

A New Perspective

" . . . reaching forward to what lies ahead, I press on toward the goal for the prize of the upward call of God in Christ Jesus." Philippians 3:13,14

The Role of Rescue Missions in the Decade Ahead

Prepared for

Board of Trustees
International Union of Gospel Missions
Kansas City, MO 64118-0780
(816) 436-6334

Prepared by

Lloyd Olson
Ministry Consultant
Campus Crusade for Christ International
Arrowhead Springs, CA 92414
(714) 886-5224

November 13, 1984

CAMPUS CRUSADE FOR CHRIST INTERNATIONAL

Arrowhead Springs, San Bernardino, California 92414, U.S.A. Telephone (714) 886-5224 William R. Bright, President

November 13, 1984

The Board of Trustees
International Union of Gospel Missions
Kansas City, MO 64118-0780



REPORT AND RECOMMENDATIONS FOR YOUR CONSIDERATION

At your Convention in May of this year, my proposal was approved for a study to assess the role of your member missions in the decade ahead, and to make a report and recommendations with regard to the future purposes and directions of the International Union of Gospel Missions.

The study has been preliminary, general, and diagnostic in scope. We have visited twenty of your member missions in seventeen cities, observing ministries in action and interviewing more than forty key men and women of rescue. We are pleased to have this opportunity to present you with our report --

A NEW PERSPECTIVE

"... reaching forward to what lies ahead, I press on toward the goal for the prize of the upward call of God in Christ Jesus." Philippians 3:13,14

THE ROLE OF RESCUE MISSIONS IN THE DECADE AHEAD

We have been thrilled at the opportunity to see what God is doing through the men and women of rescue across this land. God is at work in your cities -- and your members are making an incredible impact for eternity. The cooperation of your people in assisting our work has been greatly appreciated. We especially acknowledge the assistance of Mr. Charles Cross and Rev. Rex Whiteman who have added perspective and allowed us to be far more effective and efficient than we would have been without their assistance. Rev. William Wooley and Rev. Stephen Burger have also greatly facilitated our work, and we are grateful for their special help.

Our report is being presented to you today with the anticipation that it will serve as a focus for discussions during your meetings this week. Once you have had the opportunity to consider our themes and recommendations, we look forward to further interaction with you.

Thank you again for the privilege of serving you.

A handwritten signature in dark ink, appearing to read "Lloyd Olson".

Lloyd Olson
Ministry Consultant

William L. Wooley Library
International Union of Gospel Missions
1045 Swift, N. Kansas City, MO 64116

LWO:boh

A NEW PERSPECTIVE

Three Themes

	<u>Page</u>
I. A Bigger Picture -- A Broader Vision	I - 4
Build a Dream	I - 7
Your Mission Statement	I - 8
The Need for Training	I -12
Knowing Your City	I -14
II. Fulfilling the Vision	
Revitalizing Your Convention	II - 1
Your Public Image	II - 3
Membership Structure	II - 6
A More Professional Association	II - 8
III. A Spirit of Oneness	
Rural Values vs. Urban Values	III - 1
Unity in Diversity	III - 2

155-2

MISSIONS VISITED

Capital City Rescue Mission, Inc. - Albany

Atlantic City Rescue Mission

Boise Rescue Mission

Pacific Garden Mission - Chicago

City Union Mission - Kansas City

Kansas City Rescue Mission

Long Beach Rescue Mission

Union Rescue Mission - Los Angeles

Marie Sandvik Center, Inc. - Minneapolis

New Hope Center - Minneapolis

Bowery Mission - New York

McAuley Water Street Mission - New York

Goodwill Home and Missions, Inc. - Newark

Richmond Rescue Mission

Union Gospel Mission - St. Paul

San Francisco Gospel Mission

City Team Ministries - San Jose

Christian Outreach Mission - Santa Ana

Union Gospel Mission - Seattle

Rescue Mission of Syracuse, Inc.

INTERVIEWS IN HUNTSVILLE

The Rev. Curtis and Mrs. Eileen Thomas
Haven of Rest Rescue Mission - Akron

The Rev. Waymon E. Pritchard
Raleigh Rescue Mission

The Rev. Robert Timberlake
City Mission Society, Inc. - Buffalo

Mr. Roger C. and Norma Phillips
Union Gospel Mission - Yakima

Dr. Charles Y. Furness

The Rev. Jerry J. Trecek
Peoria Rescue Mission

Mrs. Elsie Huck
Atlanta Union Mission

OTHERS INTERVIEWED

Dr. Stanley B. Long
Fellowship Urban Outreach - San Francisco

The Rev. Paul S. Moore
Here's Life Inner City - New York

A BIGGER PICTURE -- A BROADER VISION

"Where there is no vision, the people perish . . ." Proverbs 29:18

Webster's dictionary defines vision with phrases like --

"Something seen in a dream -- a supernatural revelation -- an object of imagination -- the mode of seeing or conceiving -- something seen --"

Or, perhaps best --

"Unusual discernment or foresight."

We need a touch of what is expressed by Joel (2:28) --

". . . I will pour out My Spirit on all mankind;
And your sons and daughters will prophesy,
Your old men will dream dreams,
Your young men will see visions."

Urbanization - God is bringing about an incredible growth in the cities of the world --

"Future historians will record the 20th century as that century in which the whole world became one immense city." (Dr. Dubose)

"The only conclusion we can reach is that at no time in history has it been more true than now that he who wins the city, wins the world."
(Roger S. Greenway)

Today there are 34 metropolitan areas in the world with populations greater than 5 million. In 2025 there will be at least 93!

RECOMMENDATIONS --

1. As a Board of Trustees, undertake personal study of vision -- what is it? What role does it play in God's economy? What has been the role of vision in the Ministry of Rescue? In other movements of God in history?
2. Set themes that will bring focus on what God is doing around the world, in the United States, in Canada, in the large metropolitan areas of our countries, and in your city.
3. Look for scriptural themes that stress the role of vision in your lives and in following what God is doing in our world.

