

MARCH 2020

# COVID-19 Plan



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# Overview

Ministries are faced with a once-in-a-lifetime event that will impact them for years. The impact is still unknown: Ministries that rely on international travel are grounded. Face-to-face service for vulnerable populations has stopped or is severely limited. College ministry has been canceled. Conferences that fund well-known organizations have been canceled. Christian camps are bracing for a summer without guests. Sports ministries are banned from playing. The list goes on, and it doesn't even account for the financial crunch.

TLI exists to establish and strengthen local churches and their leaders around the world. That mission has been predicated on the ability to travel internationally, either to move to locations around the world or visit sites on short-term trips in order to teach. With the COVID-19 outbreak all of this has ground to a halt, and any plans for a restart are impossible to make as timelines change. Compounding this is the fact that while Western countries might get a quicker handle on the outbreak and have treatment options, the locations where we serve will have significantly different responses, timelines to containment, risk, and care options.

## SERVE

Opportunities for gospel proclamation and service abound. With the grounding of travel, we have opportunities to serve the people with whom and near whom we live in more concentrated ways. We can leverage this time to serve our family, church, supporters, and neighbors.

## RETOOL

A pause on all travel is going to allow us to catch up on projects that have been sidelined, improve our skill, and streamline processes. It allows us to evaluate how we are doing things and explore new ways of doing things. Each staff member, on top of TLI-related work, will have a personal development plan.

## REFRESH

With a significantly modified schedule, this time will be an opportunity to pursue projects that we would never have time to do. This is a time for many on staff to connect with their family and spend extra time with the people with whom they live.

# Overview of Challenges

## MISSION PAUSE

The ability to travel and teach is impossible, and teaching over internet to live classrooms is not possible, not just for philosophical reasons, but because internet speeds in places where we teach will make any interaction over video very challenging. Because preparing to teach and traveling on trips are measurable activities with clear goals, it will be important to help everyone create projects that help them remain on task and serve to make them better able to serve the global church.

## SPLINTERING OF ORGANIZATION DUE TO SILOED WORK

With the office closed and personal interaction minimized, it means the only times we will interact is during planned meetings. Support-based mission organizations are always in danger of an independent-contractor mentality, as everyone raises their own support to join. Now the problem is greater. Each area will now be more heavily focused on its own groups, and interaction will primarily be with co-workers that work in the same area of ministry. This has the potential to create competing instead of complementary ministries within our organization.

## APPOINTMENT AND HIRING

The appointment of new staff will be made difficult because we will not be able to meet face-to-face nor see people teach. We can still begin the interview process with anyone that applies, but we will not be able to appoint people to US staff teaching positions who have never previously traveled with us. There may be cases where we appoint administrative positions without meeting in person. We will take each decision on a case-by-case basis.

It will be easier to appoint Global Partners whom we already know and who have established relationships with people overseas. Any date of deployment will be decided on a case-by-case basis.

## APPOINTED STAFF AND MISSIONARIES

Appointed staff and missionaries are now stuck with an inability to meet with people face to face to ask for support. That, along with the financial climate, will make it challenging to find people who want to start supporting a new person.

## RETAINING SUPPORT

Personal and organizational development will be very challenging. Donors of missionaries will be loath to cut their support, but if the economy spirals downward, there will be no money to give. We are asking each of our staff to budget assuming a 20 to 30% reduction of donor base.\.

## STRATEGIC PLANNING ON HOLD

This year we were planning to formulate a plan for the next three years of ministry. That has all been put on hold. We no longer know what opportunities or threats are ahead of us beyond the next few months. This plan serves as our strategic plan for 2020. We will revisit planning for the future as the crisis comes to an end.

# Impact Level by Department

## **HIGH IMPACT: NON-FORMAL TRAINING, FORMAL TRAINING, SHORT-TERM MINISTRIES, MOBILIZATION**

The biggest impacts are on teams who can no longer travel, as well as on our limited ability to recruit teachers and churches for future trips. Churches and individuals will be cautious to commit to international travel in the near future, even if travel restrictions are lifted. These departments will also freeze appointments of people we have yet to meet and teach with. As Josh Montague has said, we will need to redeem the time when International Trainers are not international training.

## **HIGH IMPACT: DEVELOPMENT**

Development work will shift primarily to donor care, with calling and praying with current supporters. New partners will be hard to find, as staff, global partners, and those who are appointed will not be able to meet with people, visit churches, or guest preach. As the economic fallout occurs, we will see some supporters lose jobs and churches shrink their budgets. We will also see extraordinary generosity from people who love those working for TLI and support our mission.

