

**SYNOD COUNCIL MEMBERS**

Present

The Rev. William Baum  
The Rev. Dr. Stephen P. Bouman, Bishop  
Ms. Rene Chapman  
Mr. Paul Jensen, Treasurer  
The Rev. James G. Krauser, Secretary  
Mr. John Litke, Vice President  
The Rev. Abraham Lu  
Dcn. Kamy Moghbeli  
Dcn. Gayle Ruege  
Dcn. Edward Tatlian

Excused

The Rev. Christine Bohr  
Mr. Alan Chen  
Ms. Elizabeth Hoffmann  
Ms. Elizabeth Hurst  
The Rev. Paul Johnsen  
Dcn. Paul Lumpkin  
The Rev. Barbara Lundblad  
Dcn. Carol Straub

**AUXILIARY REPRESENTATIVES**

The Rev. Gary Schulz, Deans

**STAFF**

Ms. Joanne Strunck  
The Rev. Robert Wollenburg

I. CALL TO ORDER Vice President Litke

II. DEVOTIONS Bishop Stephen Bouman

III. ADOPTION OF AGENDA

The agenda was adopted with minor adjustments

IV. MINUTES, 17 February, consideration of

The minutes were approved with the correction of one typographical error:

*ACTION (SC04:2/3): RESOLVED that synod council approval...* should read "*RESOLVED that synod council approve...*"

V. REPORT OF THE BISHOP

A. Robert Wollenburg

1. Mission Support. We have received only 98 Statements of Intent. Mission support visits continue; Pr. Wollenburg has gotten 10 reports back so far. He encouraged visitors to put emphasis on thanking people.
2. Endowment for Tanzania. We have received commitments of \$315,000. This endowment is going to make a major difference in years ahead in our sister synod. The immediate need is long-term funding for teachers rather than for scholarships. A number of scholarships are already being supported from other sources.
3. Charitable Gift Planning in connection with ELCA Foundation is a part of Pr. Wollenburg's ministry. He is eager to visit churches to educate about this. Gifts solicited by Pr. Wollenburg on the territory of this synod surpass \$1,500,000 to date.

B. Conference of Bishops

1. Evangelism Strategy. The Evangelism Strategy is for the long haul, with an emphasis on the Great Commission. It does mean change; a reorientation of what we are already doing. Bishop Bouman cited as an example how we do ordained

- ministry in mission situations. At the March 2005 meeting the Conference of Bishops and the seminaries will look at a proposal for ordination in long term mission situations. They will be tightening up on short-term licensing to Word and Sacrament ministry, which serves to confuse ordination. But in longer-term mission situations we may need more flexibility. A possibility would be to ordain candidates to a particular place until candidacy requirements are met.
2. Sexuality statement. The bishops were not able to produce a joint declaration, as there was much disagreement. However, they think it is important that they continue to participate in the study. Some were hoping they could avoid having to come to a “yea/nay” decision at the Churchwide Assembly in 2005 and instead continue the conversation. Bishop Bouman encouraged synod council members to be at the quadrant studies.
- C. Pr. Doris Cirillo was approved by the conference of Bishops for a non-stipendiary call to Calvary Lutheran Church in Ridgewood.
- D. The Center for Public Theology is sponsoring an event at Riverside Church entitled “Tax Day Event: Calling the Church to Task” on April 15 from 4 – 9 pm. In the spring of 1934 German church leaders issued the Barmen Declaration, a call to the churches to confess their faith through resistance to the theological claims of the state. In the celebration of the 70<sup>th</sup> anniversary of that call, this event invites a public conversation on the tasks facing America’s churches today. (**Attachment A**)
- E. New Candidates assigned to the MNYS
1. Laura Elaine Sinche-Vitucci from Lutheran Theological Seminary at Philadelphia
  2. Yvette Schock from Pacific Lutheran Seminary
  3. Roy Griffin Thomas, Jr. from Trinity Lutheran Seminary and Valperiso.
  4. Kevan D. Penrose from Trinity Lutheran Seminary
- F. Bishop Bouman will be the 2005 Epiphany preacher for Lutheran Vespers.
- G. Wartburg Lutheran Services. The Rev. Dr. Ronald Rademacher just announced that Good Shepherd Home in Delmar has become part of Wartburg’s ministry.
- H. Full Communion. Bishop Bouman and Mr. Tony Aguilar recently met with local Episcopalian bishops to discuss joint ministry, especially with “congregations at risk”. One such possible ministry might be between Epiphany Lutheran and Trinity Episcopal in the Bronx.
- I. Camp Wilbur Herrlich. A resolution will be coming to Reference and Counsel on the issue of the renegotiation of the working relationship between Lutheran Social Services and Camp Wilbur Herrlich. Bishop Bouman advised letting both boards negotiate without public pressure. Bishop Bouman and President Benke are working to mediate concerns. There are legitimate issues on both sides and both sides care about the ministry that happens at Camp Wilbur Herrlich.
- J. Congregation issues
1. St. Paul, Valley Stream

St. Paul's is in the process of coming under synodical administration. Pastor Gail Burwa has invited Bishop Bouman to preach there on Palm Sunday. This will be a pastoral, not an official synodical visit.

2. St. Johns, Bronx  
The synod is ready to send in the consultation panel.
3. Zion-St. Marks, Manhattan  
We are looking to implement consultation at Zion-St. Mark's as well.

#### VI. REPORT OF THE TREASURER

Mr. Paul Jensen

- A. Mission support. We have received 98 commitments to date, which is 45% of our congregations. This amounts to \$858,000. Of these ,fifty-five have indicated they will increase their commitments in 2004 (\$275,000). Twenty-five congregations will decrease commitments (\$51,000). Eighteen congregations remain unchanged. The net increase to date is 2.9% or \$24,000. The deadline for commitment forms was February 1, but they continue to trickle in. **Attachment B** charts mission support receipts since 1998.
- B. Parochial reports. Approximately 80 have been returned.
- C. 2005 Income and Expenditure Budget Draft (Attachment C - includes supporting drafts and documents) At Jim Krauser's suggestion, Mr. Parker will remove the third from bottom line.

Appended to Attachment C is a two page report on transfers that will take place to cover deficit in operating expenses and three charts indicating proposed budget revenue, proposed budget expenses, and proposed budget profit loss.

Discussion ensued as to what we can do to balance the budget. Mr. Jensen is going to ask the Finance Management Committee (FMC) to look at budgets going forward in two-three years and work us toward a plan to reduce the budget, or at least be able to explain why we can not reduce it. Bishop Bouman noted that a sizable piece of our revenue is from grants designated for specific salaries; if we cut staff we will be cutting grants.

**ACTION (SC04:3/1): RESOLVED that the Synod Council recommend to the 2004 Synod Assembly a fiscal year 1/31/2006 operating budget that contains spending levels of \$3,416,475; revenue levels of \$2,488,043, and transfers from designated and restricted funds of \$324,900 resulting in an operating deficit of \$198,552.**

**ADOPTED**

Concern was expressed over presenting a deficit budget to the Synod Assembly. The synod has been operating a deficit budget for at least 15 years but we have only recently been clear in reporting it.