For example --

Ask your people to pray the prayer of Jabez,

"Now Jabez called on the God of Israel, saying, Oh that Thou wouldst bless me indeed, and enlarge my border, . . . and God granted him what he requested."
I Chronicles 4:9,10

4. Establish communications with the various organizations, seminary professors, and others that are focusing on urban issues.
5. Increase efforts to have your members write articles and books for publication, and for your "speakers bureau" to provide speakers and panel members for church and urban conferences.

- - - - -

You need to initiate a process of "getting outside of yourselves," seeing your cities as God sees them, realizing that you have something to say to those who are focusing on your cities, and becoming increasingly aware that you must be relevant to what the future holds.

As you increase your focus on the FUTURE, you will experience a positive, constructive dynamic.

Undue reflection on the PAST brings melancholy. Over enchantment with the PRESENT brings excessive introspection.

Focus on the FUTURE !!!

YOUR MISSION STATEMENT

There have been several good efforts in recent years by you to assess the directions for the IUGM during the remainder of this decade -- and into the next decade. These efforts have been very helpful, but are primarily program oriented. The essence of what needs to be accomplished is to reassess the purpose of your association.

You need to rewrite your Mission Statement.

There are various synonyms for a Mission Statement --

- Purpose Statement
- Social Contract
- Charter

-- But the essence is to know where you are going.

Direction for future goals and programs needs to flow from the Mission Statement.

And, the name for the association will flow from the Mission Statement. Often it is presumed that the name comes first -- not usually. It is likely that a revised Mission Statement will result in a change in the name of the association.

SUPER RECOMMENDATION

1. Rewrite your Mission Statement.
2. As the writing of the Mission Statement progresses, write "White Papers" which amplify the concepts in the Mission Statement. These would be summaries of the results of discussions and consideration of the various elements of the Mission Statement.

WHAT IS A MISSION STATEMENT?

The June 1984 Christian Leadership Letter (published by World Vision) summarizes seven purposes of a Mission Statement --

1. It gives us a reason for being, an explanation to ourselves and others as to why we exist as an organization. This, in turn, attracts those whom God may have prepared to be a part of our ministry and turns away those whose interest and gifts may lie in other areas.
2. It helps us to place boundaries around our ministry and thus define what we will do and what we will not do. This can keep us from unknowingly drifting into many areas which may have nothing to do with our primary intent.
3. It describes the need that we are attempting to meet in the world. In a sense, this is our "Business Statement."
4. It gives a general description of how we are going to respond to that need. To some degree it defines the means we will use, e.g., radio or aviation.
5. It acts as the hook on which the primary objectives of the organizations can be hung. Eventually we should be able to connect all of the activities of the organization with the Mission Statement.
6. It helps to form the basis for the ethos (or culture) of the organization. How it is worded, as well as its content, says a great deal about our self-understanding. For example, one would expect the Mission Statement of a Christian organization to reflect Christian commitment.
7. It helps us to communicate to those outside the organization what we are all about.

A "WORKSHOP" TO YOUR PURPOSE

It has already been stated that the name of an organization will tend to flow from its Mission Statement. This is an axiom which we will violate to do some "workshopping" on what is involved in the process.

We are not suggesting a name change for the association in this process.

The key words in the summary below are offered as a guide to determining the Mission, and to simplify the process for our meeting today -- Tuesday, November 13, 1984.

<u>INTERNATIONAL</u> (This reflects the geographical commitment)	<u>UNION</u> (This reflects the functional/service commitment)	OF	<u>GOSPEL</u> (This reflects the market commitment)	<u>MISSIONS</u>
World	Society		Rescue	Ministries (people)
North American	Association		Emergency	
United States	Private Club		Disadvantaged	Missions (place)
Forty-eight Contiguous States	Club		Urban	
			City	
			Metro	
			Caring	
			Evangelistic	
			Discipling	

- + To differentiate from secular agencies, it may be advisable to add a word that identifies you as religious -- e.g., evangelical, Christian.
- + It is noted that missions means missionary organizations to one segment of the Christian world, while missions means rescue or gospel missions to another segment of the Christian world.
- + It is important to consider the association, recognition, and perception of "Rescue Missions." It may be akin to Salvation Army, Kleenex, or Frigidaire as a generic term that should be given special significance.

Here are some thoughts on the nature of the organization that may be helpful during the workshop --

Association - An organization of persons having a common interest.

- The persons do not have to like each other; they only have to have a common interest. An association offers services and fellowship -- there is no requirement of the members to use same. It is common to have "library" members.

Society - Companionship with one's fellows.

- There is more emphasis here on the fellowship aspect than on the common interests of the members.

Club - Of some common objective.

- Implies a higher agreement to "do" the objective. A greater bond exists here.

Union - A coalition or confederation of independent persons for a common purpose.

- This word is somewhat archaic when compared to the more common term "association."

THE NEED FOR TRAINING

The Self-Study Committee Report presented to your Lancaster Convention in May 1983 summarizes well the needs for training. This report reflects the direct response to the survey of your members. Therefore, it is substantive and the recommendations should be implemented at an early date.

Part of the report is included here for reference --

"The excitement of Rescue Missions may be felt as one looks closely at today's Rescue Missions. Many local missions have started new outreaches in the past five years (77%), and (64%) are planning new outreaches. Most of our missions have a diverse program, and many are looking at new ministries, such as women and children, emergency shelters, jail and parolee programs, ministries to special groups for street kids, mentally ill people, children, and families. The special need in many communities is for shelter for women, and women with children. This need is being responded to by (49%) offering housing for women, and (31%) offering housing for families; (17%) are now planning shelters for women."

"With new programming, and more intense rehabilitation, and special ministries, in addition to special needy groups, the executive head may find himself in new frontiers and areas where he has little or no expertise. Mission directors expressed a need for help from the IUGM in the following areas (with a percentage of directors desiring help).

"How To" articles by people who have operated specific programs	58%
Bible study material for rehabilitation programs	57%
Printed program aids	51%
Correspondence courses for people working with clients	36%
Courses at colleges relating to specific programs	36%
Special schools on specific programs	35%"

"Other ideas include: A cassette library; list of reference materials for rehabilitation, Bible studies, program ideas and concerns, etc.; sub-organizations within the IUGM for particular program interests (18%); and Christian leadership materials published in the Horizons."

