


Interoffice

To	ALL MINISTERS	DEPT	DATE	22.12.81
From	Bob Morton 	DEPT		
Subject	1982 Minex Allotments			

Greetings again from the Gold Coast. I have just returned from a very profitable trip to Sri Lanka and India in which a number of outstanding questions from the ministry in the area were answered and a great deal of progress was made toward balancing the ministerial workload between Messrs. Kulasingam and Jayasekera. From now on, Mohan will visit Southern India along with Sri Lanka, Pakistan, Bangladesh, Nepal and Bhutan. Mr. Kulasingam will visit the rest. For the first time, both India and Sri Lanka will have definite budgets for 1982 with advance plans for how much money we intend to spend in each area and how we intend to spend it.

Pasadena has instituted a new format for budgeting this coming year and each area of the Work -- including each international area -- will have its budget approved by Mr. Armstrong. After all, he is the one to whom Jesus Christ sends the money and he is the one who should have the overall say on how it is spent. In order to provide uniform reporting from all areas of the world, expenditures will be divided into three major categories:

- 1) The Great Commission -- this is essentially preaching the Gospel and includes television, radio, advertising, the cost of printing and distributing The Plain Truth;
- 2) The Church -- primarily the cost of feeding the flock includes the cost of your area plus Ministerial Services, Y.O.U./S.E.P., Festival and Church Assistance (Third Tithe);
- 3) Regional Office -- the administrative costs of supervising the Work at the regional level, including the cost of mail processing, office maintenance and the Regional Director.

You have all had a taste of what it's like to put together a budget for your own area. Just multiply the problems you encountered by about a thousand times and you'll have some idea of what it's like to put together a budget for Australia and South-East Asia. There is, however, one major difference. You all figured out how much money you would like to have to work with and put that down. The amount of money we in the

Financial Services area have to work with for 1982 is fixed -- it must fall within the amount of money we estimate we'll receive. In addition, we must maintain a reasonable balance between the amount of money allocated to each of the three categories. Since the primary purpose of the Church is to preach the Gospel, this category should receive most of the money. However, we also need to feed the flock so we cannot neglect this category either. We try to keep expenditures in the third category as low as possible without jeopardizing the service we give.

Once we have all the estimates in for each of these three categories (say, X, Y, and Z), we must fit them all into the amount of money we estimate we're going to receive (say, A). We must decide how much money we are going to allocate to X, how much to Y and how much to Z. You don't have to be a whizz at algebra to see that $X+Y+Z$ must equal A. Unfortunately, it never does at the first try. Frequently, it doesn't go at the second try either. We usually have to go back to our figures, scale down our ambitious estimates of what we would like to spend and be realistic. One thing we must keep in mind is that we must preach the Gospel. If we cease doing that, then Jesus Christ will cease sending money.

One of the most important parts of the Church Expenditure category is the individual budget each Church pastor prepared and sent it. When they were analysed and put together, they were quite revealing. One thing they revealed is that we all need more practise in putting together a budget. However, they were quite good for a first try. Another thing they reflected was the total lack of past guidelines on what should be spent on car maintenance, meals, accommodation, etc. For instance, some estimated as much as \$1,900 to maintain their cars and others \$300. One Church pastor estimated \$10 per person attending his Church area for meals out on the job for the entirety of 1982 and another estimated 20 cents! All the rest fell somewhere in between with a number of big spenders predominating around the top.

The combined total for ministerial meals alone came to \$31,435. After carefully going over all the budgets for all areas of the Work, we finally decided that all we have available for this area of expenditure was \$19,600. We felt some ministers estimated their meal expenses too low, so we'll be raising theirs. Others obviously estimated too high, so their's will be lowered.

Everyone will, of course be expected to live within his budget. Should it become necessary to spend money which is not in your budget, do not do so until you have contacted Ministerial Services and discussed it with John Larkin who is responsible for the Church Expenditure category of the overall budget. If you need an advance from your budget to cover an expense that arises sooner in the year than you

anticipated, please don't hesitate to contact John. He'll do everything to get the money to you.

Enclosed is your individual budget. In some budgets, we've not only trimmed the amount estimated for food and entertainment, but we've also cut fuel and telephone estimates as well. Although there are some notable exceptions among us, most field ministers don't carefully plan their visiting schedules and organize them to save the Work money. This is partially the fault of the system which in past years has reimbursed all expenses with little question as to whether or not they should have been incurred. As a result of this lack of proper control, a number of bad habits have developed. With less money to do the job, you will need to organize yourselves more thoroughly and begin arranging visits by letter rather than by long-distance phone call. You will also need to organize your visiting to make maximum possible use of the money you'll have for fuel.