**ACTION (SC04:3/2): RESOLVED that in FY2005 the Metropolitan New York Synod plans to provide 45.5% from congregational unrestricted giving to support of the churchwide organization. In dollars, this is estimated to**

be \$728,000.

**ADOPTED**

Note: Metropolitan New York Synod has a commitment to raise our giving to the ELCA annually by .5% until we reach our goal of 55%. This resolution represents a .5% increase over last year.

VII. OLD BUSINESS

A. Congregations under synodical administration:

- Hope Lutheran Church, Scarsdale
- Christ Lutheran Church, Yonkers
- Holy Trinity, Hollis.

Synod Council, at a previous meeting, declined to put the money in to continue the school in its present building. There is a strong collaborative effort to find suitable facilities for the school.

- Zion, Harlem
- Atonement, Staten Island.  
Atonement will be voting to close in the near future.
- Redeemer, Hicksville

**ACTION (SC04:3/3) RESOLVED that the synod attorney give proper notice to the tenant of the property known as Redeemer, Hicksville that the lease will not be renewed upon its expiration.**

**ADOPTED**

**ACTION (SC04:3/4) RESOLVED that the Special Assistant for the property know as Redeemer, Hicksville be authorized to list that property as for sale at a price of \$2.5M or better.**

**ADOPTED**

B. Synod Assembly

1. Assembly site selection committee report. Mr. Robert Parker reported that, given concern over finances, the committee has been looking at college campuses. Wagner is not suitable. They are confining their search now to Manhattan. If we use a college campus we will need to wait until the end of June; this is not an option. Bishop Bouman suggested they explore St. John Divine or Riverside Church. The 2005 assembly may be intense because of the end of the Sexuality Study and the upcoming vote at Churchwide Assembly. Mr. Parker anticipates they will have a site located before the April Synod Assembly planning committee meeting.

2. Voting privileges for pastors of other faith traditions

In response to constitutional provision 8.72.14: An ordained minister from a church body with which a relationship of full communion has been declared and established by a Churchwide Assembly of the Evangelical Lutheran Church in America may be granted the privilege of both voice and vote in the Synod Assembly during the period of that ordained minister's service in a congregation

of this church, in accord with ELCA Churchwide bylaw 8.72.12.

**ACTION (SC04:3/5) RESOLVED that all persons with a valid call to Word and Sacrament ministry as a pastor to a congregation on a territory of this synod and who do not have privilege of voice and vote at Synod Assemblies by other provisions of the governing documents of the synod, shall be granted the privilege of Voice and Vote at those Synod Assemblies occurring during the terms of their calls.**

**ADOPTED**

This will be attached as a continuing resolution of the synod council at the Synod Assembly.

3. Distinguished Disciple.  
Bishop Bouman announced that Judge Daniel Joy, a member of New Hope Lutheran Church in Jamaica, will be the Distinguished Disciple for this year.
- C. Nomination of Synod Treasurer.  
No one has yet accepted nomination for the position of Synod Treasurer.
- D. Governing Document Amendments for the 2004 Synod Assembly -Secretary James Krauser  
(See **Attachment D** for more information)

**S.7.27 This synod may establish processes through the Synod Council to grant an ordained minister from a church body with which a relationship of full communion has been declared and established by the Churchwide Assembly of the Evangelical Lutheran Church in America the privilege of both voice and vote in the Synod Assembly during the period of that ordained minister's service in a congregation of this church.**

S7.32.01.B  
SA2003

B. Non-voting Members of the Assembly  
SA2004 5) Rostered Synodical Deacons who are not otherwise voting members but who are in attendance as registered visitors to the assembly shall have the privilege of voice in the assembly.

S9.03.04 The Nominating Committee shall not be dissolved upon the presentation of its report, but shall be activated to process nominees in the event of a special election. Its members shall serve until their successors are appointed in connection with the next regular election cycle.

S9.20.08 In the event of an election to fill a vacant unexpired term on the Synod Council, nominations shall be processed through the Nominating Committee. Interim vacancy appointments shall remain the responsibility of the Synod Council. Conference restrictions shall not apply to nominations to fill unexpired terms on the Synod Council by appointment or election.

**S10.03. The functions of the Synod Council shall be to:**

**f. Fill vacancies until the next regular meeting of the Synod Assembly except as may otherwise be provided in the constitution or bylaws of the synod, and determine the fact of the incapacity of an officer of the synod.**

S10.03.00 f. Elections to fill unexpired terms (except for that of bishop) shall take place at the next synod assembly for which elections are scheduled (even years). Vacancy appointees will serve until such an election is held. The Synod Council may schedule a special election to fill unexpired terms if a vacancy occurs more than 5 months in advance of an odd year assembly.

S9.20.07 *For the purposes of nominations only those authorized voting members of the conference (S12.01.05) may vote to designate nominees. Nominations to the Synod Council shall require the support of at least one-third of the voting members present and voting.*  
*OR*  
For the purposes of nominations the conference may schedule an “open caucus” wherein any voting member of a congregation within the conference may nominate and vote. Nominations to the Synod Council shall require the support of at least one-half of those attending the caucus and voting. The quorum for such a caucus shall be one-third of pastors and one-third of the congregations ~~shall be as~~ represented by lay delegates.

S12.01.04. *One-third of the ordained ministers of the conference and ~~at least the lay delegates from~~ one-third of the congregations of the conference shall have registered lay delegates at a conference meeting shall constitute a quorum.*

**ACTION (SC04:3/6): RESOLVED that synod council adopt en bloc the governing document amendments for the 2004 Synod Assembly.**

**ADOPTED**

E. Response to Memorial 1 from the 2003 Synod Assembly

**Memorial 1: To Study and Reform the Candidacy Process for Ordained Ministers**

*WHEREAS, There have been no significant changes in the candidacy or rostering process of the Evangelical Lutheran Church in America since its formation in 1987; and*

*WHEREAS, Many candidates for ordination and others seeking admission to the clergy roster of the ELCA have found the process to be cumbersome, often adversarial, and occasionally demeaning; and*

*WHEREAS, A sizeable number of candidates for the ministry of Word and sacrament are now “second career” people whose familial responsibilities and/or life circumstances warrant a reassessment of current expectations of the process; and*

WHEREAS, There is a growing shortage of candidates for the Ministry of Word and Sacrament in the ELCA; and

WHEREAS, Our relationships with churches in the Lutheran World Federation and with churches with whom we are in full communion have undergone substantial changes since 1987; and

WHEREAS, The responsibility to “call forth, equip, certify, set apart and oversee an ordained ministry of Word and sacrament” is one of the chief purposes of this Church in all its expressions (ELCA Constitution, 4:03c); and