"Recommendations

1. That the IUGM study the concept of developing program materials, including Bible study materials, discipleship material relating to specific subjects, and/or collect material from other sources which could be suggested for rehabilitation programs.
2. "A continued emphasis on 'how to' articles in the International Voice and/or Horizons.
3. "A better look should be taken on both pre-convention and special schools on particular subjects and programs.
4. "The need for continuing education should be an 'ongoing concern' of the IUGM and ideas such as correspondence courses in Rescue Mission related subjects offered by Christian colleges, or alternatives should be pursued."

- - - - -

Our interviews with your leadership across the country clearly indicate a desperate need for training. Every opportunity should be taken to provide information to members and their staffs.

We have also found that there is a significant amount of information which is being informally shared between members. There should be a more formal manner in which others can become involved in this sharing process. Visits to other missions should be encouraged.

A word about development -- it is our view that raising funds for rescue ministries is accomplished at a lower cost than for many other evangelical causes. Yet, there is a need for training in development.

You should consider having an annual Convention in cooperation with DACI -- either before or after DACI, but in a nearby hotel -- to provide the training opportunities.

KNOWING YOUR CITY

God often gives special visions to men for the work they are to do. Abraham and the Apostle Paul are two examples from the Bible. Today, many men in the rescue ministry have received a strong call to the work they are doing.

At other times, God uses facts to direct us in the way we are to go. Daniel comes to mind as a man to whom God appeared as he considered the conditions of Jerusalem. Nehemiah is another example of a man led by God as he surveyed the facts. In more recent times, William Carey used the knowledge of the unreached masses to spark the modern missionary movement, and, today, Ralph Winter is using the knowledge of unreached peoples to mobilize a whole new thrust in missions.

Therefore, we suggest it is important that you know your city. What are its problems? What is being done to meet these problems? Most importantly, how can your ministry be most effectively used to bring the power and reality of Christ to the people of your city?

The inner city is a tangled mass of problems ready to engulf the person or ministry brave enough to step into it. The human and financial resources available to the church to help solve these problems are very limited. Therefore, it is particularly important that we seek out the most effective strategies possible.

We have begun a process to help more clearly define the inner city:

- What are the needs of each segment of the population?
- What is currently being done to meet these needs and by whom?
- In what ways can the Christian community, and particularly rescue missions, help?
- Which opportunities are the most strategic?

We have made some initial progress on the first step by using San Bernardino, California, as an example. Population segments have been defined and the population in each determined from census data (Exhibit I-A). Ten areas of need were then defined and the level of need in each population segment was estimated (Exhibit I-B).

While this analysis is still in its preliminary stages, some initial observations can be drawn:

1. The problems of the inner city are massive in scale and very little is effectively being done by either government, secular, or Christian groups to solve them.

2. Nearly all of these problems relate back, like a web, to the values that are, or are not, being taught in the families. The collapse of the family has to be the single most critical problem today, and the restoration of the family offers the only hope.
3. Just as nearly every problem relates back to the family, so the family relates back to the church for its strength. Today, however, most people have cut their moorings, so to speak, and consequently are adrift. Many people bemoan the weakening of the family, but few are aggressively speaking out in its favor.
4. The critical question, of course, is how to effectively communicate biblical values of the family to this generation. First, we need to boldly proclaim them as God's truth. But for many, we will need to go the extra step of relating these truths at their point of need (and there are many needs).
5. To effectively reach people at their point of need, you need to establish relationships. Unfortunately, this is difficult for many churches in the inner city today. Frustrated by limited resources and "under siege" themselves, they are often not prepared to reach out and aggressively pursue relationships and help the needy. Perhaps the greatest need of the churches is leadership, particularly people with the gift of teaching.

However, there is hope. There is a real sense on the part of many that God is beginning to direct some of the suburban Christian resources back into the inner city. There is a heightened sensitivity on the part of Christians to the needs of the poor and needy.

Rescue Missions have much to contribute to this process. They have historically been in the business of helping the poor and needy while also communicating the gospel--which offers the only true solution. At the same time, rescue missions have relationships (although often undeveloped) with the very suburban churches that want to help.

Perhaps the one weak link is the relationship of the rescue mission with the churches in the inner city. If rescue missions work on improving their relationships with both inner city and suburban churches, they may be in a strategic position to help in the spiritual revival of the inner city.

**MAJOR POPULATION SEGMENTS OF
SAN BERNARDINO, CALIFORNIA**

EXHIBIT I-A

POPULATION SEGMENTS		INNER CITY POPULATIONS					REMAINDER OF CITY	TOTAL
		HISPANIC	BLACK	ASIAN	WHITE	SUBTOTAL		
YOUTH	UNBORN	600	300	---	200	1,100	600	1,700
	UNDER 5	3,700	1,700	100	1,500	7,000	4,000	11,000
	5-12	4,800	2,800	200	1,800	9,600	6,000	15,600
	13-17	3,100	2,000	100	1,300	6,500	4,400	10,900
	SUBTOTAL	12,200	6,800	400	4,800	24,200	15,000	39,200
SINGLES OVER 18	MEN	3,500	2,700	200	2,400	8,800	7,900	16,700
	WOMEN	2,100	1,800	100	1,800	5,800	5,500	11,300
	SUBTOTAL	5,600	4,500	300	4,200	14,600	13,400	28,000
FAMILY ADULTS	MOTHERS WITH CHILDREN	1,200	1,200	---	600	3,000	1,500	4,500
	COUPLES WITH CHILDREN	6,300	2,600	300	2,800	12,000	10,900	22,900
	COUPLES WITHOUT CHILDREN	3,100	1,400	200	1,600	6,300	14,500	20,800
	SUBTOTAL	10,600	5,200	500	5,000	21,300	26,900	48,200
ELDERLY		1,400	1,600	100	4,300	7,400	5,400	12,800
TOTAL		29,800	18,100	1,300	18,300	67,500	60,700	128,200

