

**FIELD OPERATIONS MANUAL**  
**FOR GLOBAL DEVELOPMENT**

**FIELD OPERATIONS MANUAL FOR GLOBAL DEVELOPMENT  
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FIELD OPERATIONS MANUAL FOR GLOBAL DEVELOPMENT  
CONTEXT

This manual presents the basic designs for initiating and sustaining the ongoing movemental development dynamic within a region. It is intended initially to guide the Centrum trainers in the introduction of this concept in conjunction with a Development Practicum in the region. However, following the initial Practicum, this manual should serve to provide helpful guidelines for those assuming the responsibility of actualizing development as a formulating dynamic within the region.

The manual is broken down into four basic segments relating to the development task. First, the initiating tactics are actualized prior to, during, and immediately following the Practicum and Field Visitation Weeks are outlined. Then, the tools which enable the actual presentation of the opportunity to participate in support of the globe are described. Following this is a section pointing to the field designs which may be implemented within a region to ensure an ongoing structural relationship to the development dynamic. Finally, a section which describes the backup systems to enable flow and communications between centrum development and the region is included.

It is intended that the models included in this manual be catalytic in enabling movemental colleagues operating as the regional development dynamic to create the enabling constructs necessary to ground the development thrust firmly in movement formulation. It is NOT intended that this manual be considered a comprehensive compilation of models that will get the development task done without creative modification and supplementation at the regional level.

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SIX-WEEK TIME DESIGN

# THE WAR IS WON

THE MOBILIZATION				THE CAMPAIGN												THE MOD-UP															
WK II		WK I		WK II		WK I		WK II		WK I		WK II	WK I	WK II	WK I																
F	S	M	T	W	T	F	S	SUN	M	T	W	TH	F	S	SUN	M	T	W	TH	F	S	M	T	W	T	F	S	M	T	W	T
CALLING PRIORS		CR WITH PRIORS		LEADER SHIP		SET UP						F/ CALLING				CR. WITH REG. PERSONNEL		REPORT ON													
				PR.		↓																									
				PR. LEADER SHIP		CALL REPT.		VICTORY CELEB.		MEET H.S. ELL.		GALAXY		VICTORY CELEB.																	
PREPARATION				PRACTICUM												FOLLOW-UP															

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CONTEXT AND REGIONAL SITUATION EXCHANGE

CON-TACT	Initial Contact Call	Final confirmation	Final Rec. Check	Meeting with Prior	
	Mon. - 1	Mon. - 2	Mon. - 3	Fri. - 3	
C O N T E X T	Purpose of Practicum	How does Week _____ look?	Schedule confirmed	Rehearse purpose of meeting and format	Prior's role in Practicum
	Two weeks to build Regional system	Give comments on recruitment	Will arrive at _____	Transition from imperative to indicative	Participation in House.
	Traditional practices and participation	Who to invite and contact	All enablement covered	Rehearse miracle stories	Proposed model for two weeks and what is left.
	Past experiences with practics	Possibility of House participation	Transportation model worked out	Presentation of Practicum using manual	Go over last minute check list.
Q U E S T I O N S	Is Week _____ OK with your schedule?	How many have you invited?	How many are coming?	What will best sustain the Region once initiated?	Are there any recent miracle stories in the Region?
	Who in House is assigned to Reg'l Coordinator?	Who is gunning the recruitment?	Any help we can be to clinch recruitment?	Who is coming? Get names and data	Anticipate ways meeting will stimulate Region.
	How many in Region on Week II assignment list?		Are House assignments confirmed?	Who is not coming that should?	Relationship to Local Church and Development
	What is the level of metro development in Region.		Are transportation models worked out?	What mood expected?	Best ways to sustain the battle.
S	Caller Date	Caller Date	Caller Date	Caller Date	Caller Date

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PRACTICUM RECRUITMENT GUIDELINES

I WHEN

- A. Start recruiting at least 2 weeks in advance.  
Firm up in last day or two.  
Check again, last day--pass responsibility on to Metros.
- B. Twenty-four hour image--dinner Friday, 7 p.m. thru dinner Sat.--7 pm

II WHO

- A. Religious House  
Prior  
Development Coordinator  
Any other as Prior sees need
- B. Regional  
Guardians  
Regional Coordinator  
Metro Representatives  
Possible "callers"

III WHY

- To put continental funding in a year-long context.
- To gain a comprehensive view of global strategies over the next 4 yrs.
- To set the Region's goal for 1973.
- To participate in launching the Movement's regular giving system.