## **MEDIUM IMPACT: GLOBAL PARTNERS, DIASPORA TRAINING, OPERATIONS**

Global partners “on the field” remain in their places where they serve. Some have been kicked out of the country in which they were living and others have had to delay departure.

The impact on diaspora training is similar to international ministries in the short-term. However, the domestic travel and restrictions on gatherings may be lifted much sooner than those for international travel, allowing diaspora training sites to restart.

## **LOW IMPACT: CHURCH PLANTER TRAINING, CURRICULUM**

Church planter training is still in its infancy, with curriculum being written and sites being chosen.

The curriculum team is continuing their work without very much disruption, and if anything, will see an increase in productivity. The most significant impact to their work is the inability to do field testing on initial drafts of new courses.

# Global Partner Ministry

## IMPACT

Because most of the work of the Global Partner Care Team occurs in Minneapolis, it is minimally impacted by travel restrictions of COVID-19.

## TEAM OBJECTIVES

### 1. Immediate

- a. Continue to track COVID-19 and its potential impact on GPs.
  - i. Make sure evac plans are fresh for the three remaining TLI Global Partner families.
  - ii. Refresh all emergency contacts.
  - iii. Form contingency plans for US housing.
  - iv. Maintain regular (at least weekly) contact with each Global Partner and appointee through phone, video, or email.

### 2. Two weeks

- a. Secure biblical counseling services on retainer for Global Partners with ACBC.
- b. Succession planning
  - i. Ensure that GP policies & procedures are in writing, current, sensible, and easily accessible to TLI staff.
  - ii. Review and update all GP personal data on Insightly.
  - iii. Centralize GP Care Tracking into one document in Insightly, and make sure a member of the Executive

Council owns the administrative control so access can be granted to others as needed.

- iv. Establish staff support backup protocol.
- c. Onboarding: Working with Matt Rowley from TLI Canada, we will set up the families as much as is possible given TLI Canada's legal status.
- d. Orientation: Given that we need to onboard TLI Canada GPs, we will familiarize Matt Rowley with TLI hiring policies, procedures, and forms used with Global Partners.

### 3. One Month

- a. Joost Nixon
  - i. Global Partner Director Duties
    - 1. Vet potential Global Partners.
    - 2. Continue to provide care for Global Partners, especially in light of COVID-19 issues.
  - ii. Course prep and development duties
    - 1. Marriage & Family, Liberia, Summer 2020
    - 2. Ethics, Serbia, September 2020
    - 3. Non-formal course 2
  - iii. Reading
    - 1. *Diaspora Missiology* by Pocock & Wan
    - 2. TLI reading challenge
- b. Bruce Brandenburg
  - i. He will continue to assist as able with missionary prep and care.

# Global Partner Ministry (continued)

## 4. Two Months

- a. Continue course prep for two formal classes, and one non-formal class. Possibly teach in Liberia twice in Summer of 2020 (June/August).
- b. Continue serving as Director of Global Partners until successor is found by vetting and onboarding new Global Partners, and caring for existing partners.
- c. Assist in vetting Global Partners.
- d. Continue to give care for TLI Global Partners.
- e. Reading
  - i. *Tender Care* by Reagon Wilson and David Kronbach
  - ii. *Serving As Senders: How to Care For Your Missionaries* by Neal Pirolo
  - iii. *Follow Me* by David Platt
  - iv. *Counseling the Hard Cases* by Stuart Scott and Heath Lambert
  - v. *A Loving Life* by Paul Miller

# Non-Formal Theological Education

## IMPACT

Short-term trips have been canceled and the consideration of new sites is currently on hold. All Non-Formal ITs are now working remotely with all travel plans being held tenuously.

## THREE MONTH PLAN

### 1. An Aggressive Plan for Personnel Development

- a. Options: Online classes, extended reading plan, aggressive writing plans.
- b. Each staff member has submitted a plan, and will have their plan approved by the Director of Non-Formal Training.
- c. Each Non-Formal IT will submit a weekly update to the Director of Non-Formal Training weekly.