We don't want to discourage field ministers phoning the office when it is truly necessary. However, many calls from the field are not urgent and can be handled just as well by memo. If you really want to save on your telephone bills and the question you wish to discuss with me is not urgent, then send me a memo. If I think it needs to be discussed over the phone, then I'll phone you. Otherwise, I'll reply by memo. This same principle applies to others in the office with whom you occasionally communicate.

When making calls, always ask yourself, "Is this call necessary?" Calls in which you ask to be passed from individual to individual in the office, or calls in which you discuss subjects that are not urgent just because you happen to be on the phone to someone, are terribly expensive and you no longer have money in your budgets for them.

Please go over your budget carefully. A Church pastor will be responsible for all expenses in his area, so please be sure to discuss the budget with those associate and assistant pastors whose expenses will show up on your overall Church Area Budget. If you don't agree with the budget we've set for you, or if you have questions, please send John Larkin a memo. If you grab the telephone and ring him, he may automatically assume you misunderstood the purpose of this memo and cut your telephone budget even further.

In the past, most budgets have been drawn up as an exercise and then thrown into the bottom drawer never to be consulted again. As a result, they didn't work and some ministers have even developed a slightly cynical attitude toward budgets. The reason they didn't work is simple. Proper budgeting does not consist only of estimating our income and expenses for the year. It must also have a control mechanism which is fully half of what budgeting is all about.

Each Church pastor will receive part of the control mechanism in the mail each month. It will be a computerized print-out for his area as a whole and for each individual minister under him and on the payroll. It will detail how much was spent for the year-to-date and how much he has left in his budget for the rest of the year. This report will be broken down so he can see exactly where the problem lies if there is one. This is the same type of report that each section head here in the office has been receiving throughout 1981.

There are other control mechanisms that we will use at our end. Together with the one we feed back to you, they will provide us with a valuable management tool to help us spend Jesus Christ's money as wise stewards.

As soon as the printed Monthly Expense Reports are available, we'll send you a supply of them. Meanwhile, please use the enclosed xerox copies for your January Report. The Monthly Expense Report must be mailed to me in the regular Regional Director's envelope on the last day of the month or on the following Monday if the last day falls during the weekend.

You will notice that there are three identical copies of your budget. Please fill in the monthly amounts in each category to make up the total at the right-hand side of the sheet. These amounts may vary from month to month depending upon when bills become due. This will give us what is known as your "cash-flow." A completed copy is to be returned to me no later than January 27th, 1982.

This year, out of the Church category of the budget, we plan to hire one more minister and he will require a salary, a vehicle and an expense allotment. We also intend to hire two more Ambassador College trainees when Bruce McNair and Tim Grauel return to the States in late July. In addition, we plan to replace eight cars on the present fleet, send forty-eight people to the new session of the Refresher Programme, hold a local Ministerial Conference and, provided Jesus Christ gives us the increase we hope for, give a salary increase for all employed ministers in July. At this stage, we are not planning to transfer any field ministers in 1982.

We're looking forward to a good year ahead with plenty of activity in preaching the Gospel of Jesus Christ to the area of the world for which we are responsible. By keeping your expenses down, you are making a real and tangible contribution toward that effort.

Thanks for your help and co-operation.

Regards,

Interoffice

To ALL MINISTERS

DEPT

DATE 20.8.1981

From John Larkin for
Bob Morton

DEPT

Subject Utilities

Greetings. Please note that from July 1, 1981, utilities (electricity, gas, heating oil) will no longer be allowable as a Minex expense.

If you have already sent in your utilities bill and it covers a period beyond July 1, we will calculate and notify you of the amount that you should reimburse Minex.

If you haven't sent in your utilities bill please calculate and record the amount that Minex covers up to July 1. You will need to pay the balance.

If you have any queries please feel free to contact us.

Regards,

A handwritten signature in cursive script, reading "John Larkin". The signature is written in dark ink and is positioned below the typed name "John Larkin" in the original document.