WHEREAS, “To obtain such [justifying grace through] faith God instituted the office of ministry, that is, provided the Gospel and the sacraments. (Augsburg Confession, article V), and

WHEREAS, Jesus Christ himself observes, “the harvest is plentiful, but the labors are few, therefore ask the Lord of the harvest to send forth laborers into his harvest (Saint Matthew 9:37-38; Saint Luke 10:2); now, therefore be it

***RESOLVED, That the Metropolitan New York Synod memorialize the 2003 Churchwide Assembly of the Evangelical Lutheran Church in America to commission and authorize a thorough and complete study of the processes and procedures for candidacy and the rostering of ministers of Word and sacrament in the Evangelical Lutheran Church in America and propose reforms to the current candidacy and rostering processes and procedures that will:***

- ***Treat each candidate for ordination or applicant for inclusion on the roster as gifts of God;***
- ***Provide each candidate or applicant for the roster with a clear outline of the procedures and a candidate’s “articles of expectations” detailing what support, care, and encouragement the candidates can expect from those involved in their process;***
- ***Provide new processes and procedures for candidates from the seminaries of churches with which the ELCA is in full communion and give synod bishops and candidacy committees the responsibility to approve candidates who attend these seminaries and to evaluate on a case-by-case basis the necessity of an additional “Lutheran year,” without examination by the faculties of ELCA seminaries;***
- ***Provide new processes and procedures for ministers of Word and Sacrament from member churches of the Lutheran World Federation that will respect their ordination within the Lutheran communion and give synod bishops and candidacy committees the responsibility to examine and approve such persons for the roster without examination by faculties ELCA seminaries; and be it further,***

***RESOLVED, That this study and its proposed reforms be presented for action to the 2005 Churchwide Assembly of the Evangelical Lutheran Church in America; and be it further***

***RESOLVED, That as an interdependent expression of this Church, the Metropolitan New York Synod of the ELCA immediately implement, for trial use, the above***

***reforms in the candidacy and rostering procedures and processes until the 2005 Churchwide Assembly acts on them.***

This memorial was referred to the Synod Council.

In June 2003, the Synod Council requested a report from the Candidacy committee. After receiving the advice from the candidacy committee, the Synod Council reports the following to the Synod Assembly:

The Synod Council supports the spirit and intent of the first resolve.

The first two concerns of the first resolve are already guiding principles of the Candidacy committee and the Synod Council believes no adjustments are necessary.

The third and fourth concerns are received with sympathy by the Synod Council.

However, synod candidacy committees do not create candidacy policy, but rather administer procedures established by the Division for Ministry of the Evangelical Lutheran Church in America. The Candidacy Committee of the Metropolitan New York Synod supports the candidacy policies of our church consistent with our belief that a candidacy process that applies consistent churchwide standards and procedures is in the best interest of the synod, the ELCA and candidates for rostered ministry. We have forwarded these particular concerns to the ELCA Director for Candidacy and the Division for Ministry Coordinator for Region Seven with the encouragement that churchwide solutions be proposed to meet the concerns.

In response to the second resolve, the Candidacy Committee and the Synod Vice President have advocated with the Division for Ministry that such a study be undertaken.

The scope and timing of such a study are not known at this time and it is unlikely that it could be available for consideration by the 2005 Churchwide Assembly.

In response to the third resolve, the Synod Council believes that a candidacy process that applies consistent churchwide standards and procedures is in the best interest of the synod, the ELCA and candidates for rostered ministry. The ELCA candidacy process is a partnership between the synod, seminaries, and the Division for Ministry and requires consultation and mutual adjustments of all parties if the process is to be changed. These adjustments are best made at the churchwide level and therefore we do not believe it wise to make unilateral changes in our candidacy process.

**ACTION (SC04:3/7): RESOLVED that synod council forward the above stated response to the 2004 Synod Assembly.**

**ADOPTED**

- F. Annual deans' reports. Synod Council will receive the annual reports of the deans at the April meeting, since not all have yet been submitted.
- G. Congregation Constitutions Secretary Krauser

Atonement, Saugerties has submitted a constitution, which needs some revisions.

VIII. NEW BUSINESS



A. Proposal for a Mission Development Board (**Attachment E**)

There was considerable discussion around the Mission Development Board proposal, with concern that the deans had not yet responded and a question as to whether the proposal conflicted with the responsibilities of the Commission for Evangelical Outreach.

**ACTION (SC04:3/8) RESOLVED that synod council move to postpone consideration of the Mission Development Board until the April synod council meetings.**

**ADOPTED**

B. Archives Committee

Synod Council will be taking steps to make the Archives Committee an official committee of the synod

C. Churchwide Strategic Plan (**Attachment F**)

The ELCA has requested synod participation in their process for strategic planning. Vice-president Litke asked council members to read the material contained in Attachment F and to give him their written opinions by Monday March 22. He will then email collected comments to Chicago.

IX. DEANS REPORT

The Rev. Gary Schulz

Pastor Schulz reported that the Conference of Deans is looking seriously at the role of deans in synod. They recognize that as of the last assembly the definition of what a dean is has changed and given them more responsibilities. They are struggling with how they can work more closely with the bishop and ease the burden of the staff. What authority do they have? Pastor Baum suggested that we need find ways to value and elevate their ministry amongst us.

X. YOUTH REPORT – no report

XI. AUXILIARY ORGANIZATIONS

A. Women of the ELCA - no report

B. Lutheran Men in Mission – **Attachment G**

C. Diaconal Council

Deacon Ed Tatlian

There are no new candidates at this time. Retreat for Diakonia students and Deacons is March 19-20

XII. CLOSING PRAYER AND ADJOURNMENT

Bishop Bouman closed the meeting with prayer.

Respectfully submitted,

Joanne Strunck, Administrative Assistant to the Bishop

Attachment

A



# TAX DAY EVENT: Calling the Church to Task

**April 15, 4:00 – 9:00 P.M.**

**The Riverside Church, 490 Riverside Drive, New York, NY**

In the spring of 1934, German church leaders issued the Barmen Declaration, a call to the churches to confess their faith through resistance to the theological claims of the state. In celebration of the 70<sup>th</sup> anniversary of that call, Riverside Church invites you to a Tax Day Event, a public conversation open to all people of faith on the tasks facing America's churches today.

## **4:00-5:15 "The Barmen Declaration and its Challenge to America's Churches"**

Rev. Dr. Ralf K. Wustenberg, Berlin Cathedral and Heidelberg University, will frame the historical and theological context for this Event. Lester Ruiz, New York Theological Seminary and Nancy Duff, Princeton Theological Seminary will be responding with challenges and concerns for today.