ETHNIC GROUP: TOTAL INNER CITY

PRELIMINARY
RESULTS

EXHIBIT I-3

NEEDS	YOUTH				SINGLES OVER 18		FAMILY ADULTS			ELDERLY 60 & OVER	SUMMARY PRIORITIES
	UNBORN	UNDER 5	5-12	13-17	MEN	WOMEN	MOTHERS WITH CHILDREN	COUPLES WITH CHILDREN	COUPLES WITHOUT CHILDREN		
POPULATION	1,100	7,000	9,600	6,500	8,800	5,800	3,000	12,000	6,500	7,400	67,500
FOOD	- 25% OF HOUSEHOLDS ON WELFARE - ALL WOULD HAVE PROBLEMS - COMMUNITY HEALTH SEES ANOTHER 20% - ALL ARE UNDER 20 YEARS - BMD 25/20/10% POOR 20%	- SAME AS 5-12	- APPROXIMATELY 20% BELOW POVERTY LEVEL	- SAME AS 5-12	- MEN AND WOMEN PROBABLY ABOUT SAME	- APPROXIMATELY 30% BELOW POVERTY LEVEL	- 50% OF MOTHERS ARE BELOW POVERTY LEVEL	- FATHERS 15% ARE REQUESTING FOOD ASSISTANCE - 15% ARE BELOW POVERTY LEVEL - GEN. POOR MIDDLE CLASS 15/20%	- GENERALLY ABOVE POVERTY LEVEL	- BELOW POVERTY - CITIZENS REL. PROGRAM	
SHELTER	- IF SITUATION IS BAD BABY WILL COME EARLY - 10% OF BLACKS PREMATURE - PROBLEMS OF DISORDER 15/20%	→	→	→	→	→	→	- 10% OF PUBLIC SOCIAL SERVICES GETS ABOUT 100 REQUESTS PER MONTH, OR ABOUT 3-5% PER YEAR 3/5%	→	→	
CLOTHING	IF APPLICABLE	→	→	→	→	→	→	- GENERALLY NOT A PROBLEM (MAY 10 REQUESTS A MONTH AT PUBLIC SOCIAL SERVICES). 1/5	→	→	
MEDICAL											
MENTAL	- EMOTIONAL ATTITUDE OF MOTHER HAS TREMENDOUS IMPACT. 100% HAVE PROBLEMS 30/100%										
FAMILY	- LACK OF ANY KIND OF FAMILY VALUE SYSTEM 40/80%		- 2% REPORTED ABUSE. THEREFORE REMAINS 10-15% ACTUAL. - MOTHER HAVE ONLY ONE PARENT. - APPROXIMATELY 50% OF HIGH SCHOOL STUDENTS INTO DRUGS 50/70%	→							
EDUCATION	- MOST VIOLENCE, MUSIC ARE ALL A FORM OF EDUCATION FOR UNBORN 35/70%		- AN ESTIMATED 20% BELOW POVERTY LEVEL 30/60%	- PROBABLY A SIMILAR TO PRIMARY. 30/60%	→	→	- BY DEFINITION, ALL ARE PROBLEMS. 50% ARE BELOW POVERTY LEVEL 50/100%	- CENSUS DATA INDICATES OF THOSE OVER 25 YEARS OLD (BUT ELDERLY MAY BE AS DATA): - 25% HAVE NO HIGH SCHOOL - 22% HAVE 1-3 YEARS OF HIGH SCHOOL 25/50%	→		
JOBS	NOT APPLICABLE						→				
JUSTICE	- ADDITION NOT A PROBLEM IN THIS AREA. EVERYONE WILL HAVE CONSIDERATIONS AND TRADITION. - DRUGS A PROBLEM 10/20%						→				
CHRISTIAN EDUCATION	- OTHER FACTORS TO CONSIDER ARE: DRUGS, ETC. EVEN WITH CARRYING UNBORN 50/80%	→	→	→	→	→	→	- PROBABLY 80% OF POPULATION ATTENDS CHURCH LITTLE SCARCITY OF GOOD TEACHERS HINDERES GROWTH OF THOSE WHO DO ATTEND. - UNDEREMPLOYMENT MUST ALSO BE A PROBLEM 70/50%	→	→	
SUMMARY PRIORITIES	- THE ONE SUBJECT THAT RINGS THROUGH IT ALL IS LACK OF VALUES. 60/20%	→	→	→	→	→	→				

REVITALIZING YOUR CONVENTION

I was provided thirteen evaluations of the May 1984 Huntsville Convention. About 280 attended the Convention; normally about 350 attend.

One evaluation so clearly expresses my perspective of the Convention that it is presented here with permission --

"It was my impression this was an annual business meeting, rather than a convention, the Board of Trustees should handle more of the business then to bring it before the entire constituency. I do not feel that business meetings are that productive and could have been hastened by distributing reports prior to the meetings, rather than immediately before it is to be acted upon. Nomination for the officers could be distributed and voted on even before attending the Convention. Resumes of candidates could be sent out to each IUGM member and a vote be taken by mail. There is no leisure time available, unless you took it. By having perhaps just one day of a business meeting would free up two afternoons."

"There is not enough of a selection of workshops/seminars. There needs to be far more of these seminars as some delegates, such as myself, probably did not have any felt need for the ones offered."

"The speakers for the sessions were fine quality men, but as I read the flyer concerning the Convention, I was a little skeptical of why we needed an evangelist at the Convention. I presume that all the people that were at the Convention, were already born again believers. Perhaps acquiring a Bible teacher would have been far more advantageous than a convention evangelist."

"I was not fond of all the "hidden costs" in a Convention. I would rather see a one-time registration fee for the entire week. It is not right for the Host Mission to be obligated to fund it; this gives too much power to that Mission to run the Convention."

"It appears to me that the IUGM needs a thorough revamping. The other delegates did encourage me that things have improved considerably in the last few years. I was encouraged by several others to 'get involved' and assist in the change. I am reluctant to do so because:

1. I feel you must earn the right to be heard.
2. I do not have the time.

The IUGM appears to be strongly traditional. I am not opposed to traditionalism, but I wrestle daily with it in our own ministry."