### 2. Participation in System and Protocol Cleaning and Development

- a. Site Coordinators will review, revise, and rewrite the following:
  - i. Trip Leader's Guide
  - ii. Site Summary Documents
  - iii. Site Budget
  - iv. Any other relevant materials by April 17, submitted to Director of Non-Formal Training, who will suggest revisions and approve by the end of April.
- b. If shutdown extends past three months, Site Coordinators will develop the following:

- i. An annotated bibliography of non-fiction, fiction, film resources, etc., for gaining cultural knowledge about their site. This should be beneficial to a volunteer teacher.
  - ii. Cultural dynamics of their site using a grid based on Meyer's The Culture Map, again beneficial for the volunteer teacher.
  - iii. A "history of missions and the church" relevant to their particular site (missionary bios, church history, etc.), beneficial for volunteer teachers.
- c. All ITs will participate in a group effort to collect, systematize, and organize templates and forms in the New Site Development Process. .

### 3. Kickstart Certification Process

- a. Each of our of courses requires certification to lead a trip overseas that utilizes that curriculum module. Certification includes reading, discussion, study, and teaching the course to each other. (See the next section in this Master Plan)

### 4. Support Raising and Donor Communication

- a. Each IT should write a monthly newsletter to their supporters.
- b. Over the course of this 3-month period, each IT should individually write each supporter.
- c. Develop a mid-term (6 month) and long-term (9-12 month) plan for raising and maintaining support without physical meetings.
- d. Other suggestions:



## Non-Formal Theological Education (continued)

- i. Develop, record, edit, and distribute videos to share with donors reflecting on past trips, anticipating new trips.
- ii. Set up phone/video meetings with each supporter to encourage them and pray for them during this time. .

### **5. Other Options, As Assigned or Approved by Director of Non-Formal Training**

Each Non-Formal International Trainer will continue to report online to the Director of Non-Formal Training weekly via a revised-for-pandemic Google Form and via video/phone as needed.

# New Certification Schedule

## 1. Meeting #1: Intro and Concept (2.5 hours total with two 1 hour meetings and a break)

- Assignment: Readings will be sent out. Participants need to be prepared to present if called on.
- Part 1 (Large Group) – Jonathan Worthington introduces educational or philosophical concept (Zoom meeting).
- Part 2 (3 Small Groups) – Jonathan Worthington, Josh Montague, Duane Tweeten lead groups through material. All participants should be ready to present a summary of the article/video and an application from their international teaching experience (3 separate Zoom groups).

## 2. Meeting #2: Curriculum Overview (Large Group; 2 hours with a break)

- All participants should have read and be familiar with the course Teaching Manual.
- Worthington or Montague will overview the course and teach through Lesson 1.
- Worthington or Montague will talk about mentoring issues with this course.

## 3. Meeting #3: Lesson Practice (Small Group; 2 hours, 2 parts with a break)

- 3 small groups led by Worthington, Montague, Tweeten.
- 2 lessons selected for teaching (45 minutes each). All participants will be assigned one lesson that they should be ready to teach if called upon.
- “Random” selection for who will teach.

Meetings will be scheduled by the Director of Non-Formal Training, according to the following chart:

2020	New Group	Veterans*
Apr	Course 1	Course 3
May	Course 2	Course 4
Jun	Course 3	Course 5
Jul	Course 4	Course 6
Aug	Course 5	Course 7
Sep	Course 6	Course 8
Oct	Course 7	Course 9
Nov	Course 8	
Dec	Course 9	

\*previously completed 1&2 certifications

**Summary:** Uncertified staff start with Course 1 in April. Previously certified staff start with Course 3 in April.

This certification process will help you be *familiar* with and *prepared* in Curriculum 2.0. But more than this, it will help you as Trip Leaders increase the *unity* and *continuity* of educational objectives and methods across the curricular process as you mentor diverse STMs to catch the vision, understand the content and logic, and grow in educational and cultural sensitivity.

# Formal Theological Education

## IMPACT

All trips currently canceled through June. Formal Team members and volunteer teachers have had their courses postponed or canceled. TLI's partner schools have ceased holding classes. The path forward is unclear for each school. The members of the Formal Team do the majority of their work individually. Since half the team is already remote, we should not experience a significant change in how we go about our US-based work.

## STRATEGY FOR TRIP CANCELATIONS THROUGH MAY

### 1. Assisting our National Partners

- a. Each site coordinator will work with the national partners to determine how the schools would like to proceed. The site coordinators will be pushing the national partners to think about solutions for training if the travel restrictions remain in place through 1) June, 2) September, 3) December or 4) indefinitely.
- b. Some options include:
  - i. Pushing back the canceled courses to a time we cannot yet define when the TLI instructors will deliver the courses in person.
  - ii. National partner teaches the course using their own faculty. TLI would assist by providing written materials and suggestions for teaching the course.
  - iii. National partner teaches the course with the assistance of a limited amount of live video lecture by the TLI instructor. Live video teaching will not be an option

for a majority of our schools because of low internet connection speeds.