IV WHERE

LOCATION \_\_\_\_\_

COST \_\_\_\_\_

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DEVELOPMENT PRACTICUM MATERIALS

PRACTICUM MATERIALS		TRIP MATERIALS	
PARTICIPANT		LEADERS	
OPENING	REGIONAL CONTEXT	Report at the Great Turn	
Packet Cover Time Design LENS proposed schedule	1972 Regional giving record Regional projection	Leaders Manual JWM lecture Slicker lecture Continental strategies	Global GrassRoots Report LENS proposed schedule Continental Strategies Global projection Grid
	REGIONAL BATTLE PLAN	DECOR	Continental 1973 projection
GLOBAL STRATEGIES	1973 Regional development plan sheet	1. Three types of place mats a. Development Practici, (2 per.) b. Continental Grid (1 per.) c. Toward 20 Yr March (1 per.) 2. Posters Two each of 5 types a. Iron Man b. Global Grid c. All the Earth Iron Man d. All the Earth (2 Iron Men) e. Turn Signa;	Family budget form Pledge cards Development Practicum
	CLOSING		Family budget form Pledge card Geneva Office
1972 Continental giving record 1973 Continental projection Global projection grid Global projection chart Continental strategies Blank global grid Global GrassRoots Report			

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TEN SOUVENIRS OF YOUR VISIT

1. Three people self consciously holding the development dynamic in the region.
2. One Development Coordinator who has decided to stand accountable to the region and to Development Centrum for the regional development task.
3. Records complete and left with the Development Coordinator, the Regional Coordinator, and the Religious House Prior.
4. Consensus by the regional leadership on the regional and metro goals.
5. An imaginal year long development goal chart for the region created for the Religious House wall, of good quality, to go up at every Regional Council, and updated each quarter.
6. Follow-up model in the hands of the Development Coordinator, best if done by all three poles of the regional development dynamic.
7. Trained callers in the region.
8. Development workshop scheduled for next Regional Council to particularize next quarter's development strategies.
9. Development integrated into formulation model.
10. Suggestions for a quarterly evaluation and victory celebration.

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DEVELOPMENT WORKSHOP WORKSHEET

Name \_\_\_\_\_ Region \_\_\_\_\_ Date \_\_\_\_\_

A	Most likely movemental givers	\$	D	Signal Donors (\$500-1000)	\$
1			1		
2			2		
3			3		
4			E	Newly discovered old friends	\$
5			1		
6			2		
7			3		
8			4		
B	New turned on grads	\$	5		
1			F	Groups	\$
2			1		
3			2		
4			3		
5			4		
6			5		
7			G	Personally known possible givers (\$50-1000) give name and address.	
8			1		
C	Symbolic leaders	Metro	2		
1			3		
2			4		
3			5		
4			Comments:		
5					







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REGION DEVELOPMENT CALLERS SCHEDULE

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday

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DAILY APPOINTMENT ITENERARY AND LOG NOTES

Call 1. \_\_\_\_\_  
Team 2. \_\_\_\_\_

One sheet for each team for each day's appointment  
Region \_\_\_\_\_ Metro \_\_\_\_\_

Date \_\_\_\_\_  
Day of week \_\_\_\_\_

Orches- tration	Rat. Time	Act. Time	Name - - - - Address- - - - City	Phone	\$ Goals	Pre-call Data	\$ Act.	Notes
Break- fast	5:00							
	7:00							
	9:00							
A.M.	10:30							
Lunch	12:00							
	1:30							
P.M.	3:00							
	4:30							
	6:00							
Dinner	7:30							
Eve	9:00							
	10:00							
	11:00							

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DAILY POST CALL COMPLETED CALLS REPORT SHEET

Call 1. \_\_\_\_\_ (Fill out at the end of each day from results of appointment itinerary sheet.)  
 Team 2. \_\_\_\_\_ Region \_\_\_\_\_ Metro \_\_\_\_\_ City(ies) \_\_\_\_\_ Date \_\_\_\_\_