Recommendations

1. You are encouraged to restate the above into a series of recommendations.

The following are reinforcement of some of the above and additional recommendations for your consideration --

2. The Convention should be for vision, challenge, and equipping.

"Spiritual" is not only a Bible lesson, an evangelistic message, or a street meeting.

3. Study the balance of convention and annual meeting used by other associations. The annual meeting normally lasts less than one hour.

The district presidents represent the members; there is no need for all the members to be involved in the details of business.

Recognize a need for more sophistication.

4. Goals for the year ahead should be clearly stated to the delegates in a "State of the Union" format.
5. Create an atmosphere so that the views of newer members are heard.
6. Sharing of common issues and problems should occur in informal "birds of a feather" discussions which are provided for in the program. Announce the subjects and schedule the sessions as interest is shown by sign-ups during the Convention.
7. Workshops, panel discussions and special treats for wives of delegates should be provided.
8. Evaluation forms should be obtained from most of the delegates. This can be accomplished by having the forms in the handout material and asked for throughout the Convention. Each session should be evaluated. In this way, the delegate would be able to hand in his form before he leaves the Convention. The forms should not call for optional signatures.
9. Make announcements by overhead projector; words of songs, too.

YOUR PUBLIC IMAGE

The most frequently expressed need of your leadership is for help with their public image. There is a call for help from the Association -- to assist in improving the local image of the member ministry.

IT IS ESSENTIAL THAT YOU MEET THIS FELT NEED OF YOUR MEMBERS !!!

- - - - -

Many of your leaders are asking themselves whether a change of name would result in an improved public image.

There seems to be a growing awareness of a broader role for Rescue Ministries in the years ahead. A general sense is that the term Rescue Mission may not be broad enough to satisfy the perspective that is felt by mission leadership.

Those who have changed their name to reflect the broader ministries feel that churches and individual contributors have become more aware of the breadth of ministry.

- - - - -

We have noted a parallel that warrants further study. The broader the perspective of your members' leadership in a city, the greater the involvement with governmental agencies, service clubs, etc. -- the better the public image. This correlation seems to exist whether the name of the mission is changed or not.

Your members across the nation are very diverse in their roles in their cities, and in their ministries. You are unlike a McDonald's franchise operation where a hamburger tastes the same anywhere in the world. For this significant reason, it is best to deal with the public perspective of your ministry on a city-by-city basis.

This is not to suggest that there should not be some work done on a national basis, but the primary focus should be on a mission-by-mission, city-by-city basis.

- - - - -

There is a significant lesson to be learned from Unshackled. The key to success is the telling of stories about people whose lives have been changed. Of course, the radio drama is also a major factor of success. Yet, your members need to understand that people want to hear how lives have been changed through your ministries.

- - - - -

Recommendations

1. A team of consultants needs to be assembled who will be available to assist missions in their public relations strategies.
2. Seminars at district and national meetings need to focus on how to's of public relations.
3. Develop strategies that will assist member ministries in self-directed efforts to assist in improving their public image.
4. Review and further consider the recommendations in the May 1983 Self-Study Commission Report re: External Relationships and Public Relations.

- - - - -

A simplified outline for the needs for member missions might be as follows --

- + Recognize that the news media provides the broader access to your audiences.
- + See clearly that churches and other social agencies are your peers in society.
- + The first major step is to do a self-study to make an objective evaluation of how you are doing in your city.
 - Are we meeting real needs?
 - Would others agree with us?
 - What are the dynamics of our ministry?
 - Are we full every night?
 - Are people standing in line to take advantage of our various services?
 - What improvements have we made recently?
 - What projects are underway?
 - Do we have a clear sense of direction?
- + You need to remedy any weakness that you see in yourselves before you move on to the next step.

- + Establish a local Advisory Board to help with credibility. You need to have a broad base of support on the Advisory Board. Include local government leaders. These people need to be door-openers. Gain the confidence of your Advisory Board so that they are informed and working for you.
- + If you have come this far, you can now assume that your problem is now only one of perception. This is a problem of information and public relations.
- + Having key promotional events is an ideal way to improve public relations. Feature anniversaries and national special guests. Look for key issues that will attract news coverage.
 - A key theme is "we're making up the gap" as government is declining in support of relief work in your city. Focus on your role of "meeting the local crisis."
- + Another significant opportunity is to provide appreciation dinners for the many business concerns that assist in your work. There are many suppliers of food and other goods and services that should be honored at annual appreciation dinners.
 - These events should be held at comfortable places, probably at a good hotel.
 - An open house should be held the same day at your various facilities.
- + Mission leadership need to be "joiners."
- + Schedule special events once or twice a year.
 - Sponsor a marathon, a walk-a-thon, or a jog-a-thon.
 - "Keep reminding your constituencies that you are working on the problems."

- - - - -

Concerning a national public relations campaign, it is likely that the cost would be significant. Yet, it would be well to undertake efforts to place articles, get on interview shows, make public service ads available for radio and television, and provide ads for local use by member ministries. Major charities and denominations do these things well -- and you can learn from them.

Also, provide human interest stories of about 600 words with two black and white glossy photos to show what you are doing and you will get coverage -- as you mail these to newspapers and other media. Focus on the issue of the "gap." You will get better coverage during cold weather.

MEMBERSHIP STRUCTURE

Membership structure should follow purpose. Therefore, as the Mission Statement for the association is finalized, it will become clearer as to an appropriate structure for the membership.

It is also very appropriate to have the membership structure parallel the upgrading of services to members. As additional services are added, or new "tracks" gain substance, categories or sections for membership can be added.

As you have a broader purpose, you will develop broader services, and have a broader membership. These must occur in parallel to provide adequate financing as the association grows.

- - - - -

Currently, you have two categories of membership --

1. Individual membership
2. Mission membership

It is suggested that the association move toward an individual membership association -- and away from an organization membership association.

RECOMMENDATION

1. Establish the following framework for membership. It is many faceted. It is aimed at servicing a broad membership and in providing an adequate funding base for the association in the decade ahead.

It is recognized that there will be many steps in the transition to the new structure. Further, as indicated above, the structure must come into place over an appropriate time period. Therefore, this represents what the membership structure might look like in 1986 or 1987.