- iv. Find an existing video course to use for the lecture portion of the class. Assignments and assessments would be handled by the national partner and TLI.

### 2. Formal Team Work Requirements

- a. Site coordinators will be in consistent communication with national partners about adjusting the strategy for their schools as noted above.
- b. Contact ministry partners to ask them how they are doing and help them understand how we will be using our time while not traveling. Contact all ministry partners by the end of May.
- c. Continue to prepare courses. All course preparations should be completed by the originally scheduled delivery date. This includes developing the syllabus, course assignments, course assessments, classroom exercises, and lecture material. This will ensure that courses will be ready for delivery if travel becomes possible again and trips are scheduled close together, or if a school adopts an alternative delivery method.
- d. Expedite work on existing professional writing projects
- e. Work on a site development project
- f. Develop a syllabus template for each of the courses TLI teaches at the school.
- g. Revise the Trip Leader's Document for your site.

## Formal Theological Education (continued)

- h. Write out a description of the ideal graduate for your site with the intention of helping TLI instructors understand the overall goals of the school.

### 3. Team Development

- a. In order to improve our teaching skills and stay connected with one another, the Formal Team will study a book together. Each week we will have read a chapter out of a book and will meet to talk about how the ideas in the chapter can help us in our teaching. Each month, this study will include developing at least one lesson that incorporates the book discussion.
- b. First book study will be Ford, LeRoy. A Curriculum Design Manual for Theological Education. Nashville: Broadman Press, 1991.

### STRATEGY FOR TRIP CANCELATIONS THROUGH SEPTEMBER

#### 1. Assisting our National Partners

- a. Inform national partners and TLI instructors of the cancelations and discuss with them the impact of the cancelation.
- b. Coordinate with national partners to reexamine the strategy for their school. Do they need to find an alternative delivery method? Do they need to put the school on pause? How can we best serve students who are close to graduation?

### 2. Formal Team Work Requirements

- a. Continue to prepare courses as described above. Additionally, prepare for a potentially heavy travel and teaching load when it becomes safe to travel again. Site coordination will be heavier than normal until all 2020 courses are scheduled and completed.
- b. Take time to invest with family since there will likely be an intensive teaching schedule to make up postponed courses once travel become possible.

### STRATEGY FOR TRIP CANCELATIONS THROUGH DECEMBER

#### 1. Charting a New Path Forward

- a. If trips through December are canceled, site coordinators will work with our national partners to determine their path forward. This may include putting the school on hold or pursuing alternative delivery methods.
- b. Site coordinators will need to have difficult discussions about realistic ways to continue preparing leaders for gospel ministry.

# Formal Theological Education (continued)

## 2. Alternatives

- a. If trips are canceled through December, the Formal Team will need to explore more permanent ways to deliver courses that do not involve face to face teaching.
- b. Each team member will be engaged in exploring alternative delivery methods for teaching formal courses. One option would be to record video lectures with the TLI instructor alongside an interpreter. This would require finding local interpreters who are native speakers in the target language. Recorded lectures would help avoid some of the connectivity challenges that prohibit live video meetings.



# Short-Term Ministries

## IMPACT

We are still performing STM interviews. There is a lot of back work to catch up on, but delays through August will require us to focus more time on staff development, creative projects, and system improvements.

Working remotely changes little for the STM staff. Online (or in person) meetings will allow for continued collaboration. In person meetings aren't needed for most things given the subject matter. Trip reconciliation with Allie is best done in person and we can plan to meet once a month in a home or another allowed location. Working remotely will actually increase productivity because it will minimize office distractions and interruptions. Our ability to do more deep work and brainstorming will increase.

## LOSS OF TRIPS

	Non-Formal	Formal	Total Trips	Staff	STMs
<b>Mar</b>	2	1	3	4	6
<b>Apr</b>	0	1	1	1	3
<b>May</b>	4	5	9	8	13
<b>Jun</b>	3	2	5	6	6
<b>Jul</b>	5	1	6	5	5
<b>Aug</b>	2	2	4	3	9
	16	12	28	27	42

## LOSS OF DONATIONS

### 2019 STM Donations

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
\$33,049	\$41,927	\$45,448	\$29,078	\$28,591	\$28,591	\$24,984	\$41,299	\$41,857	\$25,351	\$43,775	\$27,459

April–August ~\$150,000

## Short-Term Ministries (continued)

Loss of STM donations (April–Aug) is projected at \$147,926 USD given 2019 numbers. We will also not incur expenses related to these trips — projected at \$133,000 – \$140,000 USD (90%–95% of donations go to actual trip-related expenses).