	Name	Address	City	Phone	Gift \$	Situation Evaluation	TY	Follow up
1								
2								
3								
4								
5								
6								
7								
8								
9								
10								
11								
12								
13								
14								

Daily Report Summary	Cash in hand	Promises (hard)	New Pledges	New Bank Drafts	Likely Promise Today	Contacts Today	Contradictions/Immeratives	Requests	New Possibilities Uncovered (use back if necessary)
	#	#							
	\$	\$							





## FIELD OPERATIONS MANUAL FOR GLOBAL DEVELOPMENT

## STORY AREAS FOR DEVELOPMENT

STORY AREA	NEED	PRESENTATION MATERIALS
5TH CITY	---Replication in your area ---Preschool ---Health Outpost	--- <u>Image</u> (Number 8) ---5th City Voice ---1972 Annual Report
ITI	---Scholarships ---Research and Training ---Equipment/Materials	---ITI Schedule (1969 - 1974) ---Global Report (Fall 1971) ---ITI Caracas (Proposal)
RESEARCH ASSEMBLY	---Scholarships ---Faculty Training ---Grants to Publish	---NSV Tract ---A Practical Vision of the NSV ---Summer '73 Brochure
LENS	---Research ---Scholarships ---Materials	---Spring Quarter Schedule ---Lens Tract ---Lens Brochure
LOCAL CHURCH PROJECT	---Research ---Training Scholarships ---Grants to Publish	---Local Church Tract ---Report at the Great Turn ---Master Index





FIELD OPERATIONS MANUAL FOR GLOBAL DEVELOPMENT  
OPERATING MODEL FOR APPOINTMENT SETTING

CONTEXT AND RUBRICS

1. REALIZE STANCE OF COURAGEOUS FORTHRIGHTNESS AS ONE WHO IS ON BUSINESS FOR THE KING.
2. Recognizing the importance of the occasion - team coming from Chicago
3. Remember the trip is contingent on the number of priority appointments. As many appointments with the priority givers as possible is what will bring in the greatest return.
4. A 'No' to an appointment does not need to be a 'No' to a gift. By brooding over the objective and creating a pitch for your own use, the person may be contexted right then if he would not give appointments. With no contact for adequate contextualization there will not be the chance for large long-term support cultivation. Appointments are key. The entire weight of the mission is on the appointment-setters' shoulders at that stage of the battleplan.
5. If several persons are setting appointments be sure to cross-check coordination - thinking through a general strategy of teams in geographic areas on specific days should avoid the contradictions of appointments duplication and travel time.
6. Use both Daily Appointment Sheets (one/team/day) and Master Itinerary.

PHONE CONSTRUCT ---- for Appointment Setting

INTRODUCTION	SET CONTEXT	GIVE REASON	SET APPOINTMENT
- Introduce self - Establish rapport	-Say who is coming: Staff from E.I. Metro or Regional colleague -To visit friends and colleagues in the region	-To get support for programs old and new - Share with you the progress of the work - progress of the overseas work	- Offer two options for appointment:AM/PM - Get recorded: time, place, date

"Hello, Jim..... Staff from the EI Chicago will be in our area next week talking with a number of friends and supporters about the progress of our overseas work (what's happening in India and the Pacific). I wonder when would be a time they and someone from our region could come by and talk with you about this and to raise the question of your support?"

We have two appointment openings: one at ---a.m. and another at ---p.m. Which of these times would be good for you? (Have other options in mind).

Thank you. They will see you then. Goodbye.

Remember, every man is on a journey. It is our privilege to bring a new word of possibility to his life. If he is happy or angry, expectant or hostile, treat him with the indicative.