MEMBERSHIP INFORMATION

Regular Membership

Open to full-time executives and other employees of Rescue Ministries. All regular members of the association enjoy full voting privileges and can serve in volunteer leadership roles.

International Membership

Open to full-time executives and other employees of Rescue Ministries in other countries.

All international members of the association enjoy full voting privileges and can serve in volunteer leadership roles. (NOTE -- It is probable that as the number of members from various countries increases, they will want to form parallel associations in their respective countries. In this event, the voting privileges should not be extended to them.)

Associate Membership

Open to any person who has an interest in the purposes of the association. This will include pastors and laymen, members of the boards and auxiliaries of Rescue Ministries, other volunteers, suppliers to Rescue Ministries, and government and business leaders who are associated with relief work.

Track Members

Open to any regular, associate, or international member who has a specialized interest in one or more of the tracks. (NOTE -- These will come on line over a period of months.)

- + Facilities - Features building architecture and floor plans, urban renewal issues, operations, how to's, etc.
- + Program - Mini tracks for workers with men, women, youth and children -- and dealing with specific needs, e.g., alcoholism, psychological, abuse, etc.
- + Development - Fund-raising information, how to's, etc.
- + Volunteers - Deals with maximizing the utilization of volunteerism. Focus is on what works.
- + Industrial - Provides insights on various aspects of starting and operating industrial programs.

The Association Is An Individual Membership Association.

Membership in the association is individual rather than organizational, and is fully portable in the event of a change in employment. Transfers of membership to another individual may only be done with the expressed permission of the original holder of the membership.

Billing Procedures.

Members of the association will be billed annually in the month in which they joined.

- - - - -

DUES STRUCTURE AND SUGGESTED ANNUAL RATES

First member from a Rescue Ministry	\$125
Additional member from the same Rescue Ministry	\$100
Associate Member	\$150
Track Membership -- Each Track	\$ 60

Twenty-four dollars of your annual dues is for the association magazine.

- - - - -

Careful study will be necessary to accomplish a transition and appropriate dues rates as services are improved and added, and the membership is broadened.

Income from dues will not likely meet the needs of the association during the transition years. It is probable that additional contributions from members and others will be necessary to accomplish the objectives of the association in a desirable timeframe.

A requirement to serve on the Board of Trustees, in district leadership positions, and, possibly, on committees of both the national and district organizations, is to have signed the approved Statement of Faith of the Association. Service in these leadership positions would also be limited to regular members. As an alternative, it may be desirable to have all regular members sign the Association's statement of faith.

TOWARD A MORE PROFESSIONAL ASSOCIATION

Excellence is something that each of you strive for in your walk with the Lord and in your service for Him. We are encouraged by the Scriptures to continually strive for excellence. We should settle for nothing less.

Paul asks us to ". . . Walk in a manner worthy of the calling with which you have been called,. . ." And, He instructs us -- "Therefore, be imitators of God, . . ." Ephesians 4:1, 5:1.

The essence of professionalism in any field is a voluntary commitment to achieve excellence.

Society's high expectations and its tendency to judge a profession by its worst exemplars require action to enhance professionalism, to insure its triumph over mediocrity.

A comprehensive study of the history of Rescue Missions will indicate a continual improvement in their every aspect of professionalism. Yet, there is much more to do. More effort to establish uniform technical standards -- and even more importantly, uniform ethical standards -- will be the primary means of preventing abuses, enhancing the perceptions of others, and eliminating undesirable practices.

- - - - -

PURPOSES OF THE ASSOCIATION

Your Constitution indicts in Section 2 -- Object - "The principal objects -- are the fellowship and cooperation with all engaged or interested in Gospel Missions and other Rescue Work . . . in the mutual advancement of the cause of our Lord Jesus Christ."

Our recommendations concerning vision and the Mission Statement are in another section of this report. Therefore, we will not comment further on them here.

MEMBERSHIP

A separate section dealing with a suggested membership structure is included in this report. Therefore, additional comments are not included here.

WHAT IS A MISSION STATEMENT?

The June 1984 Christian Leadership Letter (published by World Vision) summarizes seven purposes of a Mission Statement --

1. It gives us a reason for being, an explanation to ourselves and others as to why we exist as an organization. This, in turn, attracts those whom God may have prepared to be a part of our ministry and turns away those whose interest and gifts may lie in other areas.
2. It helps us to place boundaries around our ministry and thus define what we will do and what we will not do. This can keep us from unknowingly drifting into many areas which may have nothing to do with our primary intent.
3. It describes the need that we are attempting to meet in the world. In a sense, this is our "Business Statement."
4. It gives a general description of how we are going to respond to that need. To some degree it defines the means we will use, e.g., radio or aviation.
5. It acts as the hook on which the primary objectives of the organizations can be hung. Eventually we should be able to connect all of the activities of the organization with the Mission Statement.
6. It helps to form the basis for the ethos (or culture) of the organization. How it is worded, as well as its content, says a great deal about our self-understanding. For example, one would expect the Mission Statement of a Christian organization to reflect Christian commitment.
7. It helps us to communicate to those outside the organization what we are all about.

ME OF THE BOARD OF TRUSTEES

The process of accepting regular members into the association is more cumbersome than it needs to be.

Recommendations

1. It is recommended that the Board of Trustees approve all Regular Members, upon approval of the district president.
2. Acceptance of Associate and International Members should be upon application submitted to and approved by (a committee of) the Board of Trustees.
3. New members' names and affiliations should be listed by category of membership in the next publication of the association's magazine.

STANDARDS -- SPIRITUAL, TECHNICAL, ETHICAL

There are various alternatives open to the association to provide standards for Rescue Missions.

The certification program, launched this year, is an excellent start. It is noted that the new program incorporates (by reference) the standards of the Evangelical Council for Financial Accountability (ECFA).

Recommendations

1. Launch a major effort to get as many missions Certified and Certified Excellent as soon as possible.
2. The Evangelical Council for Financial Accountability (ECFA) and the Interdenominational Foreign Mission Association (IFMA) have good certification programs. Establish a relationship with key persons in these associations to benefit from their experience.