We project the loss of admin to be \$7,000– \$14,000 USD if trips are cancelled through August. If trips are canceled for the rest of the year, all projected admin will be lost.

### ORGANIZATIONAL DEVELOPMENT

#### 1. Priority

- a. Continued management of TLI's information systems (Trello, website, Managed Missions, Insightly).
- b. Budgets
  - i. Actual expenses entered.
  - ii. Tracking trends to manage spending and adjust numbers.
  - iii. Trip reconciliation with Allie.
- c. Complete the major undertaking of getting a usable database in Insightly.
- d. Develop monthly written STM reports for Executive Committee and Directors (number of trips, number of STMs, expense/income numbers, admin fees, etc.). Sent to the Executive Committee first and then presented to the Directors Meeting once per month.
- e. Develop a regular rhythm of pre- and post-trip budget management with Trip Leaders and Site Coordinators. In the past, the post-trip meeting has been more sporadic.

- f. March/April cancelation work is wrapping up (ticket refunds, insurance, recording credits, following up with STMs, wires sent, other planning pieces have to be adjusted).
- g. Continue Onboarding Process. Jim Peet has been trained on the first part of the process in handling STM applications. We will extend his training to the full process.
- h. Interview Applicant for Director of STM.

#### 2. Department Development

- a. Improving what we already do. We will go through all forms and systems used to improve usability and content. We will also explore new and better ways to use these systems and make them more user-friendly (see below).
  - i. Trello — research power-ups that could improve functionality.
  - ii. STM Interview Sign Up Process - Find a more professional looking form than Sign Up Genius with no ads.
  - iii. Researching other possible information hubs like Airtable or Jira.
- b. Begin developing STM procedural guidelines. Our collective knowledge has been recorded for some things like the STM onboarding process but not for other processes. This is a big, ongoing project.
- c. Create guidelines for STM Coordinators and new hires.
  - i. Possible guideline for other TLI Staff (ITs).

## Short-Term Ministries (continued)

### 3. Staff Development

- a. Cross-cultural prep for staff and STMs.
- b. Ongoing certification. We will continue being certified in TLI's Non-Formal Curriculum along with the rest of the Staff trip leaders.
- c. Book studies. This is for staff personal growth and development. Sections will be discussed weekly and applied to our area of ministry and our personal lives.

### 4. Continuing Education Classes

- a. This will only be if there is time in the schedule.

# Curriculum Development

## PRODUCING CURRICULUM

Date	Task	COVID-19
<b>April '20</b>	› Gather feedback from experienced ITs on Course 7 (Isa.) field test version	New
	› Write (and research) Course 8 (Rev.)	No affect
	› Design Course 9 (Min. Word)	No affect
	› Finalize DT Workshop 1 (RBS)	No Affect
	› Edit DT Workshop 2 (Exod)	No Affect
<b>May '20</b>	› Edit and finalize Course 7 (Isa.) for final version; send to Christian Lingua	No affect
	› Edit Course 8 (Rev.)	No affect
	› Design Course 9 (Min. Word)	No affect
	› Edit DT Workshop 3 (Mark)	No Affect
<b>June '20</b>	› Finish Course 8 (Rev.) for field test; send to Quina (orality)	No affect
	› Edit DT Workshop 4 (Psalms)	No affect
<b>July '20</b>	› Gather feedback from experienced ITs on Course 8 (Isa.) field test version	New
	› Research (and write) Course 9 (Min. Word)	No affect
<b>August '20</b>	› Edit and finalize Course 8 (Rev.) for final version; send to Christian Lingua	No affect
	› Write (and research) Course 9 (Min. Word)	No affect

Date	Task	COVID-19
<b>Sept. '20</b>	› Edit Course 9 (Min. Word)	No affect
<b>Oct. '20</b>	› Finish Course 9 (Min. Word) for field test; send to Quina (orality)	No affect
	› Gather feedback from experienced ITs on Course 9 (Min. Word) field test	New
	› Personal projects; prep for teaching	No affect
<b>Nov. '20</b>	› Edit and finalize Course 9 (Min. Word) for final version; send to CL	No affect
	› Personal projects; prep for teaching	No affect
<b>Dec. '20</b>	› Personal projects; prep for teaching	No affect

The curriculum team's work in producing material is relatively unaffected by the COVID-19 closures—except for our ability to field test Courses 7, 8, and 9.