THE FAMILY AS MISSION IN THE WORLD

The function of a budget is to bring relative order into the economic aspects of their life from the point of view of their self-understanding. The perspective in this effort is that of the Family as Mission in and to the human enterprise of civilization

I THE FAMILY AS MISSION IN THE FAMILY The Responsibility of the Family for the Family				II THE FAMILY AS MISSION IN THE POLIS The Responsibility of the Family for Society					
MATERIAL NECESSITY	A. Funds directed toward: THE PHYSICAL MAINTENANCE of the Family				A. Funds directed toward: THE ECONOMIC STABILITY of the Polis				ECONOMIC ORDER
	1 Housing	2 Utilities	3 Sustenance	4 Health	1 Life Insurance	2 Other Insurance	3 Vocational Tools	4 Investment Savings	
COMMUNAL STRUCTURE	B. Funds directed toward: THE SOCIAL DEVELOPMENT of the Family				B. Funds directed toward: THE POLITICAL SECURITY of the Polis				POLITICAL ORDER
	1 Personal Appearance	2 Home Decor	3 Education Provision	4 Trans- portation	1 Income Taxes	2 Property Taxes	3 Misc. Taxes	4 Automobile Taxes	
SOCIAL USE	C. Funds directed toward: THE RATIONAL SIGNIFICANCE of the Family				C. Funds directed toward: THE CULTURAL EFFECTIVENESS of the Polis				CULTURAL ORDER
	1 Cele- bration	2 Recreation	3 Vocations	4 Allowances	1 Church Benevolence	2 Social Benevolence	3 Extension	4 Cash Savings	

## FIELD OPERATIONS MANUAL FOR GLOBAL DEVELOPMENT

## GROUP PRESENTATION MODEL—PROSE

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GLOBAL SITUATION: Local man across the planet today stands waiting for the call to participate in creating the new earth. Every old solution and every old excuse has been exposed as irrelevant. This is the time of the Great Turn of the spirit movement forces toward society for the task of calling all nations to participate in the great resurgence of humanness that is global in scope. We stand at the threshold of a great 20 year march of the spirit forces across the globe that will release a Mass Movement to engage in global reconstruction by raising up signs of possibility in each area of the globe. The Global Task of these awakened forces is creating concrete demonstrations for embodying the reality that all the earth belongs to all the people. These spirit forces are engaged in their catalytic calling only to enable every Last Fat Lady to creatively engage in shaping the new earth.

GLOBAL STRATEGIES: Global strategies lead to seriousness and direction in the re-creation of global care, providing the common vision that draws forth that disciplined response. The Global Priorities and the Global Grid indicate the approach of strategically selecting target areas for sociological signs that will have the greatest impact on global renewal. The East is the decision to take the impossible and do the possible, enabled by the ITI's, Lens courses and the Religious Houses developed in Sub Asia and SeaPac. The West, in addition to raising initial signs of renewal in the 5th City Project and the Local Church Project, North America includes breakopen activity in Europe with the Lens courses and the Religious House Development, as well as contact with Russia. The South is calling for training methods for the ancient church, struggling for new forms of conveying the power of the Word to the 20th Century and revealing the gift of every culture.

THE DEVELOPMENT INDICATIVE: The Development Indicative points to the fact that the movement is charged with caring for the globe and therefore is responsible for the present economic inequity. Global Budget Balancing involves building the structures that enable movement colleagues to participate in funding the globe. Enabling Self Support is creating the practical operating modes to encourage global self support. The Movement Sustains the Movement, that is, it recognizes the revolution by the stance that the movement always holds the economic balance of power by taking major responsibility for the financial burden. Development as a Sign is the demonstration of repentance through concretely building a model which globalizes economic expending and localizing decision making.

CORPORATE FUNDING: Development is a transformed dynamic in the movement as it is now necessary to corporately respond to global and local needs with our resources through an on-going regional plan which enables regularized and sacrificial giving. The global projection for 3.1 million dollars has been determined on the basis of the current need and the 1972 giving analysis. Of the 3.1 Global Need, each region consenses on its share of financial responsibility for the globe. Then each person is in a position to evaluate his own Given Resources, determine his current Missional Expenditures through a missional screen, and finally, to make a decision about the amount of his pledge. The Financial Response of some families will be more than \$200 per month; however, others will not be as much but may be significantly more than had been imagined.

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Intro: global spirit man

GROUP PRESENTATION MODEL

GLOBAL SITUATION		GLOBAL STRATEGIES		DEVELOPMENT INDICATIVE		CORPORATE FUNDING MODEL	
Great Turn		Global Priorities and grid		Global Budget Balancing		Global- Local Need	
Releasing Mass Movement		East		Enabling Self Support		The Given Resources	
Global Task		West		Movement Sustains Movement		Missional Expenditure	
Last Fat Lady		South		Develop. as a Sign		Missional Response	

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PROSPECT RECORD CARD

Mr.  
Mrs.  
Miss  
Dr.  
Rev.

