



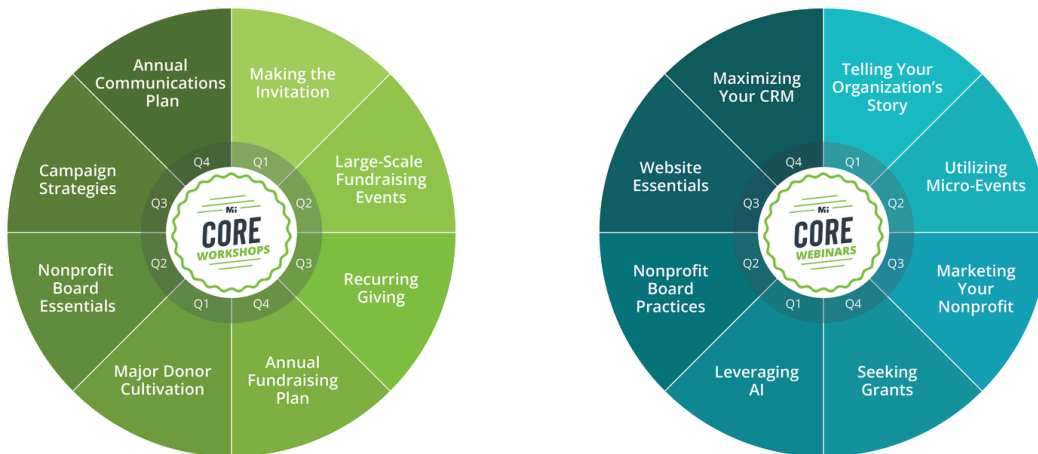
Stewarding God's Provision

Your Champion-Centered Fundraising Plan
Workbook



Q4 2026

Mission Increase Core Program



Mission Increase Core is a continuous program offered in a two-year cycle. Personal experience and season of ministry will influence what leaders gain from their learning experience. Ministry leaders are encouraged to attend beyond the two-year cycle to continue learning and helping other leaders in the community grow.

Mission Increase's Transformational Giving Philosophy

At the heart of Mission Increase's work with Christian nonprofits is a biblical view of giving summarized in our "Ten Principles of Transformational Giving." These Principles guide nonprofits toward a genuine understanding of fundraising as the building of a community, and away from simply asking for money to support their work. The community that is created between nonprofits and their champions, whom God uses to enact His Kingdom purposes, begins with love for others, faith in God's provision, and a willingness to be led by the Holy Spirit.

Transformational giving begins as a response to God's grace and results in an "overflowing in many expressions of thanks to God." 2 Corinthians 9:12 (NIV)

Ten Principles of Transformational Giving

- 1. God provides everything we need for what He's called us to do.** Philippians 4:19; 2 Corinthians 9:8
- 2. God faithfully provides through the generosity of His people.** 2 Corinthians 9:11-12
- 3. Fundraising is a form of ministry.** 2 Corinthians 9:11; 3 John 1:5-8
- 4. God transforms people in Christlikeness as they are involved in His work.** Ephesians 2:10
- 5. People grow in Christ as they pray, give, serve, learn, and share in support of a cause.** 2 Corinthians 3:18, 9:6-7
- 6. Ministry leaders have a dual responsibility to steward their mission and to grow the people God brings.** Ephesians 4:11-12; 1 Corinthians 4:1-2
- 7. Champions make champions (who make champions).** Matthew 28:19-20; 2 Timothy 2:2
- 8. Your nonprofit is a platform for champions to make Kingdom impact.** Matthew 6:33, 24:35
- 9. Ministry done in community is a picture of God's Kingdom.** 1 Corinthians 12:12-14; Ephesians 4:11-13
- 10. Champions are the primary means of advancing the causes of Christ.** Acts 4:13; 2 Corinthians 4:7

Online Resources

We've put together an online Workshop Resource Hub, where you can find the tools from today's workshop. This will be sent to you in a follow-up email, but you can access it by scanning the QR code on the slide or by going to: <https://learning.missionincrease.org/afp-workshop>



About Mission Increase

Mission Increase (Mi) exists to help Gospel-centered nonprofits build capacity for ministry by providing biblically based fundraising training, coaching, consulting, and strategic matching grants. This unique combination enables leaders to meet the pressing needs of those they serve so that ultimately more people in need are brought to the saving knowledge of Jesus Christ.