## Curriculum Development (continued)

### PLAN TO EDIT CURRICULUM IN LIGHT OF FIELD EXPERIENCE IN LIEU OF FIELD TESTS

We have already field-tested Courses 1–6. This has given us a helpful repository of experience. The number of full-time staff who have helped is substantial:

- › **Curriculum Team:** Jonathan Worthington, Joel Dougherty, Jared Mulvihill, Sam Griffin, Nirmal Mekala
- › **Directors, ITs, other staff:** Josh Montague, Joshua Chambers, Duane Tweeten, Weymann Lee, Alex Kirk, Brian McKanna, Dan Collins, Ethan Larson, Jeff Thomas, Gil Zinke, Aaron Jameson, Eduardo Mendes

### WE WILL USE A COMBINATION OF WRITTEN AND ONLINE CONTRIBUTIONS TO SHARPEN COURSES 7–9 IN LIGHT OF FIELD EXPERIENCE:

- › **Written Contributions:** Every full-time staff member who has participated in a field test scenario – especially those who have done more than one course – and who has taught Curriculum 2.0 will be sent an email that sets the following task:

Based on your teaching experience in Courses 1-6 of Curriculum 2.0, consider all the edits you think would improve our Teaching Manuals. Then, in 800 words or less, send to Jonathan (with Josh cc-ed) the following:

1. Highlight two elements that you think work well on the field (and why).
2. Provide a practical suggestion for each regarding how they could be enhanced.

3. Highlight two elements that you think do not work well on the field (and why).
4. Provide a practical suggestion for each regarding how they could be eliminated or changed to work.

- › **Online Contributions:** The Curriculum Team and Josh Montague have an online meeting for each of the remaining courses—Courses 7, 8, and 9—to hold each other accountable to carefully analyze and employ the field test insights from those with experience.

### PLAN TO CERTIFY TRIP LEADERS IN CURRICULUM 2.0 IN 2020 (DT NOT UNTIL 2021)

<b>Apr '20</b>	<ul style="list-style-type: none"><li>› Certify veteran ITs and Curriculum Team members in Course (Gen – Ex)</li><li>› Certify new ITs and Curriculum Team member in Course 1 (KGSO)</li></ul>
<b>May '20</b>	<ul style="list-style-type: none"><li>› Certify veterans in Course 4 (Mark)</li><li>› Certify newbies in Course 2 (KBS)</li></ul>
<b>Jun '20</b>	<ul style="list-style-type: none"><li>› Certify veterans in Course 5 (Psalms)</li><li>› Certify newbies in Course 3 (Gen – Ex)</li></ul>
<b>Jul '20</b>	<ul style="list-style-type: none"><li>› Certify veterans in Course 6 (Eph)</li><li>› Certify newbies in Course 4 (Mark)</li></ul>

Certification of Curriculum Team and other individuals in Diaspora curriculum is set for some time in Jan–Mar 2021.



# Diaspora Training

## IMPACT

The impact on the Diaspora Training team could be minimal, as sites are in the United States and Canada. The Diaspora Training team is built around a remote-office model. Even when those in the Minneapolis office (Eduardo, Brian, and Caleb) are forced to work from home, most of our work and videoconference meetings will be able to continue without disruption.

## TWO MONTH PLAN

1. Promote, connect and develop churches to partner with us in the Preaching Workshop for diaspora leaders. Sign covenants but hold off on scheduling first class.
2. Promote, connect and recruit facilitators for the certification program in September 2020. This will be reviewed in June/July depending on the evolution of the COVID-19.
3. Research diaspora populations and ministries in the different areas of the US and Canada. Each Regional Director will work in their own region.
4. Personal development
  - a. Read books about expository preaching, cultural missiology, or diaspora missiology.
  - b. Attend on-line conferences and workshops for personal growth.
5. Pursue a mentoring relationship with a young diaspora leader and seek to encourage and disciple.
6. Implement the Diaspora Training database on Insightly, continue documenting the Diaspora Training processes, develop promotional material, put together the information needed for a page on TLI website, and test drive tools to improve the Diaspora Training communication and processes.
7. Recruit the West and Southwest Regional Directors. Keep pursuing each applicant through the Theological Interview stage, but the final interview and job offer will be on hold.
8. Write articles and a book.

# Church Planter Training

## IMPACT

Minimal for now, as the team is made up of one person and is just starting. The focus remains steady on preparing for training in India this July/August.