Interoffice

To	ALL MINISTERS	DEPT	DATE	5.8.1981
From	Bob Morton	DEPT		
Subject	Minex			

Greetings again from the Gold Coast. For some time, I've been intending to write something on the use of Minex to answer the questions many of you have been asking. However, because our salary package was tied in with the use of Minex for utilities, I wanted to get that out of the way first.

There are one or two changes I want to make in the handling and reimbursing of Minex that should be helpful to both the field ministry and to the office. However, before explaining these, I'd like to discuss the way we use Minex. I realize what I have to say may not make me popular. But Jesus Christ holds me responsible to see His money in Australia is spent according to the guidelines His Apostle has laid down, and I have no desire to be the most popular minister in the Lake of Fire. I want to please God first, then His Apostle, and finally all other human beings. I know you want to do the same thing.

While many of you are very careful about the way you use Minex, I perceive that over the years a number of habits have developed among the ministry in Australia which have tended to gradually change some from service-oriented "givers" to free-spending, executive "getters."

As in all other issues, the most important factor in our use of Minex is our attitude -- remember the city of Ai. The way we spend Jesus Christ's money is a very good indicator of our basic attitude as far as "giving" and "getting" is concerned. If our attitude is one of wanting to "give" to the Work of God, we'll be cost-conscious and careful about how we use Minex. If we have the "get" attitude we'll tend to use Minex to "get" from the Work of God. Instead of wisely utilizing Christ's money, we'll be one of those who will usually choose the best restaurants when we eat out on expense and will treat ourselves (and frequently our friends as well) to the finest wines on the menu -- often with liqueurs to follow.

Sometimes, we can be quite unaware we have the "get" and not the "give" attitude. Those who imbibed an overdose of the "get" attitude are now out of the Church. Those of us who remain, must examine ourselves and remove whatever traces of that way of life we've picked up. All of us have been affected. All of us must overcome it if we're to be in God's Family.

How can we know what our basic attitude is? One excellent litmus test is to compare the standard at which we eat out at our own expense with the standard we choose when Christ pays the bill. Are we more generous when we're spending Christ's money on ourselves than we are when we're spending our own? Do we tip more liberally when He's picking up the tab than we do when we are? Are we more cost-conscious when it comes out of our pocket than we are when it comes out of His?

A minister does need expense money to help him spiritually feed the flock in his care and Mr. Armstrong should be able to have confidence that a minister will use the money allocated to him properly. However, sometimes we need to define what we mean by "properly."

Occasionally, a minister may be taken out by one of Mr. Armstrong's assistants or by the Regional Director to a better restaurant and be treated to a nice dinner with wine. This is "proper", and Mr. Armstrong allows money to be used in this manner occasionally. It helps build the warm friendship and communication upon which we depend so much to work together and effectively carry out our allotted responsibilities. But this doesn't mean it's "proper" for a minister to regularly eat at that standard on Minex or to regularly have a nice wine with his meal. Some have misunderstood this principle and have come to expect to use Minex to entertain themselves and others in this fashion. Instead of "giving" to the Work of God, they have unconsciously slipped into using Minex to "get" for themselves from the Work of God.

All of us need to examine ourselves and, where necessary, repent of and change our attitude toward how we use the money Jesus Christ has entrusted us with! He warns us, "If therefore ye have not been faithful in the unrighteous mammon, who will commit to your trust the true riches" (Luke 16:11)?

Now to some specifics. We intend to discontinue our present system of reimbursing your ministerial expenses every month. The system we've been using regularly causes a long series of end-of-the-month crises in the office and delays reimbursement payment to you whenever there is a mail problem. From now on, we'll be sending you a monthly allotment which will be paid directly into your bank account.

The monthly allotment will then become the budget for your area. The amount will be determined using guidelines from Pasadena with input from the pastor of each church area. Then, it's a matter of living within the budget!

This system should help everyone. As the money will be sent to you in advance, you won't have to dip into your own funds to carry you over. The office will also benefit greatly. First,

we won't have the monthly panic of going through dozens of end-of-the-month expense cards and rushing your reimbursement to you. Second, we'll have proper budgeting. By determining the allotment for each church area, we'll know what the Minex budget should be for the entire year -- something the present system does not allow us to accurately project. Being able to determine church expenses in advance will enable us to allocate the rest of our funds more accurately to the Great Commission of preaching the Gospel.

The only problem we can see is that some ministers, lulled into a false sense of security by the knowledge that their Minex Allotment will come any way, won't send in their Monthly Expense Cards. However, this problem is easily solved. With those who continually offend, we'll simply begin delaying their pay cheque.