Since 1999, Mi has trained and equipped thousands of nonprofit leaders, at no charge, helping generate more than \$3.5 billion in increased kingdom capital to advance their missions.

Mission

We equip nonprofits and empower donors and churches to collectively multiply their Kingdom impact so more lives are transformed for Jesus. (Ephesians 4:11-16)

Vision

Ensuring communities everywhere have access to information, training, and tools, thus enabling unparalleled stewardship and collaboration opportunities to advance God's kingdom.

About Our Training

At each of its communities, Mi offers a training curriculum on fundraising topics essential to nearly every Christian nonprofit. Whether in workshops, coaching, consulting, or through a matching grant, Mi helps nonprofits understand that fundraising is a ministry opportunity, which provides a powerful tool that transforms their givers' hearts.

Workshops

Our workshop curriculum offers a practical approach by applying solid, Biblical principles to important topics such as: acquiring new givers, improving development practices, creating, and implementing fundraising events, major gift programs, and much more.

Coaching and Consulting

While workshops cover a broad spectrum of fundraising and organizational issues facing Christian nonprofits, it cannot cover every contingency. For this reason, Mi area directors coach and consult with nonprofit leaders (one-on-one and in small groups), to address their specific needs or concerns.

Matching Grants

Mi also invites select nonprofits to continue building their fundraising capacity by giving them a matching grant based on the skills they have learned through consulting. If awarded a grant, the nonprofit is required to raise matching funds in an amount at least equal to the grant, creating greater leverage and multiplying the impact well beyond the initial grant. Most succeed! In fact, the average amount of matching funds is more than twice the amount of the foundation grant. Often, it's four or five times as much.

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Workshop Structure



Biblical Precepts

Mi's work is grounded in Scripture. Ten passages across this workshop establish that planning is an act of obedience, not a failure of faith.



Basic Principles

Culture is the soil and the plan is a seed. You will examine the culture your plan has to grow in before you build the plan itself.



Best Practices

You will complete three sections of a real fundraising plan today and leave with the method for finishing the rest.

What you will leave with today

An honest assessment of your fundraising systems. At least one strategic goal that another person in this room has already tested. A review team, a meeting rhythm, and four dates on your calendar.

"For which of you, desiring to build a tower, does not first sit down and count the cost, whether he has enough to complete it?"

Luke 14:28 (ESV)

"And my God will supply every need of yours according to his riches in glory in Christ Jesus."

Philippians 4:19 (ESV)

What reactive fundraising costs you

Champions hear from you only at crisis moments

Every message is a need. Over time that becomes who you are to them.

Staff carry the anxiety alone

Usually one person. Usually the one who cares most.

The board reads fundraising as someone else's problem

Nobody invited them into a plan, so they assume there is not one.

Every push burns trust you did not budget for

You spend trust faster than you replace it, and nothing on your financial statements shows the balance.

Your last three asks

Not what it was about. What made you send it.

	The ask	What triggered it
1		
2		
3		

Look at your triggers.

Most leaders find all three were internal numbers going the wrong way: a gap, a shortfall, a board meeting coming. Almost nobody writes “something beautiful happened and we wanted people in on it.” This is what can happen without a plan.

The fear underneath

Scarcity says	Abundance says
There is never enough.	God provides for what He has called us to do.
If I do not push, nothing happens.	My job is faithfulness. Outcomes belong to God.
My worth rises and falls with the balance.	My identity is that I am God’s beloved.
Other ministries compete for the same pool.	Others are co-laborers in a Kingdom with no ceiling.
Asking feels like begging.	Asking offers someone a chance to participate.

