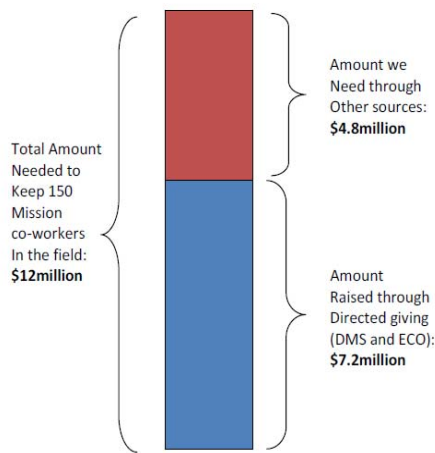


Colleagues in Mission:

A warm and heartfelt greeting from Louisville. I continue to be inspired when I read your Mission Connections letters and talk to you to learn about what God is doing all around the world. The need for long-term mission co-workers engaged in vital ministries with our global partners around the world is still of profound importance to the Presbyterian Church.

As I am sure you know, 2015 has been a year of significant challenges for Presbyterian World Mission. In March of 2015, we received final results for all giving in 2014. We had projected that we would raise \$9 million in directed giving (DMS and ECO) in 2014. We only raised \$7.2 million. This \$1.8 million shortfall in giving caused us to take a hard look at our finances. Roughly speaking, it costs us \$12 million to keep 150 mission co-workers in mission service. In 2014, we were hoping to raise \$9 million of that through DMS and ECO accounts and we would make up the remaining \$3 million through other sources of income including historic endowments, previous year gifts, and unrestricted giving (the general support that comes into the denomination from all churches that is not designated.) Instead, we found ourselves almost \$5 million short. We were able to cover that gap in 2014 by using accumulated savings and spending down endowments, but we had to look at the budget for 2015 and beyond.



For future years, we don't have accumulated savings and we have spent down most of our endowments. There is also less general unrestricted giving (shared mission support) coming in to the church each year, so we are getting less of that. Therefore if we are not able to increase the amount that we raise in DMS and ECO giving, we are going to be facing a significant deficit in our budget that we will result in ending the service of mission co-workers and World Mission staff. In anticipation of this, as we told you by letter in May, we already had to eliminate 10 mission co-worker positions in the following countries: Kenya, South Sudan, Argentina, Brazil, Honduras, Philippines and the United Kingdom.

In order to manage this significant gap in the budget, we are not replacing most positions as people retire or voluntarily leave service, though we will continue to make a small number of highly strategic appointments to be faithful to where the Spirit is leading.

We are hopeful that new funds development efforts and strategies, and increased engagement by all of our mission co-workers in the funds development work, will provide the much-needed sources of new funding so that we can maintain at least 150 mission co-workers in service. Many of us and many of you have been praying, speaking and working hard to challenge congregations and individuals to give or increase their financial support for your work.

If we aren't able to make up this difference, as we explained in our letter in May, we will have to recall mission co-workers over the next few years to "right size" our expenses with our income. If we have to make those decisions, it will be based on **our capacity** (that is, our funding), and **our call** (that is, our focus).

For those of you who were in service in 2012, we sent you a letter in March of 2013 that talked about the current funding level for your position and encouraged you to work together with Funds Development to

try to increase that level of funding by 20% of the average sending and support costs in each of the next few years until the position was fully funded. For those of you who were appointed in 2013 and beyond, we have encouraged you to work together with Funds Development to try to raise 25% of the average cost of your position each year so that by the end of 4 years, the position costs will be fully funded. While directed giving to the support of mission co-workers has increased each year since 2012, it has not increased at a rate that matches the decrease in other sources of funding. Below you will find the total amount given in support of your position in 2012, 2013, 2014 and for the first nine months of 2015. You will also see how that compares to the average cost of \$83,000 for a single appointment and \$138,000 for a family appointment.

(INSERT FUNDING NUMBERS HERE)

We are sharing these numbers with you for your information, so that you can see how much was raised in support of your position, and how much more is needed in order to sustain the position. We hope that you can use this data to encourage giving in support of your position. We invite you to share this data with your supporters as you feel comfortable doing so.

If your position is not fully funded, that does not automatically mean that it will be ended if we are not able to raise the funds we need. It does mean that the position is at risk.