In the U.S., the average expenditure per minister per month is \$110 -- excluding hall rental, vehicle, third tithe, festival and conference expenses. Here in Australia it is \$410! The main culprits in the huge difference are meals and phones. While we cannot expect to exactly equate the cost of looking after a Church in Australia with the cost in the U.S., we should be in the same ball-park -- somewhere!

The Ministerial Manual used in the U.S. has about forty-four pages on Minex covering virtually every aspect of the use of Minex. These are largely written with the Internal Revenue Service in mind. Instead of reporting expenditures to Ministerial Services, each field minister reports to the IRS on how he spends his allotment. We don't believe this is the best method of reporting here in Australia and we will be requiring the minister to continue to report each month to the Office. However, we'll stay as close as we can to their general guidelines on the use of Minex. The guidelines for Australia appear in the enclosed manual. Please study them carefully.

Along with this memo, each pastor will receive a Church Area Budget Projection form for himself and each full-time minister under his supervision, along with a similar form for his entire area. There is one set of forms for the remainder of this year (October 1st to December 31st), and another set for the whole of 1982. These are to be completed and returned to me by September 15th.

Each pastor will be responsible for estimating expenses for each full-time minister under his supervision. He should, of course, get their input. Obviously, in a large Church area, the pastor needs to decide who is going to pay for halls and this cost should show up in that minister's projection. In addition, he needs to include in his own projection an amount for routine one-time Third Tithe Assistance to members in the area. He should also include an amount in either his own or his Associate's projection for reimbursing Local Church Elders. The Budget Projection for the entire area will simply be the sum total for each full-time minister in the area.

Once we've gone over each Budget Projection and made whatever adjustments we need to make, a regular monthly allotment will be sent to each minister. Then, each month, the pastor will receive a computer-generated report showing how much his area is over or under budget. He will also receive similar reports for himself and each minister under his supervision. He will be required to pass these on to those concerned and discuss them where necessary. This is called the "control" factor in budgetting. Without it a system of budgetting will never work properly. Once we're into the routine of this new system, its advantages will become obvious.

Regards,

Bob Martin.

M I N E X

Australia

Overview and General Policy

Once a month each employed minister will receive an expense allotment to cover all ministerial expenses. The minister is responsible for properly spending this expense money. He has the moral responsibility to Christ and the Church to spend the money effectively, efficiently, and only on expenses that directly benefit the Church.

Each minister is expected to keep expenses within the allotment limit.

The Expense Allotment System

The amount of the allotment will be based on input from the Church Pastor and will be governed by the size and configuration of the church area, the past record of expenditures in the area, and the amount of budget money available for ministerial expense.

Within the guidelines in this manual the minister is free to use this money as he feels will best benefit the Church. He may spend the total allotment for current expenses or save part of it to cover planned or unforeseen future expenses. His basic responsibility is to spend the allotment in a way that will most effectively and efficiently serve the members and prospective members under his care.

Each full-time minister is responsible for reporting his Minex expenditures monthly on a Monthly Expense Card. These are to be mailed to the office within three working days of the end of each month.

MONTHLY EXPENSE CARD

Receipting

While the Church realizes that sometimes it is impractical or impossible to obtain receipts for small amounts, all expense should be receipted. Other than petrol receipts, each receipt should carry a note initialed by the minister detailing the purpose of the expense. This is for auditing purposes.

Receipts are to be attached to the Monthly Expense Card, opened and right side up, in the order they appear on the Minex Card.

Travel Expense

Sometimes a minister occasionally needs to fly between two points or hire a car in order to effectively carry out his ministerial duties. Whenever travel expenses occur the passenger copy of the air ticket or customer copy of a car hire contract must be accompanied by a note from the minister giving the purpose of the trip and the names of those to whom the expense applies.

Meal Expense

The only meal expenses that should be charged to Minex are those incurred by the minister in the course of fulfilling his ministerial duties where it is impossible or inconvenient to eat at home. Generally, a minister should personally pay for any alcohol consumed. All meal expenses should be receipted with the names of all individuals for whom the expense applies and with the purpose of the expense noted on the back of the receipt and initialed by the minister.

The Church realizes some expenses, such as those incurred for occasionally entertaining church members (not just close friends) in the minister's home, are reasonable expenditures of the allotment. These should be noted under "Meal Expenses" on the Monthly Expense Card and, as usual, receipts must be furnished.