## **5:30-6:30 Conversations**

We invite you to join in small group conversations around the tasks facing the church in our time. Among the conversations being planned are:

- The crisis of poverty
- Same-sex marriage
- Globalization
- Biblical justice in an election year
- Challenges and opportunities for cooperation among religions and cultures

Discussion leaders include:

- Liz Theoharis and Paul Chapman, The Employment Project
- Dale Irvin, New York Theological Seminary
- Gabriel Salguero, Union Theological Seminary
- Rev. Heidi Neumark, Trinity Lutheran Church, author of *Breathing Space*

## **6:30-7:15 Conversations Continue over informal Dinner**

(Food will be available for purchase, or bring your own brown bag supper.)

## **7:30-9:00 Keynote Address and Response**

We are in the midst of an election year in which religion is a key issue. That presents an opportunity for churches to define the religious issues in the election.

Keynote Speaker: Jim Wallis, Sojourners

Respondent: Rev. Dr. James A. Forbes, Jr., The Riverside Church

**Registration Fee: \$20.00/\$10.00 student. Book now!!!**

**Please call 646-205-2186 to register. Or register online at [www.centerforpublictheology.org](http://www.centerforpublictheology.org).**

*Sponsored by the Auburn Seminary, the Center for Public Theology, New York Theological Seminary,  
The Riverside Church, and Union Theological Seminary  
Mobilization 2004 at Riverside: A campaign to inspire, inform and rally the public  
to recover our spiritual, moral and democratic values in America.*

# Attachment B

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1	<b>METROPOLITAN NEW YORK SYNOD, ELCA</b>													
2	<b>MISSION SUPPORT 1998-2004</b>													
3	MNYS	ELCA	CONGREGATION		ACTUAL						VARIANCE			VARIANCE 2004 COMM to 2003 ACTUAL
4			<b>01 HUDSON</b>	F/Y	1998	1999	2000	2001	2002	2003	2003 TO 2002	2004 ASK	2004COMM	
5	01	20203	Immanuel-Kingston		3,000	3,000	3,900	4,500	4,650	4,540	(110)	5,000		
6	02	03899	Redeemer-Kingston		19,000	19,000	2,000	22,253	17,000	20,000	3,000	21,000	21,000	1,000
7	03	03901	Trinity-Kingston		11,250	11,810	10,313	11,000	12,000	13,000	1,000	12,600		
8	04	03906	Redeemer-New Paltz		8,000	6,000	6,500	5,500	7,000	7,000	0	7,200		
9	05	03909	First-Poughkeepsie		1,138	1,050	1,050	875	875	0	(875)	1,200		
10	06	03914	Mount Calvary-Ruby		226	125	125	100	100	100	0	120	100	0
11	07	03910	St. John's Poughkeepsie		40,183	42,140	51,087	44,601	49,927	51,413	1,486	52,000	52,000	587
12	09	03911	St. Paul-Red Hook		4,832	3,830	5,064	3,791	4,148	4,142	(6)	6,000		
13	10	03913	Memorial Rhinebeck		4,100	4,200	4,208	3,941	5,000	5,500	500	6,000		
14	12	03912	Third-Rhinebeck		7,409	7,593	5,518	4,973	6,351	4,520	(1,831)	2,400	200	(4,320)
15	13	03915	Atonement-Saugerties		9,315	8,409	7,425	8,100	7,610	7,799	189	9,000	7,799	0
16	14	03917	St. Paul-West Camp		1,200	1,200	1,200	1,200	1,200	1,500	300	1,800	1,500	0
17	15	03918	Christ-Woodstock		10,192	11,213	10,833	11,349	9,833	14,589	4,756	13,500		
18			<b>Conference Totals</b>		<b>119,845</b>	<b>119,570</b>	<b>109,223</b>	<b>122,183</b>	<b>125,694</b>	<b>134,103</b>	<b>8,409</b>	<b>137,820</b>	<b>82,599</b>	<b>(2,733)</b>
19			<b>02 Delaware Hudson</b>	F/Y	1998 ACT	1999 ACT	2000 ACT	2001 ACT	2002 ACT	2003 ACT	+/- 2003 to 2002	2004 ASK	2004COMM	+/-2004 to 2003
20	01	20191	St.Thomas-Central Nyack		2,000	2,000	500	2,000	2,000	0	(2,000)	3,000		
21	02	03896	Christ-Ellenville	9/30	500	1,200	1,300	500	1,400	2,100	700	2,000	2,000	(100)
22	03	03897	Grace-Greenwood Lake		3,000	3,300	3,500	3,600	3,750	4,000	250	4,800		
23	04	03898	First-Jeffersonville		1,400	1,400	1,400	1,450	1,500	1,700	200	2,000	2,000	300
24	05	03902	St. Paul-Liberty		1,658	608	1,435	2,031	1,375	2,225	850	2,400	2,400	175
25	06	03903	St. John-Middletown		10,300	11,500	11,600	11,700	11,800	11,900	100	12,600	12,600	700
26	07	03904	St. Paul-Narrowsburg		7,250	7,248	7,250	7,500	7,550	6,875	(675)	8,000		
27	08	04004	St. Paul-New City		9,000	10,001	13,000	12,000	13,200	13,200	0	14,400	14,400	1,200
28	09	03916	King of Kings-New Windsor		13,200	15,000	16,000	12,964	15,585	16,957	1,372	19,200	20,400	3,443
29	10	03905	Christ-Newburgh		1,200	1,200	0	800	700	1,200	500	1,500	1,500	300
30	11	03907	Grace-North Branch		1,500	2,182	1,545	1,600	1,596	1,596	0	1,800	1,800	204
31	12	04008	Good Shepherd-Pearl River	11/30	35,476	35,000	32,583	30,000	30,000	30,000	0	33,000	30,000	0
32	13	03908	St. Peter-Port Jervis		3,888	3,442	3,950	5,188	3,988	5,000	1,012	5,400		
33	14	03995	Christ-Suffern		10,185	6,410	3,640	563	0	0	0	4,000		
34			<b>Conference Totals</b>		<b>100,557</b>	<b>100,491</b>	<b>97,703</b>	<b>91,896</b>	<b>94,444</b>	<b>96,753</b>	<b>2,309</b>	<b>114,100</b>	<b>87,100</b>	<b>6,222</b>