\_\_\_\_\_

last name

first name

\_\_\_\_\_

Region

Metro

\_\_\_\_\_

Home address

city

state

zip

\_\_\_\_\_

Business and position

\_\_\_\_\_

Business address

city

state

zip

\_\_\_\_\_

home phone

office phone

\_\_\_\_\_

Local Church

city

state

\_\_\_\_\_

Movement role

VISITATION PREPARATION

Present Movement relationship:

ACTIVE  
EMERGING  
DORMANT  
UNFORMULATED  
LATENT

Financial potential:

Amount requested now:

Church relationship:

Personal Data:

Approach and Story:

FORMULATION HISTORY

year	gift	courses
Pre 1970		
1970		
1971		
1972		
1973		

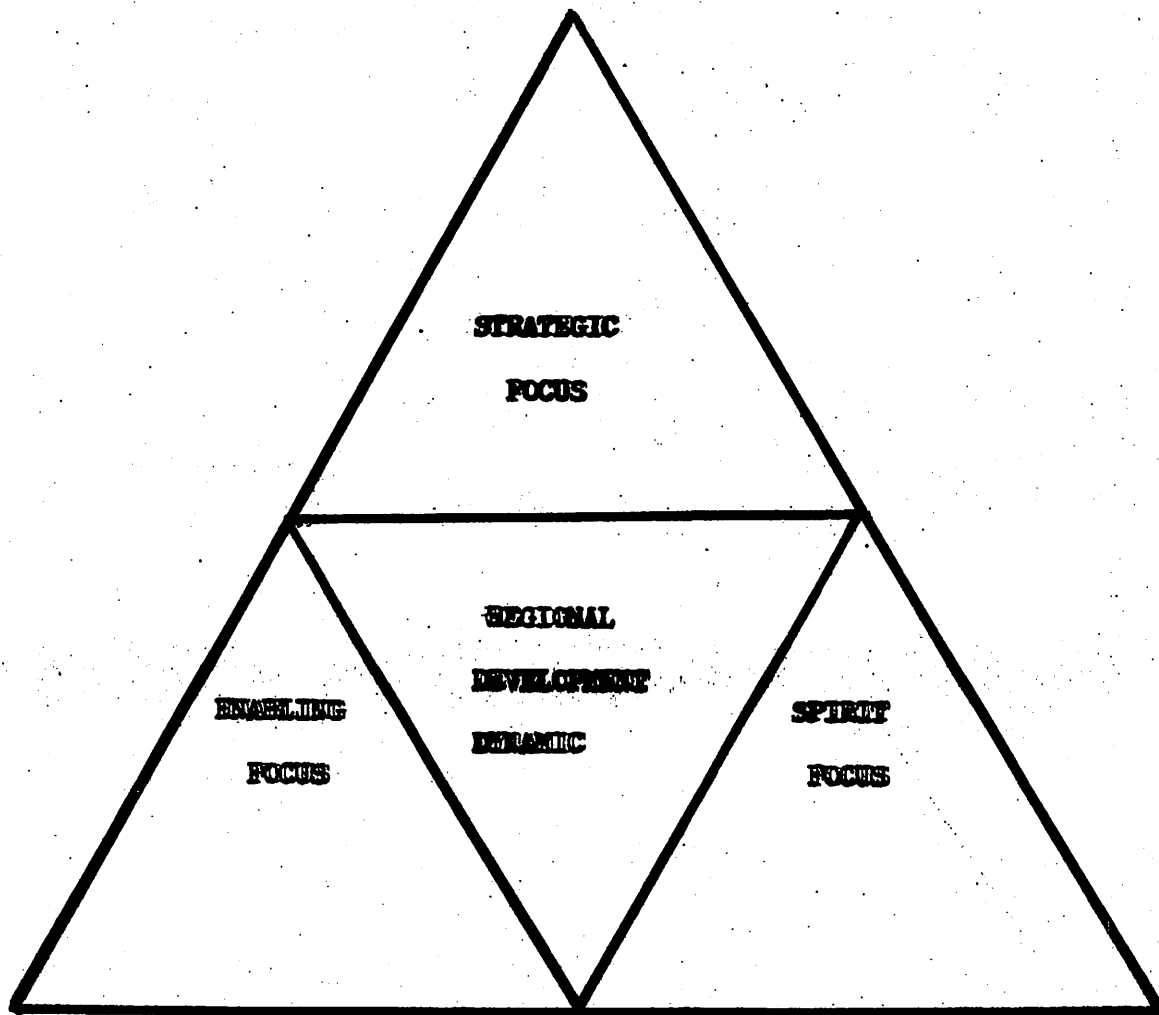
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REGIONAL DEVELOPMENT DYNAMIC