We won't have any definitive answer on whether positions will need to be ended until we get the final funds development figures for 2015, which will be in early March of 2016. At that point, we will assess where we are in the budget and whether or not we will have to end any more positions in order to live within the budget. If we do have to end positions, we will consider a variety of factors including the cost of each position, how well funded the position is, and how aligned the position is with our strategy. We recognize that all of the work our mission co-workers do is important for our global partners, however with limited resources, we may have to prioritize work based on the strategy that we have discerned together with global partners and US Presbyterians. We will also consider how engaged each mission worker has been in the tasks we have asked you to do related to connecting with US constituencies including:

- Writing and sending a minimum of four "Mission Connections" letters each year (one per quarter).
- Aligning your messages and presentations to World Mission's message platform, making sure you include a concrete invitation to your listeners/readers to support your work in prayer and financial support.
- Thanking the people who contribute to your support promptly and nurturing relationships with them.
- Following expectations and guidelines for interpretation assignments when in the United States, including planning for coaching with Michelle Lori prior to arriving to the United States for Interpretation Assignment, and keeping the Online Itineration Calendar up to date.
- Participating actively in the training on the tasks related to inviting U.S. Presbyterians to engage in your and your partners' work which we offer during Orientation, Sharing Conferences and Regional Mission Worker Gatherings.

If positions need to be ended, we will make that announcement in late April 2016. We recognize that this news will put many of you on edge, wondering if you will still have a position after April 2016. Our intention is not to scare you. We want to be as honest and transparent as we can be, and then equip you with tools to interpret this reality to your communities.

At this past summer's Sharing Conference we heard clearly from the mission co-workers in attendance that it would be helpful for them to have some tools for sharing about their particular funding situation and ways to encourage support with PC(USA) constituents. As a response to this request, World Mission has created messages that you are invited to share in your upcoming Mission Connections letters that provide information about your level of funding and encourage additional gifts.

I also want to mention that PC(USA) mission constituents, including mission networks, are asking for this specific information about the gap in support experienced by mission co-workers so that they can use it to motivate others to contribute towards the additional needed support.

We have created a message for you to consider using in your coming letters. It is intended to be used by you as mission workers in the text of your letter. We would also like to include a short letter from Hunter with each 4th Quarter Mission Connections letter. You can see the text of that below as well. We want to be clear that it is not compulsory for you to include either this message or the letter from Hunter. IF YOU DON'T WANT THE LETTER FROM HUNTER INCLUDED IN YOUR 4TH QUARTER MISSION CONNECTIONS LETTER, PLEASE LET US KNOW. We will also include an envelope for people to send in support if you choose to include Hunter's letter. The choice is yours; we just want to provide some helpful tools to respond to the need expressed by both mission co-workers and PC(USA) constituents. If you do NOT want the letter from Hunter and a response envelope included with your Mission Connections letter, you will need to let Bryce Wasser or Michelle Lori know.

Suggested wording that you can include in your Mission Connections letter:

I've been recently notified of the funding level of the sending and support for my position in 2015. Unfortunately, even at this late date my ministry hasn't been fully funded for this year. Will you please pray about this situation? If possible, will you increase your gift for this year? Would you consider advocating for this ministry with neighboring congregations to see if they would join us? I would so appreciate your help in these ways.

The letter below can be inserted in the envelope with your Mission Connections letter as a note from Hunter:

Dear friend of World Mission:

Thank you! Thank you for your prayers and your financial support of _____ this year, and any previous year. I know you have been an encouragement to him/her/them.

Even as I thank you, I also want to take the opportunity to let you know that this is a critical time for churches and individuals to commit themselves to the support of _____ (names)_____. Our global church partners greatly value (his/her/their) service and you well know how important this ministry is in building connections between the body of Christ in the U.S. and ___(countries)_____.

We have historically relied on general support from churches for all of our mission workers to sustain this vital work. That source of funding is greatly diminished and we are now asking individuals and churches to give directly in support of our mission co-workers. In May of 2015, for the first time in recent history, we had to recall mission workers due to a lack of available funding. We are hoping to not have to do that again, and directed support for our mission workers is vital to ensure that.

At this point in time we have ____ (\$dollars)_____ of ____ (\$138 or 83k)_____ needed for (his /her/their) sending and support for 2015. We would like to encourage you to prayerfully consider an additional gift for this year, and to increase the gift you have considered for 2016.

My heartfelt thanks for your prayers and support of all of our Presbyterian mission co-workers. In the coming season of Advent, we will celebrate God's sending of the Christ child, the source of the good news we share. May you experience anew the hope, peace, joy, and love that are ours because the Word became flesh.

In Christ,

*Hunter Farrell
Director of World Mission*

In addition to the suggested language above for your Mission Connections letters, below you will find some talking points to use as you discuss this reality with the people with whom you are connected. Feel free to adapt these for your letters to supporters as you feel led.

What is going on? Serious shortfall in funding for mission co-workers
Please describe this as serious or urgent, NOT a crisis.