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
35			<b>03 Tappan Zee</b>	<b>F/Y</b>	<b>1998 ACT</b>	<b>1999 ACT</b>	<b>2000 ACT</b>	<b>2001 ACT</b>	<b>2002 ACT</b>	<b>2003 ACT</b>	<b>+/- 2003 to 2002</b>	<b>2004 ASK</b>	<b>2004COMM</b>	<b>+/-2004 to 2003</b>
36	01	03996	Trinity-Brewster		10,230	10,479	11,939	12,000	7,310	11,770	4,460	14,000		
37	02	20192	Our Redeemer-Chappaqua		5,025	4,685	5,490	5,250	5,861	4,057	(1,803)	6,000	4,120	63
38	03	10345	Our Saviour-Croton-on-Hudson		7,700	7,700	7,800	4,000	5,000	6,000	1,000	6,600		
39	04	10345	Dobbs Ferry-Dobbs Ferry		23,440	25,220	21,245	19,386	20,972	22,995	2,023	24,000		
40	05	04000	St. John-Mamaroneck		10,106	6,700	3,500	6,652	2,000	2,500	500	9,000	8,500	6,000
41	06	04001	Resurrection-Mt. Kisco		25,000	25,500	25,000	26,500	26,750	20,487	(6,263)	28,000	20,238	(249)
42	07	07399	United-Mt. Vernon		6,064	6,250	6,947	7,668	6,000	12,307	6,307	7,200	7,200	(5,107)
43	08	04005	Holy Trinity-New Rochelle		5,000	5,000	0	0	3,996	2,400	(1,596)	5,400	2,000	(400)
44	09	04006	St. Luke-New Rochelle		5,133	3,500	1,800	0	4,000	4,500	500	5,400	5,200	700
45	10	04009	Emmanuel-Pleasantville		30,000	31,000	30,000	36,000	34,000	34,000	0	36,000	34,000	0
46	11	03997	St. Paul's-Rye Brook		15,000	15,000	16,000	17,933	15,767	10,033	(5,734)	18,000	10,000	(33)
47	13	10506	Grace-Scarsdale		9,625	8,449	6,817	2,450	4,000	4,000	0	4,200	4,200	200
48	14	04011	St. Matthew-White Plains		23,586	3,136	4,849	4,615	4,419	4,810	391			
49	15	04012	Trinity-White Plains		10,460	14,690	14,141	12,380	9,768	10,700	933	13,200		
50	16	04007	Grace-Yorktown Heights		19,000	20,000	21,000	19,250	19,250	22,000	2,750	24,000		
51	17	04014	St. Andrew-Yorktown Heights		9,000	10,000	10,500	11,000	10,500	14,000	3,500	18,000	16,000	2,000
52	18	20224	Christ-Yonkers		3,417	3,403	1,832	SA	SA	SA	SA	SA	SA	
53	19	00000	Hope-Scarsdale	8/31						1,400	1,400	1,200	1,400	0
54			<b>Conference Totals</b>		<b>217,786</b>	<b>200,712</b>	<b>188,860</b>	<b>185,084</b>	<b>179,591</b>	<b>187,960</b>	<b>8,369</b>	<b>1,200</b>	<b>112,858</b>	<b>3,174</b>
55			<b>04 Eastern Nassau</b>	<b>F/Y</b>	<b>1998 ACT</b>	<b>1999 ACT</b>	<b>2000 ACT</b>	<b>2001 ACT</b>	<b>2002 ACT</b>	<b>2003 ACT</b>	<b>+/- 2003 to 2002</b>	<b>2004 ASK</b>	<b>2004COMM</b>	<b>+/-2004 to 2003</b>
56	01	03923	St. John-Bellmore		10,428	12,546	11,387	11,392	13,801	13,966	165	14,400		
57	02	03928	St. Luke-Farmingdale		22,000	22,000	22,000	22,000	22,500	22,000	(500)	24,000		
58	03	03934	Redeemer-Hicksville		5,000	3,500	2,500	2,000	2,500	4,328	1,828	3,600		
59	04	03935	St. Stephen-Hicksville		12,000	12,000	12,000	12,000	13,000	15,000	2,000	16,200		
60	05	10404	Good Shepherd-Levitown	8/31	7,410	7,620	8,440	6,375	335	800	465	1,200		
61	06	03941	St. David-Massapequa Park		24,832	28,099	27,304	26,343	25,912	23,369	(2,543)	30,000	24,000	631
62	07	03943	St. John-Merrick		29,300	28,463	20,759	16,421	22,627	10,271	(12,356)	23,400		
63	08	03946	Grace-North Bellmore		6,278	6,820	7,851	8,109	7,361	5,880	(1,482)	8,200		
64	09	20211	Good Shepherd-Plainview	6/30	17,555	18,000	18,000	17,000	21,748	20,500	(1,248)	24,000	21,000	500
65	10	20219	Our Redeemer-Seaford		20,500	18,792	21,708	18,333	5,000	10,000	5,000	12,000	12,000	2,000
66	11	03950	Faith-Syosset		18,000	19,200	19,800	21,000	16,700	5,000	(11,700)	14,400		
67	12	03952	Christ-Wantagh		24,816	24,107	26,659	25,252	25,014	26,003	989	27,000	26,000	(3)
68			<b>Conference Totals</b>		<b>198,119</b>	<b>201,147</b>	<b>198,408</b>	<b>186,225</b>	<b>176,499</b>	<b>157,118</b>	<b>(19,381)</b>	<b>198,400</b>	<b>83,000</b>	<b>3,128</b>