"Listen! Behold, a sower went out to sow ... And other seeds fell into good soil and produced grain, growing up and increasing and yielding thirtyfold and sixtyfold and a hundredfold."
Mark 4:3, 8 (ESV)

Four dimensions of fundraising culture

Culture changes through what gets recognized out loud.

1. What you celebrate

The biggest gift, or the champion who brought three friends?

Where is your ministry today?

2. How you define success

Dollars only, or does relational depth count as a win you report?

Where is your ministry today?

3. Who owns fundraising

One person's job description, or a shared calling?

Where is your ministry today?

4. How you plan and measure

Metrics that serve the mission, or metrics that generate anxiety?

Where is your ministry today?

Notes

Where are you this month?

Circle one on each row. Where you are now, not where you are heading.

Transactional		Transformational
One person is the only one thinking about champions.	1 2 3 4 5	Champion development is a shared calling.
Board meetings rarely surface champion relationships	1 2 3 4 5	Board members report on their own champion relationships.
The biggest gift gets the most recognition.	1 2 3 4 5	Relational milestones are celebrated alongside financial ones.
Fundraising conversations happen during crunches.	1 2 3 4 5	Leaders engage champions proactively and relationally.

Which single row, if it moved, would change the most for you?

What you celebrate, you become.

Write one thing you will celebrate at your next staff or board meeting that you would not normally celebrate.

"Know well the condition of your flocks, and give attention to your herds,"
Proverbs 27:23 (ESV)

Reading your systems assessment

Two systems you are genuinely good at:

Two systems that need the most work:

These four are the raw material for the goal you write on page 10.

Four things to notice

Clusters are strategy problems. Single scores are tasks.

One low rating is a to-do item. Four low ratings inside one system is what a strategic goal is for.

Know what carries you.

Name your largest income stream and what would happen if it moved.

Your zeros are not all equal

A zero in something you have deliberately chosen not to do is a decision. A zero in Nonprofit Leadership or Fundraising Operations is a crack in the foundation.

Step 2 informs Step 4.

The pattern you just found will very likely inform the goal you should write.

Take this home.

Have two other people on your team rate the same twelve systems independently. Do not show them yours. Then compare. The conversation about where you disagree is worth more than the ratings themselves.

"The purpose in a man's heart is like deep water, but a man of understanding will draw it out."
Proverbs 20:5 (ESV)

Questions only

Three questions worth asking

- *How long has it been that way?*
- *Who else in your ministry knows?*
- *What would have to be true for that to move?*

A question someone asked me that I want to keep:

Something I said out loud that I had not admitted before:

"The heart of man plans his way, but the LORD establishes his steps."

Proverbs 16:9 (ESV)

What makes a strategic goal

A strategic goal is about the growth of your champions or a change in your process.

It is not the same as a financial target. When a dollar change is attached, it is the result of the growth you are pursuing, not the goal itself. Some of your best goals this year may carry no dollar figure at all.

This is a financial target	This is a strategic goal
"Raise \$250,000 this year." It belongs in Step 5 of the tool, and it is a good thing to have. It tells your team the destination and nothing about the road.	Names who grows, how, by when, and who owns it. Carries a champion or process metric. A new staff member could read it and know what to do on Monday.

SMART

Specific: What, who, why, when, where?

Measurable: Can somebody outside your head tell whether it happened?

Achievable: Realistic given your actual capacity, not your best month?

Relevant: Does it grow your impact, not only your revenue?

Time-bound: When is it done, or how often is it reviewed?

And one more question

Does this goal grow champions, or does it only grow the number?

Remember: A goal can be perfectly SMART and still be transactional.

You will write one to three strategic goals only. Organizations cannot give special attention to more than three things. Deciding what you are not doing this year is also a planning decision.

Write your goal

Look back at the two weak systems on page 7. Using that information, write one goal.