NOTE: The ECFA deals with both technical and ethical standards as requirements for using the seal of the organization.

The IFMA has had standards for many years, but has only recently established a program to enhance compliance. The parallel of the IFMA and the IUGM (with respect to your increasing compliance for the standards in your Constitution, Section 3) should provide helpful assistance in implementing the new plan.

3. Expand the use of your logo. Add styles for use by Certified and Certified Excellent members.

THE BOARD OF TRUSTEES AND THE EXECUTIVE SECRETARY

In order to make the association more effective and efficient in providing services for its members and other constituencies, the following recommendations are made:

Recommendations

1. Grant the Officers and the Board of Trustees a more significant role in the management of the Association. This seems "safe" because the district presidents are members of the Board, and the Officers are elected at the annual business meeting.

It is not clear why the membership does not "trust" its elected district presidents and elected officers, constituting the entire Board of Trustees, to operate the Association on a regular basis. Effective operations of the Association will be greatly enhanced by a more efficient and timely operating structure.

Give greater support for the concept of "moving through the chairs."

2. Upgrade the position of Executive Secretary to the position of Executive Director.
3. The Board of Trustees should establish a committee to write a Position Charter/Job Description for the Executive Director. It seems that as a salaried employee of the association, there are sufficient safeguards to allow a greater trust/responsibility to be placed in the Executive Director.

PUBLICATIONS

The Horizons and International Voice are the two current publications of the association.

We have introduced the concept of newsletters for tracks to provide specific information that will be helpful to those interested in more detailed ideas and suggestions in their areas of responsibility.

Recommendations

1. Upgrade and enhance the Horizons magazine.
2. Integrate the International Voice information into the magazine.
3. Write a Purpose Statement for the Horizons, considering any revision in purpose of the Association, acknowledging a broader audience.
4. Broaden the content of the Horizons to include a Christian view of cities, seminarian perspectives, and the role of Rescue work in fulfilling the Great Commission in cities.

THE ROLE OF AN ASSOCIATION

"The Executive Secretary, at the time of his appointment, must be chosen from the rank of Rescue Mission Executive Heads, or one whose knowledge and experience of the work of Rescue Missions eminently qualifies him for the position." Constitution, Section 5.

The foregoing criteria for selecting an Executive Secretary reflects wisdom. Yet, it needs to be recognized that the function as the head of an association is a substantial different function than to have the experience of working in Rescue.

It is essential to provide your Executive Secretary with training and knowledge about the operations of an association.

The American Society of Association Executives has existed since 1920. As the name suggests, there is significant training and information available to assist in training the executive secretary in the role, functions, and operations of an association.

Recommendation

1. The Executive Secretary (Director) should join the ASAE and be trained in the vision, role, and function of an association.

It must be realized that your Executive Secretary is changing careers -- from that as the Executive Director of a Rescue Mission to that of the Executive Director of an association. This is a new career for him; he needs to learn to do the job well. It costs money to develop association leadership skills.

2. Seek ways to free up the time of the Executive Director for maximum utilization of his role in the affairs of the Association.
3. As in any Association, the work of the Board of Trustees and the Executive Director need to be coordinated and planned to maximize the effectiveness of the work of the Association in a comprehensive manner.

TRAINING PROGRAMS

Although training has been discussed elsewhere in this report, the following recommendation is added:

Recommendation

1. Establish a certification for individuals who have completed a competency level. Model certification and competency factors after certification programs of other associations.

DISTRICT STRUCTURE

It is our assessment that the District structure is a good one. As improvements are made on the national level, it is anticipated that the District functions will also be enhanced.

The district leadership can provide a more significant role in attaining greater cooperation and in coordination of ministry efforts within the District. In some Districts, there is a wide geographic separation of member ministries. However, several Districts have a number of members operating in a more limited geographic area.

Recommendations

1. More frequent training and other meetings should be held at the District level. Have three or four occasions a year when the District membership gets together for spiritual input, training, and business purposes.
2. Good stewardship and unity requires that there be a significant increase in the sharing of ideas, materials, and facilities within the member ministries.
3. Many areas of cooperation and coordination occur best at the national level, e.g., sharing of discipleship materials for women. By contrast, a sharing of a camp facility would be limited to missions within, say, one hundred miles of a camp facility. District leadership should look for ways to increase cooperation of member ministries.

FELLOWSHIP

It seems that the function of fellowship for the Association has not been adequately understood by various constituencies.

Recommendation

1. Consider fellowship as a by-product of any and all events of the Association.

Substantially all mission persons interviewed stated that fellowship, while an important factor, was not a sufficient purpose for holding meetings. Every person wanted substance in the meetings and was very concerned with the stewardship of their time and cost of attendance.

VOLUNTEERISM

As we visited the several missions across the country, we found that practices and effectiveness in the use of volunteers varied greatly.

A major responsibility of Rescue Ministries is to mobilize the local church in your ministries. This is not an easy assignment. Again, as we observed in the ministries across the country, there is a wide range of results in accomplishing the utilization of volunteers from churches in your ministries.

In addition, your Executive Secretary, as well as your Board of Trustees, must mobilize an increasing number of volunteers to assist in the work of your Association. The Association needs volunteers; each ministry represented in the Association must use volunteers. Both must increase their utilization of volunteers to be increasingly effective -- at a lower cost -- in the decade ahead.

Volunteers are more qualified in many areas of expertise than those who would serve on the full-time staff of ministries. They bring specific know-how in certain key areas. Yet, they would need training to assist in other areas of expertise -- particularly, in dealing with certain categories of clients.

It may be necessary to redefine certain projects that are done within a mission to have them fit volunteers.

There is a significant problem in scheduling and timing of work for volunteers. This must be understood and projects established in such a manner that volunteers, when available, can accomplish the work necessary.

Recommendations

1. Establish a track to give how to's in the training and mobilization of volunteers.
2. Use specialists in volunteerism to write articles for Horizons and to speak at district and national meetings.

OTHER CONSIDERATIONS

There are many services, functions, and roles for an association to undertake. The foregoing sections have included recommendations that were considered as priority for your Association. This is to provide you a list of other things to consider in the years ahead.