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
69			<b>05 Western Nassau</b>	<b>F/Y</b>	<b>1998 ACT</b>	<b>1999 ACT</b>	<b>2000 ACT</b>	<b>2001 ACT</b>	<b>2002 ACT</b>	<b>2003 ACT</b>	<b>+/- 2003 to 2002</b>	<b>2004 ASK</b>	<b>2004COMM</b>	<b>+/-2004 to 2003</b>
70	01	03927	Advent-Elmont		4,543	4,297	5,831	3,229	3,519	0	(3,519)			
71	02	03929	Christ-Floral Park		12,878	14,940	15,849	18,513	16,283	16,152	(131)	18,000		
72	03	03930	Ascension-Franklin Square		12,954	13,000	12,000	11,000	10,000	9,400	(600)	12,600	5,000	(4,400)
73	04	10374	Our Savior's-Glen Head		6,700	6,696	6,901	5,000	5,000	7,000	2,000	7,800	7,000	0
74	05	20206	Our Saviour-Mannhasset		21,033	16,233	23,690	24,000	23,000	26,000	3,000	27,600	27,600	1,600
75	06	20207	Our Saviour-Mineola		6,000	6,375	6,729	6,532	7,001	7,500	499	7,800	7,500	0
76	07	03944	Christ-New Hyde Park		6,300	6,925	7,525	7,150	8,100	3,600	(4,500)	4,000		
77	08	03945	Gloria Dei-New Hyde Park		16,965	16,741	12,942	7,015	5,051	2,100	(2,951)	5,000		
78	09	20213	Our Savior-Port Washington		9,525	10,319	11,051	11,160	13,000	13,020	20	16,000		
79	10	03949	St. James-Stewart Manor		2,500	2,500	2,500	2,500	2,900	2,500	(400)	3,600	2,500	0
80	11	03951	St. Paul-Valley Stream		0	0	0	0	35	0	(35)	1,500		
81	12	10534	Trinity-Valley Stream		10,000	10,000	10,300	10,500	9,500	4,500	(5,000)	12,000	9,000	4,500
82	13	03953	St. Andrew's-West Hempstead		11,000	12,500	12,800	13,500	14,500	15,500	1,000	17,000		
83	15	01200	Kalam-Valley Stream		NA	NA	NA	NA	0	300	300	1,200		
84			<b>Conference Totals</b>		<b>120,398</b>	<b>120,526</b>	<b>128,118</b>	<b>120,099</b>	<b>117,889</b>	<b>107,572</b>	<b>(10,317)</b>	<b>134,100</b>	<b>58,600</b>	<b>1,700</b>
85			<b>06 Southern Nassau</b>	<b>F/Y</b>	<b>1998 ACT</b>	<b>1999 ACT</b>	<b>2000 ACT</b>	<b>2001 ACT</b>	<b>2002 ACT</b>	<b>2003 ACT</b>	<b>+/- 2003 to 2002</b>	<b>2004 ASK</b>	<b>2004COMM</b>	<b>+/-2004 to 2003</b>
86	01	10269	Bethlehem-Baldwin		3,082	3,000	3,300	3,500	3,800	4,200	400	4,800		
87	02	03921	St. Peter's-Baldwin		22,500	25,000	25,000	25,000	26,000	26,500	500	28,000		
88	03	10320	Incarnation-Cedarhurst		1,187	1,338	1,136	1,499	1,675	1,856	181	1,750	1,750	(106)
89	04	03931	Christ/Cristo-Freeport	6/30	0	0	1,060	2,300	3,400	3,300	(100)	4,000	3,600	300
90	05	03933	Epiphany-Hempstead		30,000	30,000	23,750	21,000	5,000	16,000	11,000	22,000		
91	06	10405	St. John's by the Sea-Long Beach		4,631	4,863	5,009	5,200	2,650	0	(2,650)	3,000	1,200	1,200
92	07	03940	St. John-Lynbrook		8,256	4,462	7,396	7,925	7,151	9,637	2,486	8,000	8,500	(1,137)
93	08	20205	Grace-Malverne	8/31	4,939	4,526	5,108	4,553	5,700	5,483	(217)	6,500		
94	09	10446	Oceanside-Oceanside		112	692	654	647	676	600	(76)	1,200		
95	10	03947	Holy Trinity-Rockville Center	6/30	33,600	34,631	34,600	34,600	20,183	20,100	(83)	26,000		
96	11	03948	Good Shepherd-Roosevelt		0	0	2,000	2,250	2,250	2,250	0	3,600		
97	12	10532	Grace-Uniondale		7,796	12,000	12,900	4,500	7,500	5,750	(1,750)	10,000	10,000	4,250
98	14	30115	Resurreccion-Hempstead		530	300	550	600	612	2,000	1,388	3,000		
99			<b>Conference Totals</b>		<b>116,633</b>	<b>120,812</b>	<b>122,463</b>	<b>113,574</b>	<b>86,597</b>	<b>97,676</b>	<b>11,079</b>	<b>121,850</b>	<b>25,050</b>	<b>4,507</b>

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
100			<b>07 Peconic</b>	<b>F/Y</b>	<b>1998 ACT</b>	<b>1999 ACT</b>	<b>2000 ACT</b>	<b>2001 ACT</b>	<b>2002 ACT</b>	<b>2003 ACT</b>	<b>+/- 2003 to 2002</b>	<b>2004 ASK</b>	<b>2004COMM</b>	<b>+/-2004 to 2003</b>
101	01	03957	St. Michael's-Amagansett		750	1,975	1,442	1,430	1,933	1,789	(144)	1,200		
102	02	03925	Incarnation-Bridgehampton		1,692	1,791	1,392	2,899	1,971	1,261	(710)	3,000		
103	03	10330	Holy Cross-Commack		6,500	7,404	7,000	7,000	7,500	7,500	0	7,800	3,600	(3,900)
104	05	03932	St. Peter-Greenport		9,540	10,017	10,750	11,288	12,270	12,600	330	13,200		
105	07	03938	Holy Cross-Lake Ronkonkomo		7,500	8,400	9,240	10,164	11,180	12,000	820	14,000		
106	08	03942	Advent-Mattituck		2,300	2,300	2,450	2,924	3,000	3,500	500	3,600	3,700	200
107	09	10457	Our Savior-Patchogue		12,021	10,499	6,097	13,424	13,435	15,350	1,915	14,000	11,700	(3,650)
108	10	10484	St. Paul-Port Jefferson		11,520	12,735	10,650	9,173	4,390	1,500	(2,890)	13,500		
109	12	10497	Trinity-Rocky Point		14,595	15,500	16,000	19,500	24,750	27,167	2,417	29,000	29,000	1,833
110	13	10517	Hope-Selden	6/30	5,049	3,864	5,127	6,499	6,842	6,310	(533)	10,000		
111	14	20220	St. Andrews-Smithtown		16,402	17,275	17,760	18,715	20,000	21,667	1,667	23,000	23,000	1,333
112			<b>Conference Totals</b>		<b>87,869</b>	<b>91,760</b>	<b>87,908</b>	<b>103,016</b>	<b>107,271</b>	<b>110,643</b>	<b>3,372</b>	<b>132,300</b>	<b>71,000</b>	<b>(4,183)</b>
113			<b>08 Western Suffolk</b>	<b>F/Y</b>	<b>1998 ACT</b>	<b>1999 ACT</b>	<b>2000 ACT</b>	<b>2001 ACT</b>	<b>2002 ACT</b>	<b>2003 ACT</b>	<b>+/- 2003 to 2002</b>	<b>2004 ASK</b>	<b>2004COMM</b>	<b>+/-2004 to 2003</b>
114	01	03920	Cross of Chirst-Babylon		31,500	33,000	34,200	36,480	39,480	25,000	(14,480)	36,000		
115	02	03922	St. Luke-Bay Shore		0	0	0	0	0	0	0			
116	04	03926	Ascension-Deer Park		38,000	39,000	40,000	37,000	35,300	28,000	(7,300)	36,000		
117	05	10329	Christ-East Northport		8,000	8,400	9,150	10,300	12,000	15,000	3,000	17,000	6,000	(9,000)
118	06	20197	St. Paul's-East Northport	6/30	12,000	12,000	12,978	6,490	9,438	12,000	2,562	13,000	13,000	1,000
119	07	03936	Gloria Dei-Huntington Station	1/31	12,120	10,500	7,025	9,225	8,685	10,873	2,188	13,000	13,000	2,127
120	08	20201	St. Peters-Huntington Station	6/30	28,712	30,249	28,387	21,527	29,493	31,196	1,703	30,000		
121	09	03937	Christ-Islip Terrace		6,200	6,200	6,386	7,020	4,375	8,004	3,629	7,800		
122	10	03939	St. John-Lindenhurst		12,000	12,000	16,250	13,750	15,000	16,000	1,000	17,200	16,000	0
123	11	10413	King of Kings-Melville		7,600	2,000	0	1,000	750	1,600	850	2,000	2,000	400
124	12	03865	Latvian Church of NY-Melville		2,800	2,800	2,800	2,800	2,800	2,800	0	3,000		
125	13	03954	Trinity-Wyandanch		0	500	0	0	600	2,000	1,400	2,400		
126	14	03956	Abiding Presence-Fort Solonga		19,000	19,250	19,350	19,350	21,396	21,104	(292)	24,000	24,000	2,896
127	15	03955	Calvary-Hauppauge	1/31	4,200	4,200	3,995	6,096	5,042	6,417	1,375	7,200	6,695	278
128			<b>Conference Totals</b>		<b>182,132</b>	<b>180,099</b>	<b>180,521</b>	<b>171,038</b>	<b>184,359</b>	<b>179,994</b>	<b>(4,365)</b>	<b>172,600</b>	<b>80,695</b>	<b>(2,299)</b>