Why? Long-term changes in giving patterns over past decades

- From general to specific
- Endowments have run out.
 - 1960's: endowments and Shared Mission Support made up 80% of co-worker support.
 - 2014: 16%
- Rise in giving to non-PC(USA) organizations like World Vision, Habitat for Humanity, Bread for the World, Compassion International, etc.
- **Only 15% of congregations give directly to co-worker support.**
- Decrease in membership
- Is this due to same gender marriage issues or ordination issues? No, only about 200 (of about 11,000) congregations have left.
 - We have even had some congregations which have left the PC(USA) ask, "Is it OK if we continue to support our mission co-worker?"
- Is this due to recent denominational issues like the questions around finances and the 1001 movement? It's not really connected. Refer questions like these to Kathy Melvin.

When is this down-sizing happening? NOW. It has already started.

10 mission co-workers have already been notified of down-sizing.

End of service: December 31, 2015:

Marta Bennett, Kenya

Aliamma & Jacob George, South Sudan

Katie Griffin, Argentina

Judy & Tom Harvey, United Kingdom
Farris and Thelma Goodrum, Brazil
Paul Matheny & Mary Nebelsick, Philippines

We aren't publishing these names, but you can mention the number 10 and the countries of service.

How many more could be down-sized?

"We will send as many mission co-workers as the church will support."
It could be up to forty co-workers (of 162) downsized next year.

Who would be down-sized?

Decisions will be based on **our capacity** (that is, our funding), and **our call** (that is, our focus). (Every congregation faces parallel decisions in their local ministries, churches are making similar decisions about which staff and ministries they can afford to keep and which they have to cut based on their budget and their strategic direction)

Specific questions on funding: refer to Church Support Associates

Questions on focus and partners' priorities: refer to Area Coordinators

When will decisions be made?

Timing: Final financial reports from previous year: Early March 2016

Decisions, notification, announcement: Late April 2016

End of service: December 31, 2016

This long transition represents our best effort to provide a cushion for mission workers transitioning back to the US.

CONNECT NOW. GIVE NOW. Giving by the end of 2015 can change this story.

How do you reach out to more constituents?

1. Personal (family, seminary/college classmates, home church)
2. Home in US (home presbytery)
3. Country of assignment (some churches/presbyteries have interest in specific countries.) Check with your Church Support Associates to see if congregations have expressed interest in your region or country of service.
4. Kind of ministry (Some churches/presbyteries have interest in specific work like evangelism, health, etc.) Check with your Church Support Associates to see if congregations have expressed interest in the kind of ministry you do.

Please:

Increase giving this year, and pledge for future years.

Presbyterian World Mission

PO Box 643700

Pittsburgh, PA 15264-3700

Advocate for others to join

Personal network

Neighboring congregations

Entire presbytery

Pray for congregations, for staff, for partner churches, for mission co-workers.

This situation is hard on all of us, mission co-workers most of all.

Friends, this is a new financial reality we are facing.

But I am hearing almost daily from individuals, pastors, congregations and presbyteries who want to respond to the shortfall. Grace Presbytery recently created a \$1.5 million endowment that will annually provide for the cost of a mission worker with whom they want to be in relationship. We have a major proposal before a Presbyterian family capable of helping us to bridge into our new financial reality, while the church learns that their gift in the offering plate no longer covers the cost of our mission workers. A retired mission worker last month gave a sacrificial gift from the heart that moved me to tears. We are seeing an uptick in the number of congregations and individuals giving to support our work. But we need to undergird all these actions—and all our efforts—in prayer that the Lord of the Harvest would provide the workers needed to bring God News of God's Realm of peace and justice and forgiveness.

My heartfelt prayer is that God will provide to meet this shortfall. I am hopeful that the additional efforts we are undertaking and that each one of you do can have a positive impact on this situation and can help us achieve long-term sustainability for the sending and support of mission co-workers.

You will remember that Greg sent out a letter in May that listed 77 ways to connect with congregations, strategies he collected from your colleagues. If you are looking for ideas on how to connect, I encourage you to revisit that list:

http://www.presbyterianmission.org/ministries/missionpersonnel/Strategies_for_engagement/

Above all, I want to express my most profound gratitude for your steadfast commitment to God's mission through your service with our global partners. At times like this, I am helped by remembering God's presence and providence with us and am led by the words of David in 1 Chronicles 29, "Blessed are you, O Lord, the God of our ancestor Israel, forever and ever. Yours, O Lord, are the greatness, the power, the glory, the victory, and the majesty; for all that is in the heavens and on the earth is yours; yours is the kingdom, O Lord, and you are exalted as head above all."

With you in Christ,

Hunter