The pattern I see in my systems assessment is:

My goal:

Champion or process metric associated:

Dollar change associated, if any:

Who owns this:

Read your goal to a partner. They ask you these three.

1. Could someone else read this and know what to do on Monday?
2. Is the metric about champions, or only about dollars?
3. What would have to be true in twelve months for this to be met?

What my partner's questions surfaced

Nobody owns this alone

A plan where one person is responsible for all the fundraising is not a plan. It is a job description.

Name one person, staff or board, who needs to own a piece of this plan. Not “the board should help more.” A name and a piece of the plan.

Name	The piece they own

Two metrics that count relationships

A plan that measures only dollars teaches your team that champions are a revenue mechanism. Write two relational metrics now. The rest is homework.

Metric	Target	How often reviewed

Your review rhythm

“Do not be anxious about anything, but in everything by prayer and supplication with thanksgiving let your requests be made known to God.” **Philippians 4:6 (ESV)**

A plan is reviewed every 30 to 60 days. A document is a PDF in a folder. The difference is whether meetings exist on somebody’s calendar with names attached. Prayer belongs inside the review, not in front of it.

Every review answers four questions

1. Where are we against each metric?
2. What worked, and why?
3. What did not, and what needs to change?
4. What are our priorities for the next period?

Four dates. Write them here and put them on your calendar now.

Review 1	Review 2	Review 3	Review 4

SUMMARY

Biblical Precepts

The Scripture passages referenced in this workshop.

Luke 14:28	Proverbs 20:5	2 Corinthians 9:8
Philippians 4:19	Proverbs 16:9	1 Corinthians 3:6-7
Mark 4:3, 8	Exodus 18:18	Matthew 25:21
Proverbs 27:23	Philippians 4:6	

Basic Principles

- Planning is not the opposite of faith. Haste is.
- Culture is the soil. The plan is a seed. A healthy seed in bad soil still fails.
- What you celebrate, you become.
- Strategic goals are about champion growth, not dollar figures.
- Nobody owns a plan they did not help build.
- A plan is a living document, reviewed every 30 to 60 days.

Best Practices

- Rate what is, not what you wish. Zeros are information.
- Look for clusters, not single scores.
- Write one to three strategic goals, each with a champion or process metric.
- Run every goal through the Mi question: does this grow champions, or only grow the number?
- Build revenue targets from the ground up, one source at a time.
- Name the gap rather than inflating a projection.
- Track relational metrics alongside financial ones.
- Put four review dates on a calendar with names attached.

"I planted, Apollos watered, but God gave the growth. So neither he who plants nor he who waters is anything, but only God who gives the growth."

1 Corinthians 3:6-7 (ESV)

"Well done, good and faithful servant. You have been faithful over a little; I will set you over much."

Matthew 25:21 (ESV)

YOUR NEXT TWO WEEKS

Steps 1, 3, and 5 in the Annual Fundraising Plan tool. Sixty to ninety minutes over the next two weeks. Open your saved file, click Import, and everything you did today comes back.

Three places to get unstuck, in this order:

The tool

Instructions and tooltips are built into every step.

The workbook

Pages **14 to 17** walk you through where to find each number and how to build a target from the ground up.

Your Area Director

Do not sit stuck for two weeks. Reach out.

Notes

BUILDING YOUR FINANCIAL TARGETS

Homework 1 is Steps 1, 3, and 5 in the Annual Fundraising Plan tool, about sixty to ninety minutes over the next two weeks. Open your saved file, click Import, and everything you did at the workshop comes back. These three pages walk you through the part that is hardest to do alone.

Before you begin, pause and pray. The tool invites this at the start of every step. You are about to look honestly at what the last three years actually produced. Do that in front of the Lord rather than in front of a spreadsheet alone.

“And God is able to make all grace abound to you, so that having all sufficiency in all things at all times, you may abound in every good work.”

2 Corinthians 9:8 (ESV)

Step 3 — Find your numbers

SECTION 1

Fill in what you raised by income stream for the last two completed years and year to date, then the giving statistics table. Most ministries cannot fill every cell on the first pass. Whatever you cannot find, write it down as a gap.