Care should be taken when using Minex for entertaining that it is used to serve the brethren and not to supplement the minister's household budget or "get" a higher standard of living for himself at Christ's expense.

Accommodation Expense

Where it is necessary to stay overnight a minister must obtain a receipt showing the hotel or motel name, location, date and itemized charges. The receipt must be accompanied by a note giving the purpose of the expense with the name of all those to whom it applies, signed by the minister.

Telephone Expense

The Church intends Minex to pay for all necessary telephone calls to:

1. Mr. Herbert Armstrong or his personal staff members;
2. The Australian Regional Director;
3. Other Australian office personnel that deal with local pastors;
4. Members or non-members seeking the minister's spiritual aid or other Church business within

the minister's church area;

5. Calls outside the minister's area if they are necessary church business (these should be kept to a minimum);

No other calls should be charged to Minex. In charging to Minex that part of his telephone bill which is not personal, the minister should include a copy of the entire telephone bill with his Monthly Expense Card. In addition, a note of all international and interstate calls being charged to Minex, with the date, length of time, and party involved for each call, must be included.

Funeral Flowers

It is customary for the Church to send an appropriate flower arrangement for the funeral of a member, close relative of a member or a prospective member. Minex may be used for this expense. (\$25 to \$35 should provide a suitable floral arrangement.)

Spokesman Clubs

All Spokesman Club expenses must be financed from Spokesman Club funds. However, a minister may within reason charge Minex for those occasional meal bills associated with an annual Spokesman Club function where he is carrying out his ministerial responsibilities.

Dry Cleaning Bills

While a minister should not regularly charge his dry cleaning bills to Minex, the Church does realize that this may occasionally be done in special cases.

Regular Baby-sitting Fees

A minister may charge those legitimate baby-sitting fees while carrying out his ministerial duties.

Unauthorized Expenditures From Minex

The following expenses are not authorized to be paid from Minex:

Loans or Gifts to Yourself, Your Immediate Family, or to Another Minister

Any such loans or gifts must be approved and processed by Ministerial Services.

Equipment Purchases

No equipment such as P.A. systems, desks, baptisms, chairs, pianos, organ, musical instruments, file cabinets, typewriters, cassettes, tape recorders, etc., may be purchased from Minex. Individual applications must be made to Ministerial Services for these items before acquisition.

Flowers for Sabbath or Holy Day Services

Since the cost of providing these for all local churches would be prohibitive, they must be financed locally if desired.

Local Church Social Activity Expenses

These must ALL be financed locally. NO EXCEPTIONS ALLOWED. The minister is responsible for paying his own way at all Church social functions.

Church Library Expense

All library expenses must be financed locally. This includes cassette tapes other than those sent from Headquarters.

Choir Uniforms

These must be financed locally.

Drivers Licenses

Motor Mower Fuel

Disposable nappies for use with little children on trips.

Sports Fees

Car Customization

Utilities

Home Location or Estate Agent's Fees

Pollution By-pass Equipment

Interoffice

To ALL MINISTERS

DEPT

DATE 26.3.1981

From Bob Morton

DEPT

Subject Minex

Greetings. I had hoped by now to have gotten out a comprehensive memo giving guidelines for the use of Minex. However, we haven't yet been able to get to it.

Meanwhile, I'd like to clear up one point regarding one current use of Minex. Some seem to be under the impression that Minex can be used to finance or subsidize Church picnics, barbeques and socials. This should not be done. Church socials should be financed either from the local Church fund, from a collection among the brethren or by direct payment from those participating. The same is also true for tea, coffee and biscuits following a Sabbath Service.

Thanks for your co-operation.

Regards,



Interoffice

To	FULL TIME FIELD MINISTERS	DATE	4 November 1980
From	Bob Morton	DEPT	
Subject	Use of Minex while on Refresher		

Greetings again. Just a guideline on what to do about Minex for the Refresher Programme.

For ministers from Australia, Pasadena will pay for and provide accommodation and meals from Friday evening prior to the commencement of each session until Sunday morning after the end of each session. If, for some reason, accommodation and meals are not available during this period then please feel free to use Minex and report it as a Refresher Programme expense on your regular Minex Report Card.

Any expenses outside this period (apart from normal travel, legitimate meal expenses, tips at airports etc.) should be your own. If there are any questions, please don't hesitate to ask.

Regards,