## TWO MONTH PLAN

- 1. Continue to develop a thorough curriculum outline with a deadline of 4/18 for a rough draft.**
  - a. Plan to continue to communicate and meet either digitally or physically with Vijay, Mike E, and Mark P. during this time.
  - b. If others are able to help during this “shutdown,” that would expedite the planning and outlining process.
    - i. This includes developing a training outline that will give form to how the training will be carried out.

# Development

## IMPACT

Organizational development is severely restricted, as meetings with potential new partners will be challenging to set up, while church visits and preaching opportunities will not be possible. Our focus will be on care of current partners.

## TWO MONTH PLAN

### 1. Communicate and Update

- a. Demonstrate pastoral care through listening and prayer with each of our current donors and potential future donors as well as candidates and potential candidates.
- b. Contact (primarily by phone) TLI donors to listen to their own personal situation and pray with them.
- c. Update each donor and candidate on the status of TLI and our plans for this season and moving out of this season and beyond.
- d. Write personal handwritten notes after each call with relevant information from the conversation to follow-up and pray or celebrate or share condolences.
- e. Present clear and concise needs to donors and potential donors including individuals and churches. This will require working with TLI leadership and staff to identify specific needs.
- f. Cultivate site sponsorship with churches including their pastors and leaders.

### 2. Collection of Stories of Impact

- a. Matt will be collecting more stories of impact and considering new ways to share them.

### 3. Accountability and Encouragement for Staff and Global Partners

- a. Matt will connect regularly with staff to see how their support base has been impacted.
- b. Reports will be due monthly if staff and global partners begin to lose supporters.

# Operations

## IMPACT

The Operations and STM teams will remain busy during a 8-12 week cessation of normal activities. After this time we may need fewer resources. Here are some of the projects in the 8-12 week timeframe that need to be completed. These are in addition to the normal workflow and completing work that is unfinished currently. We are also monitoring state and federal legislative activity and making updates as needed.

## PROJECTS

### 1. Review onboarding and write manual

- a. Update process
- b. Write intro and manual
- c. Interview new staff

### 2. Ensure that all processes for STM and Operations are documented

- a. Payroll
- b. Retirement
- c. STM Accounting
- d. Purely HR
- e. Technology

### 3. Technology Maintenance:

- a. Drive
- b. Office
- c. E-Mail
- d. Groups

### 4. All- Staff Training Opportunities:

- a. Taxes
- b. Retirement
- c. Purely HR
- d. Insightly
- e. STM Accounting

After these projects, and other identified opportunities are completed, there are some good opportunities for professional development in regard to software use. Team members will be encouraged to join another team's opportunities for increasing their Biblical acumen.

# Finances

## IMPACT

We expect the impact of COVID-19 to be significant. A lack of trips coupled with a challenging time to raise support will impact all facets of TLI.

## ORGANIZATIONAL GIVING

**2019 GIVING \$4.7 M**

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**2020 BUDGETED BEFORE COVID-19 \$5.3 M**

A solid black horizontal bar representing 2020 budgeted giving before COVID-19 of \$5.3 M.

**2020 ADJUSTED \$4.1 M**

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Budgeted giving for 2020 was based on continued organizational development, an increase of staff and global partners, and more people traveling with us on teams. The expectation now is that international trips may be canceled for the year, new appointments will be on hold, those who are appointed will have a hard time finding new partners, and staff and global partners may lose support.

## CORE ACCOUNT BUDGET

**2019 GIVING \$902,330**

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**2019 EXPENSES \$845,309**

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**2020 BUDGETED GIVING BEFORE COVID-19 \$953,000**

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**2020 BUDGETED EXPENSES BEFORE COVID-19 \$904,003**

A horizontal bar with diagonal hatching representing 2020 budgeted expenses before COVID-19 of \$904,003.

**2020 ADJUSTED GIVING \$693,000**

A solid black horizontal bar representing 2020 adjusted giving of \$693,000.

**2020 ADJUSTED EXPENSES \$672,953**

A horizontal bar with diagonal hatching representing 2020 adjusted expenses of \$672,953.

The core account covers projects and essential areas of ministry. We anticipate a significant decrease to donations as well as less admin fees received.

It is easy to cut some areas, especially as it relates to travel. More difficult cuts will occur if the crisis extends into the end of the year.



# Support Raising for US Staff

## REJOICE IN THE LORD ALWAYS

This is a time we are reminded to rejoice in all circumstances, and when joy does not come easy, to pray and make our requests known to God. This is not some trite reminder but a command and a promise that He is with us.