	A	B	C	D	E	F	G	H	I	J	K	L	M	N
129			<b>09 Manhattan</b>	<b>F/Y</b>	<b>1998 ACT</b>	<b>1999 ACT</b>	<b>2000 ACT</b>	<b>2001 ACT</b>	<b>2002 ACT</b>	<b>2003 ACT</b>	<b>+/- 2003 to 2002</b>	<b>2004 ASK</b>	<b>2004COMM</b>	<b>+/-2004 to 2003</b>
130	01	03825	Advent-New York		10,500	7,500	7,710	8,500	9,800	11,000	1,200	12,600		
131	03	03829	Christ-New York		7,083	7,225	7,444	7,013	7,650	5,926	(1,724)	8,000	5,355	(571)
132	04	03831	New York Finnish-New York		2,000	2,000	2,100	1,050	2,625	525	(2,100)	3,000		
133	05	03832	Grace & St. Paul-New York	6/30	3,298	2,626	1,995	4,594	5,810	6,787	977	6,600		
134	06	03833	Gustavas Adolphus-New York		15,000	15,000	15,000	17,000	9,800	18,000	8,200	19,200	18,000	0
135	07	03855	Holy Trinity-New York	6/30	7,200	7,200	9,430	9,300	10,850	11,000	150	10,000	9,000	(2,000)
136	08	20208	Immanuel-New York		12,600	13,236	13,632	15,000	15,000	14,920	(80)	17,000	12,500	(2,420)
137	09	03838	Our Saviour-Atonement-New York		9,000	10,000	10,000	10,000	9,160	10,084	924	12,000	12,000	1,916
138	10	03840	St. John-New York		3,600	3,600	3,600	3,600	100	1,500	1,400	4,800	2,000	500
139	11	20300	St. Luke-New York		13,590	11,007	8,480	5,000	9,000	9,000	0	10,000	10,000	1,000
140	14	03846	St. Peter-New York	8/31	30,000	28,750	35,750	35,750	33,250	23,549	(9,701)	36,000	24,000	451
141	15	03849	Transfiguration-New York		14,000	13,000	14,395	14,000	13,248	13,000	(248)	15,000	13,000	0
142	16	10434	Trinity of Manhattan-New York		0	19,000	1,000	1,500	1,500	2,000	500	3,000		
143	17	20209	Trinity (Lower East Side)-NY		750	1,322	2,320	1,683	1,600	2,000	400	2,400	2,400	400
144	18	03852	Zion-119th St.		0	0	0	0	0	0	0	0		
145	19	03853	Zion St. Mark-New York		4,356	4,800	4,800	4,400	1,200	0	(1,200)	2,000		
146			<b>Conference Totals</b>		<b>132,977</b>	<b>146,266</b>	<b>137,656</b>	<b>138,390</b>	<b>130,593</b>	<b>129,291</b>	<b>(1,302)</b>	<b>161,600</b>	<b>108,255</b>	<b>(724)</b>
147			<b>10 Bronx</b>	<b>F/Y</b>	<b>1998 ACT</b>	<b>1999 ACT</b>	<b>2000 ACT</b>	<b>2001 ACT</b>	<b>2002 ACT</b>	<b>2003 ACT</b>	<b>+/- 2003 to 2002</b>	<b>2004 ASK</b>	<b>2004COMM</b>	<b>+/-2004 to 2003</b>
148	01	10428	Abiding Presence-Bronx		1,000	2,000	2,400	3,000	3,000	4,000	1,000	5,000		
149	02	04015	All Saints-Bronx		0	3,554	394	328	1,451	1,870	419	1,500	1,500	(370)
150	03	10426	Bethlehem-Bronx		1,452	2,000	0	1,000	1,000	2,000	1,000	2,500		
151	04	40002	New Hope-Bronx		0	0	125	0	250	1,250	1,000	1,000	1,000	(250)
152	05	03828	Calvary-Bronx		2,965	3,312	4,163	3,295	2,943	2,944	1	3,600		
153	06	03830	Epiphany-Bronx		5,588	7,046	2,210	1,809	1,400	2,000	600	2,500	2,000	0
154	07	10429	First-Bronx		9,316	9,138	7,592	6,751	7,153	5,318	(1,835)	7,500		
155	08	10430	Fordham-Bronx		3,000	2,013	2,000	47,963	8,247	4,642	(3,605)	8,000	7,000	2,358
156	09	10432	Kingsbridge-Bronx		1,620	1,485	1,630	1,450	1,800	1,575	(225)	2,400	2,000	425
157	10	03839	Resurrection-Bronx		1,300	2,200	1,600	2,599	350	500	150	3,600		
158	11	03841	St. John-Bronx		4,074	5,630	4,669	5,319	2,762	1,925	(837)	6,000		
159	12	03842	St. Luke-Bronx		1,000	700	0	0	0	0	0	0		
160	13	03844	St. Paul-Bronx		4,000	5,000	300	2,925	1,200	4,000	2,800	6,000	6,000	2,000
161	14	10433	St. Peter's-Bronx		0	0	1,200	500	250	500	250	1,200		
162	15	03847	St. Peter-Bronx		700	1,700	1,200	2,400	0	0	0	1,200	1,000	1,000
163	16	03848	St. Thomas-Bronx	10/31	0	0	0	0	0	1,300	1,300	1,200	1,200	(100)
164	17	03850	Transfiguration-Bronx		3,500	3,500	3,500	3,600	4,625	3,700	(925)	4,500	4,500	800
165			<b>Conference Totals</b>		<b>39,515</b>	<b>49,278</b>	<b>32,983</b>	<b>82,939</b>	<b>36,432</b>	<b>37,524</b>	<b>1,092</b>	<b>57,700</b>	<b>26,200</b>	<b>5,863</b>