REGIONAL DEVELOPMENT DYNAMIC

	ENABLING FOCUS	STRATEGIC FOCUS	SPIRIT FOCUS
<b>TASK</b>	Active development consciousness	Healthy regional dynamic	Comprehensive spirit care
<b>ROLE</b>	Actualizer	Orchestrator	Contextualizer
<b>EMBODIMENT</b>	Guardian	Regional Coordinator	Religious House Prior
<b>CONCERN</b>	Money	Movement	Lives
<b>ACTIVITIES</b>	1. Development week set-up 2. Personalized pledge follow-up 3. Reg'l troop training for dev. presentations	Development on Reg'l Quarterly Calendar  Global Dev. Report at Reg'l Council  Development-included in formulation model	Contexting on economic expenditure  Development-related celebrations  Lecturing on global need

FIELD OPERATIONS MANUAL FOR GLOBAL DEVELOPMENT  
REGIONAL DEVELOPMENT DYNAMIC

In initiating global development at a regional level, the following analysis of the dynamic has been helpful.. As the chart on the next page indicates, each focus would be grounded in a role played by a group or person in the region.



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CONTINENTAL DEVELOPMENT CALENDAR

	WINTER			SPRING			SUMMER			FALL		
	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
Regular Mailings	i.e.		i.e.		i.e.		i.e.		i.e.		i.e.	
Seasonal Mailings		Lent				Pentecost					Advent	
Developm't Mailings	thank-you letters											→
	GGR											→
	pledge reminders			pledge reminders			pledge reminders			pledge reminders	Christmas Gift * Appeal	
Special Mailings												
Developm't Events	PRACTICUMS			DEVELOPMENT WEEK			BLITZ			DEVELOPMENT WEEK		

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DEVELOPMENT WEEK PREPARATION

DEVELOPMENT WEEK PREPARATION

REG'L COUNCIL	PRECEDING QUARTER			THIS QUARTER						
9				4	3	2	1	WEEK 0	1	2
MAKE BATTLE PLAN  PUT TACTICAL MEETING ON REG'L CALENDAR				RECRUIT TACTICAL PLANNING MEETING	DETAILED TACTICAL PLANNING MEETING	SET UP	SET UP	A C T U A L I Z A T I O N	PIN DOWN REMAIN- ING GIFTS	FOLLOW UP

FIELD OPERATIONS MANUAL FOR GLOBAL DEVELOPMENT  
GUIDELINES FOR STRATEGY IMPLEMENTATION

I. TYPICAL STRATEGIC APPROACHES

- A. Maximize program income (course fees).
- B. Use already-existing formulation structures
- C. Actualize regional development activities
- D. Permeate and pitch non-Movement groups

II. SPECIALIZED STRATEGIC APPROACHES

A. In relation to REGIONAL BUDGETS

The common continental image is that course fees cover all regional expenses. This can in fact be true using the following image.

RAISE COURSE INCOME	LOWER COURSE EXPENSE
Recruit 25+ participants Recruit <u>paying</u> participants Raise course fee	Obtain low cost facility Develop in-kind food/materials
*Send excess to cover regional expenses. or *Image every course at a cost of \$350 rather than \$300.	

Some stories which are helpful in understanding the rationale behind self-support in North American regions are as follows:

1. North American Rathole:

Confining North American regional budgets to course fees is an arbitrary, structural way of seeing that we don't pour all our money into North America. Without some such limit, North American metros could have \$40,000 budgets to promote their own formulation while other parts of the globe were never even penetrated.