The number	Where it lives
Funds raised by stream	Your accounting system or annual financials. If your chart of accounts does not separate these, approximate honestly and note that you approximated.
People in your database	Your CRM total record count, including people who have never given.
How many gave financially	Unique donors with at least one gift in that fiscal year.
Major givers	Use your own threshold. A major gift is defined relative to your scale, not a national benchmark. Write your threshold down.
First-time and lapsed givers	First gift ever in that year; and gave in a prior year but not this one. If your CRM cannot report this, note it as a gap.
Increased and decreased giving	Compared year over year. If this is not reportable today, that is a Fundraising Operations goal.

One more field worth your attention. Note any gift anomalies. A single unusual gift that will not repeat has to be visible, or next year’s target gets built on top of it.

Step 5 — Build the target from the ground up

SECTION 2

Do not start from the budget you need. Start from each source and ask what faithful cultivation would realistically produce, then add it up and compare. If there is a gap between what you can build and what you need, that gap is a planning problem to solve, not a number to wish for.

Revenue goals that begin with budget needs can produce scarcity-driven fundraising. Revenue goals that begin with vision and what you believe your champions can accomplish produce abundance-minded fundraising.

One source at a time

Major gifts

Name the relationships you actually have. What would faithful cultivation of those, plus a realistic number of new ones, produce?

Monthly giving

Start from current giver count and average gift. Apply a realistic retention rate, then add realistic growth. New givers joining across the year do not each give twelve months.

Events

Base it on past performance, adjusted for anything you are genuinely changing.

Grants

Include only grants you have a reasonable basis for expecting. Hope is not a basis.

Everything else

Same discipline. Prior performance plus a reason for any change.

Then add it up

Compare to what you need and write the reason for every increase or decrease in the Rationale column. That column is what your board will ask about.

Worked example: one source

Major gifts last year: \$84,000 from nine relationships.

The question: what would faithful cultivation of those nine, plus two new relationships, realistically produce? Not what do I need. What would it produce?

The answer: six of the nine are stable at roughly current levels. Two have grown their giving three years running and a personal invitation is reasonable. One is lapsing and needs re-engagement before any ask. Two new relationships at entry level.

Next year's target: \$98,000. Rationale: growth from two existing champions plus two new relationships; one lapsing relationship excluded from the projection until it is repaired.

Your Targets

SECTION 3

Income Stream	This year target	Next year target	Rationale: why up, down, or flat
Major gifts			
Monthly giving			
Events			
Communications			
Grants			
Churches			
Fee for service			
Other			
TOTAL			

Two numbers to watch

Know what carries you

Divide each stream by your total. Name your largest stream and ask what would happen if it moved. A stream held across many relationships is a different risk from the same share held in one institution.

Cost to raise it

Your program budget is a different number from your revenue goal. It is what you will spend to raise what you need: staff time, events, communications, database, travel, and champion hospitality. That is investment, not waste. A budget that invests almost nothing in cultivation and then expects major gifts is a hope, not a strategy.

Your goal, your budget, and the year ahead

SECTION 4

Next year revenue goal	
Fundraising program budget	
Program budget as a share of the goal (healthy range 10 to 25 percent)	

Split each stream's next year target across the quarter you expect to receive it. Giving is rarely even across the year, and seeing the seasonal concentration ahead of time is what lets you plan around it.

Income Stream	Q1	Q2	Q3	Q4	TOTAL
Major gifts					
Monthly giving					
Events					
Communications					
Grants					
Churches					
Fee for service					
Other					
TOTAL					

Which quarter is thinnest, and what could you move or build to strengthen it?

Bring this to the group session

Bring your saved file and whatever you managed, finished or not. A messy real draft is far more useful there than a clean empty one.

Save your file every time you close the tool. There is no login and nothing is stored anywhere.



MISSION INCREASE

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