## TIMEFRAME

The future is truly unknown, but it seems a safe assumption that international travel will be heavily restricted for 9–12 months, and that things will not return to normal, but that there will be a new normal.

## PLAN FOR A 30% LOSS OF SUPPORT

Plan for a significant drop in support. Some of you may not see this steep of a drop off. This probably will not happen immediately, but you will begin to see it in the second half of the year. This is simply because people will save where they can, lose their jobs, see income levels drop, and see long-term assets decrease in value.

## ADJUST YOUR TLI BUDGET ASSUMING 6-12 MONTHS OF NO INTERNATIONAL TRAVEL

There is a built-in savings for most of the staff if we are unable to travel for the rest of the year. This can be a savings of \$10,000+. There are other ways to save as well, like adjusting your personal development budget, or freezing retirement contributions (short-term only).

## STRATEGIES TO SURVIVE THE FINANCIAL FALLOUT AHEAD

There are staff in a variety of scenarios. Some have account balances that will allow them to withstand losing significant support for a year. Others have account balances near, at, or below zero. We are all in this together.

**For those with large account balances:** We are asking that you consider sharing support if necessary. Of course you need to provide for your family, but we need to work together.

**For those with account balances near zero or below:** We want to help you. We will need to track your support more carefully, especially if you begin losing donors. Through the end of the year, everyone will report monthly to Matt Roberts how much support has been lost and how this impacts your overall budget in light of cuts you have made.

There are a lot of scenarios that can play out. Someone may receive a large gift they can share. Some of us might be able to take short-term pay cuts so others don't have to. If the government cuts checks, you may use it to replace salary for a month. Whenever this ends, we want everyone with us, ready to go bless the nations.

The last step is to cut salary. Consider how much less you are spending right now on gas, kids' activities (if you have kids), vacation, and other items that are impacted by the crisis. If you have to take a cut, there might be easy ways to absorb the hit.

## Support Raising for US Staff (continued)

### ON COMMUNICATING WITH YOUR DONORS

People would rather cut off an arm than cut your support. We would encourage you to take the following steps with everyone who supports you:

- › Connect and pray with them. They will be concerned about you as well! Write personal notes. Call people on the phone. Set up online video chats.
- › Investigate their situation to see if their job is at risk. Your bringing it up might be a relief to them that you recognize what they might be facing.
- › Don't be resigned to losing support. Acknowledge the reality many face, but the majority of your donors will keep their jobs and will want to keep supporting you. Some who lose their jobs may still be able to support you.
- › Set up times to chat with potential donors. Let's be realistic that everyone is in a holding pattern as lockdowns around the country mount. On the one hand, people have time. On the other, they don't know if they will have a job.
- › Speak to leaders in your church and make yourself available to meet needs in the church.
- › Serve your friends. They are stressed. Marriages will be stressed. Kids will be impacted. Lack of human contact will hurt.

### OPPORTUNITIES

Opportunities to share the gospel and disciple our children and people we know about around us. Maybe this is an opportunity to ask the Lord to allow you to lead one person to Christ in this time. Maybe this is a time for focused family worship. Maybe this is a time to serve your neighbors. Let's share ideas with each other and spur one another on to good works God has prepared for us!

# Psalm 46

- <sup>1</sup> God is our refuge and strength,  
a very present[b] help in trouble.
- <sup>2</sup> Therefore we will not fear though the earth gives way,  
though the mountains be moved into the heart of the sea,
- <sup>3</sup> though its waters roar and foam,  
though the mountains tremble at its swelling. *Selah*
- <sup>4</sup> There is a river whose streams make glad the city of God,  
the holy habitation of the Most High.
- <sup>5</sup> God is in the midst of her; she shall not be moved;  
God will help her when morning dawns.
- <sup>6</sup> The nations rage, the kingdoms totter;  
he utters his voice, the earth melts.
- <sup>7</sup> The Lord of hosts is with us;  
the God of Jacob is our fortress. *Selah*
- <sup>8</sup> Come, behold the works of the Lord,  
how he has brought desolations on the earth.
- <sup>9</sup> He makes wars cease to the end of the earth;  
he breaks the bow and shatters the spear;  
he burns the chariots with fire.
- <sup>10</sup> “Be still, and know that I am God.  
I will be exalted among the nations,  
I will be exalted in the earth!”
- <sup>11</sup> The Lord of hosts is with us;  
the God of Jacob is our fortress. *Selah*