2. Recruitment Motivation:

Having a regional budget to cushion course deficits undercuts the motivation to have at least 25 paying participants.

B. In relation to GALAXY FUNDING

- 1. Galaxy churches are accountable to the Local Church Project for support of their portion of the cost. The support model to cover this requires that each church participate to the extent of \$2400 per year. On half of this support comes from the committed church leadership (Auxiliary), and the other half comes from the congregation (Local Church budget).

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 GUIDELINES FOR STRATEGY IMPLEMENTATION

2. Persons participating in Galaxy churches who see themselves as the global movement, and who are participating in this financial model as the auxiliary dynamic often experience an imaginal difficulty regarding further personal participation in movement funding.
3. In order to release further sacrificial giving possibilities within Auxiliary families, the primary development strategy needs to revolve around the building and/or actualizing of a model for fulfilling the Auxiliary members obligation to the Local Church Project. For example, the currently recommended model built on the Corporate Economic Power Unit (CEPU) rationale may be used to enable this to occur.
4. If the Auxiliary is meeting the \$1200 costs outlined by the Local Church Project, it is appropriate to approach Local Church Auxiliary families for global movement support. The context of the global replication of the Local Church Project might be especially helpful, as the image below indicates.

No. Amer. Continent		Global Expansion
Comm.	Congregatn	
Ldrshp		
\$1200	\$1200	
LOCAL CHURCH PROJECT		

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DATA OUTPUT

OUTPUT

<p>MONTHLY</p>	<ol style="list-style-type: none"> <li>1. RS-1 grads by metro and giving history</li> <li>2. RS-1 givers by metro by amount</li> <li>3. PLC g rads by metro</li> <li>4. Givers by metro</li> <li>5. Source breakdown</li> <li>6. Special gift pledged that month and not paid, by metro</li> <li>7. Labels for current pledgers</li> </ol>
<p>QUARTERLY</p>	<ol style="list-style-type: none"> <li>1. All gifts greater than \$100 by metro</li> <li>2. New givers by metro by size gift</li> <li>3. Fledge reminders             <ul style="list-style-type: none"> <li>Year</li> <li>Yearly pledge</li> <li>Amount required to be current</li> </ul> </li> </ol>
<p>YEARLY</p>	<ol style="list-style-type: none"> <li>1. List of givers and amount by year by metro, and descending gift size</li> </ol>
<p>ON CALL</p>	<ol style="list-style-type: none"> <li>1. December and August Continental Prioritized Printout</li> <li>2. August metro and zip order printout</li> </ol>



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REGIONAL FUNDING DESIGN: OFFICE RHYTHM

ITEM	WEEK I	WEEK II	WEEK III	WEEK IV
Thank You	Prepare camera ready copy	Print, record and run MTST thank you's	Address and send	
Global Grassroots Report	Prepare camera ready copy	Print	Address and send	
Pledge System	*Request printout for last quarter's pledges	*Fill out and send pledge reminder Run labels-pledges		Send pledge acknow. to regional colleagues-RS-1 pledges
RS-1		Send MTST letter to previous mo's. \$ promises	*Prepare and print RS-1 follow up Run labels for last month's grads	Send RS-1 follow up
Pedagogue Appeal	Send past months ped. appeal			Prepare ped. appeal MTST over \$20 givers Print all others
Special Appeals				
Regional Report and Accountability		Send mo. rept.form *1st mo. of qtr.-- pledge acct. *2nd mo.-not paid	Phone regional actualizer	
Bank Draft Procedures	Send bank's indemnification form	Print necessary checks and make data cards	Deposit	Send out renewal letters; cancellation letters
Daily Deposits	Refer to daily deposit proced.	Refer to daily deposit proced.	Refer to daily deposit proced.	Refer to daily deposit proced.

\*Do once per quarter.

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CONTINENTAL DEVELOPMENT MONTHLY PHONE CALL

INTRO AND RITUAL	GLOBAL HAPPENING	MIRACLE STORY DEVELOPMENT	SIGNAL EVENT IN YOUR REGION	LAST MONTH'S ACCTBLTY/ ABSOLUTION	FUTURE MONTH'S PLAN	CLOSING AND SEND OUT