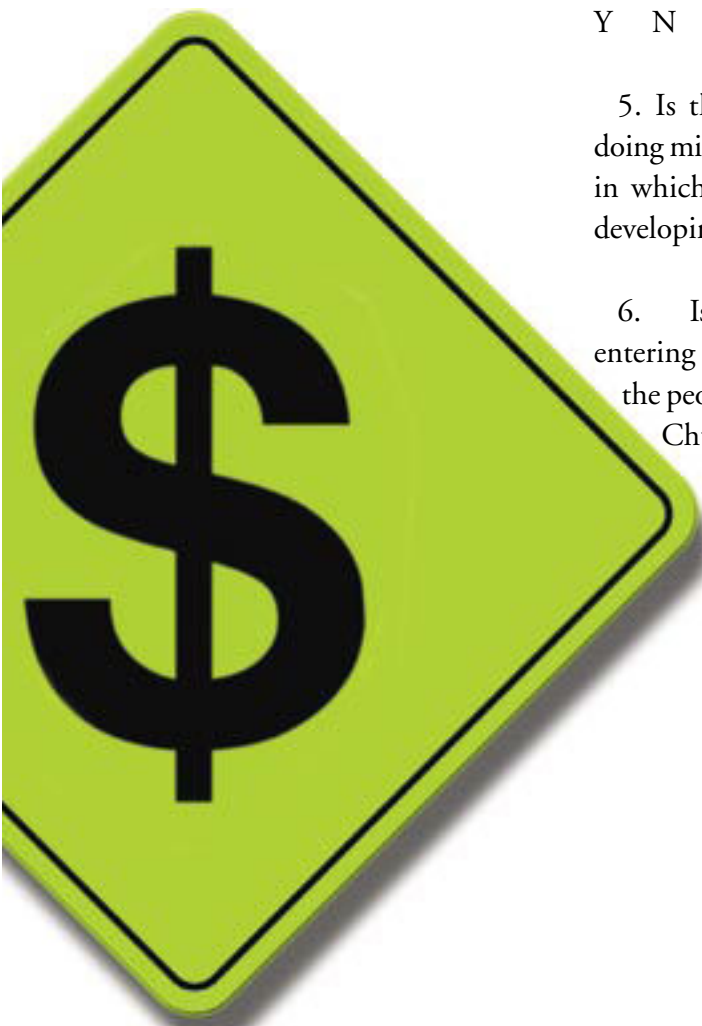
Family non-member connected with Global Partnership or focus area, \$300-\$400/mo.

PMI² staff member leaving PMI to plant a US church, \$400/mo.

National Global Partner involved with evangelism & church planting, \$600-\$1000/mo.

Individual/Family not focus area but with relational connection to Perimeter, \$100-\$200/mo.

“Perimeter’s strategy abroad is the same as our home strategy - facilitating saturation church multiplication movements through partnerships with strategic nationals and ministries. We want to run alongside men and women that have a vision and strategy for impacting their own countries with the Gospel through planting healthy, multiplying churches.”³



¹ A Global Partner is a missionary supported by Perimeter who works in one of Perimeter’s focus areas.

² PMI (Perimeter Ministries International) is the church’s church planting ministry in the greater Atlanta area.

³ Accessed at http://perimeter-global.followers.net/Global_Outreach.GO_Mission