- + Office Location. It is suggested that you consider having your office in a Washington, D.C., suburb in order to have a presence in our Nation's Capital. There are many occasions when matters relating to urban problems would warrant testimony or representation from your Association. Increasingly, you will have more to say on important issues affecting legislation.
- + A Foundation. You will want to consider establishing a foundation to guide education and research to assist you on problems that you will be facing in years ahead. It will also provide an avenue for those who are interested in the longer range issues relating to inner cities and rescue ministries to be able to put their gifts where these issues will be undertaken through various research projects aimed at helping reach cities for Christ.
- + Computer Need. Your national office will need a computer for name and address maintenance, contributions records, receipting, accounting, and word processing. The cost of computers is decreasing at such a rapid rate that the cost justification is already existant for a computer. It might be that a gift of a computer would be likely as more and more firms are upgrading their capabilities.
- + Legal Matters. It needs to be recognized that associations have a unique position under the laws of the land. It is suggested that someone with interest in such matters, or an attorney who is interested in the Ministries of Rescue, be counsel to the Association in matters affecting its operations, as well as matters of general interest to members. Members should have a list of attorneys to call who would be familiar with the Association and unique issues relating to members in order to get knowledgeable advice and counsel at the lowest cost.
- + Membership Promotion. Acquisition and maintenance of members is an integral part of the Association's responsibilities. A word processor and other computer capabilities would greatly enhance dealing with cold and hot prospects for membership, welcoming new members, retaining new members, and collecting dues. Outling a promotional plan for membership acquisition is necessary.

- + Insurance, Other Programs. Although the Association has not been successful to date in providing group coverages for its members, such services are likely to be a part of your future. Initially, it might be well to offer an insurance program that meets needs that have not yet been met. For example, director and officers liability insurance, and counseling liability insurance are needs that have probably not been provided for by most member missions.
- + Surveys. Surveys have been taken by the Association. Recently there has been a broad survey taken by a professor at Pepperdine University. It would seem reasonable to ask seminaries and other institutions to undertake similar work -- covering issues in which you have an interest. This would provide an ever increasing base of research and statistics about your ministries and other related urban matters.
- + Annual Report. The Association should issue an annual report to give all constituencies a picture of what God has accomplished through the Association and its membership during the year. It is suggested that one issue of Horizons be identified as the Annual Report issue, which would include many reports focusing on the accomplishments during the year and plans for the future.

RURAL VALUES vs. URBAN VALUES

Frank R. Tillapaugh, in his book The Church Unleashed, helps us understand a significant factor which may help explain differing views of rescue ministries.

The following summary paraphrases his thesis --

The smaller city is more than a place -- it is a mindset. The same is true for the larger city. There is a rural/smaller city mindset and an urban/larger city mindset. Each have definite and distinct attitudes and ways of approaching life. These two differing value systems are often in conflict with each other. Most people either have a rural value system, or they have an urban value system. Not many are indifferent.

It seems that you are experiencing some conflict in this arena; it sometimes may be mistaken as a conflict between biblical and worldly values.

Characteristics of the two value systems are summarized here --

Rural (<u>Small City</u>)	Urban (<u>Large City</u>)
Status Quo	Change
Sameness	Diversity
Harmony	Conflict Management
Smallnesss	Bigness
Established	Mobile
Separate	Among

We have seen some of your members who have a strong rural value system, but who are serving in a major city. More typically, we have seen those with rural value systems serving in smaller cities. Conversely, there is a tendency to have an urban mindset among those who are serving in the larger cities. We sense that conflict results from a failure to understand the uniqueness of the two diverse markets that the association serves.

CONSIDERATION

Although it is not recommended, it would seem warranted for you to consider establishing two separate associations, two categories of membership, separate news letter content, or separate training programs for these two broad categories. It is essential for unity and harmony within the Association that you understand and accept the uniqueness described here as being culturally based and not theologically based.

UNITY IN DIVERSITY

There is no higher point of revelation than that reached in the Epistle to the Ephesians. The first three chapters build a great crescendo of awareness of all that we are in Christ Jesus. This is followed in the last three chapters by a great exhortation to live in accordance with this high calling. His first and major theme of this exhortation is a call to unity --

"I, therefore, the prisoner of the Lord, entreat you to walk in a manner worthy of the calling with which you have been called,

with all humility and gentleness,

with patience,

showing forbearance to one another in love,

being diligent to preserve the unity of the Spirit

in the bond of peace." Ephesians 4:1,2

It is incredibly important to work hard -- be diligent -- to preserve the unity of the Spirit.

Exegesis indicates that we received the unity when we committed our lives to Jesus.

Questions for you to consider are --

How are you doing in your work of "preservation"?

Have you lost some of the unity that Paul commands us to preserve?

Would others observe that the People of Rescue are demonstrating, "The Unity of the Spirit in the Bond of Peace"?

Based on our work during this study -- the answers to these questions are not encouraging, nor, do those of you with whom we have spoken feel good about the answers.

"If therefore there is any ENCOURAGEMENT in Christ, -- make my joy complete by being of the same mind, maintaining the same love, united in spirit, intent on one purpose."
Philippians 2:1,2

"Now may the God who gives perseverance and ENCOURAGEMENT grant you to be of the same mind with one another according to Christ Jesus; that with one accord you may with one voice glorify the God and Father of our Lord Jesus Christ."
Romans 15:5,6

". . . Barnabas . . . Son of ENCOURAGEMENT . . ." Acts 4:36

RECOMMENDATIONS

1. Resist a critical spirit.
 2. Become encouragers.
 3. Share the positive, avoid the negative.
-

RENEWED AND INCREASED VISION

BUILDING A DREAM

ENCOURAGING ONE ANOTHER

These will bring about an atmosphere of cooperation, and --

"Beloved, let us love one another, . . ." I John 4:7

An unconditional love -- a debt of love that is a biblical mandate -- accepting one another -- are essential to a successful future of service for our Lord !!!

"A new commandment I give to you, that you love one another . . . By this all men will know that you are My disciples, if you have love for one another." John 13:34,35