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
166			<b>11 Staten Island</b>	<b>F/Y</b>	<b>1998 ACT</b>	<b>1999 ACT</b>	<b>2000 ACT</b>	<b>2001 ACT</b>	<b>2002 ACT</b>	<b>2003 ACT</b>	<b>+/- 2003 to 2002</b>	<b>2004 ASK</b>	<b>2004COMM</b>	<b>+/-2004 to 2003</b>
167	01	10514	Atonement-Staten Island		2,074	2,243	1,575	0	500	2,000	1,500	1,800		
168	02	03891	Christ-Staten Island		8,438	10,013	4,634	6,230	750	2,123	1,373	8,400	7,500	5,377
169	03	10355	Eltingville-Staten Island		4,000	0	0	0	0	1,200	1,200	5,400		
170	04	03892	Immanuel-Staten Island		5,000	5,000	5,200	5,200	5,300	5,500	200	6,000		
171	05	03890	Messiah-Staten Island		6,036	5,736	5,146	2,849	9,055	5,302	(3,753)	6,000		
172	06	10515	<i>Our Saviour-Staten Island</i>		1,800	400	1,800	600	1,040	0	(1,040)	3,000	2,000	2,000
173	07	03832	St. Paul's-St. Luke's-SI		1,560	1,430	1,680	1,680	1,700	2,000	300	2,400		
174	08	03894	Trinity-Staten Island		10,500	11,125	12,500	13,500	14,500	16,000	1,500	18,000		
175	09	10487	Zion-Staten Island		12,000	9,750	16,250	13,000	14,000	16,000	2,000	16,500		
176			<b>Conference Totals</b>		<b>51,408</b>	<b>45,697</b>	<b>48,785</b>	<b>43,059</b>	<b>46,845</b>	<b>50,124</b>	<b>3,280</b>	<b>67,500</b>	<b>9,500</b>	<b>7,377</b>
177			<b>12 Queens Southeast</b>	<b>F/Y</b>	<b>1998 ACT</b>	<b>1999 ACT</b>	<b>2000 ACT</b>	<b>2001 ACT</b>	<b>2002 ACT</b>	<b>2003 ACT</b>	<b>+/- 2003 to 2002</b>	<b>2004 ASK</b>	<b>2004COMM</b>	<b>+/-2004 to 2003</b>
178	01	03962	Prince of Peace-Cambria Heights		6,660	9,900	11,350	12,500	15,200	13,319	(1,881)	16,000		
179	02	03969	Holy Trinity-Hollis		150	SA	SA	SA	SA	SA	0	1,200		
180	04	07388	New Hope-Jamaica		13,200	13,200	15,000	15,000	15,000	15,500	500	16,200	16,000	500
181	05	03974	Our Saviour-Jamaica		3,150	5,160	5,160	6,000	7,200	6,000	(1,200)	16,200		
182	06	03976	Epiphany-Laurelton		2,000	1,800	900	1,200	1,700	1,500	(200)	1,800	2,500	1,000
183	07	03984	<i>Redeemer-Queens Village</i>		5,600	6,000	6,000	6,000	5,500	5,500	0	6,600	6,600	1,100
184	09	03992	St. Peter-Springfield Gardens		4,129	7,229	4,835	4,178	7,103	3,139	(3,964)	7,200		
185	10	03993	Resurrection-St. Albans		2,300	0	1,000	2,000	2,400	1,800	(600)	2,500		
186	11	10499	Trinity-St. Albans		800	0	1,038	1,040	1,040	1,200	160	1,900		
187			<b>Conference Totals</b>		<b>37,989</b>	<b>43,289</b>	<b>45,283</b>	<b>47,918</b>	<b>55,143</b>	<b>47,958</b>	<b>(7,185)</b>	<b>69,600</b>	<b>25,100</b>	<b>2,600</b>
188			<b>13 Queens Southwest</b>	<b>F/Y</b>	<b>1998 ACT</b>	<b>1999 ACT</b>	<b>2000 ACT</b>	<b>2001 ACT</b>	<b>2002 ACT</b>	<b>2003 ACT</b>	<b>+/- 2003 to 2002</b>	<b>2004 ASK</b>	<b>2004COMM</b>	<b>+/-2004 to 2003</b>
189	01	03885	St. Phillip-Brooklyn		300	400	0	361	400	0	(400)	1,200	500	500
190	02	03968	Ascension-Glendale		200	250	500	0	150	500	350	1,200	1,000	500
191	03	03970	St. Barnabas-Howard Beach		2,895	2,929	3,112	3,277	4,391	3,401	(990)	4,800	3,700	299
192	04	03981	<i>Christ-Ozone Park</i>		800	800	800	800	800	900	100	1,200		
193	05	03983	St. James-St. Matthew's-Ozone Pk		4,455	2,500	6,000	6,000	6,000	6,600	600	7,200	7,200	600
194	07	03985	St. John-Richmond Hill		2,342	2,000	1,859	2,108	2,500	3,000	500	3,600		
195	08	20214	St. Paul's-Richmond Hill (114)		1,768	0	2,491	0	2,000	2,000	0	2,600		
196	09	03986	St. Paul-Richmond Hill (129)		7,750	7,820	8,500	9,977	8,995	9,228	234	10,000		
197	10	03987	Covenant-Ridgewood	1/31	1,226	3,049	1,041	1,864	1,780	1,037	(743)	2,400	1,800	763
198	11	03994	<i>St. Luke-Woodhaven</i>		5,570	5,752	6,200	4,650	4,650	4,650	0	5,400		
199			<b>Conference Totals</b>		<b>27,306</b>	<b>25,500</b>	<b>30,503</b>	<b>29,037</b>	<b>31,665</b>	<b>31,316</b>	<b>(349)</b>	<b>39,600</b>	<b>14,200</b>	<b>2,662</b>

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
200			<b>14 Queens Northeast</b>	<b>F/Y</b>	<b>1998 ACT</b>	<b>1999 ACT</b>	<b>2000 ACT</b>	<b>2001 ACT</b>	<b>2002 ACT</b>	<b>2003 ACT</b>	<b>+/- 2003 to 2002</b>	<b>2004 ASK</b>	<b>2004COMM</b>	<b>+/-2004 to 2003</b>
201	01	03959	Good Shepherd -Bayside		2,000	2,000	1,500	2,000	2,200	2,200	0	2,500	1,000	(1,200)
202	02	03961	Holy Trinity-Bellerose		11,000	7,500	1,000	3,000	5,500	7,136	1,636	7,200	7,000	(136)
203	03	03963	St. Paul-Floral Park	9/30	2,500	2,500	2,292	2,500	2,500	2,500	0	2,500		
204	04	03964	Christ-Flushing		0	0	1,000	0	0	0	0	1,200		
205	05	03965	Messiah-Flushing		14,092	12,498	11,462	7,729	0	19,645	19,645	12,000		
206	06	03966	Redeemer-Flushing Heights		1,700	1,700	1,700	1,928	1,728	1,906	178	1,800		
207	08	03971	All Saints-Jamaica		2,345	1,219	1,894	1,500	504	546	42	1,200		
208	09	03977	Christ-Little Neck		3,400	3,634	3,743	3,875	3,975	4,000	25	4,200	4,200	200
209	10	30518	Ashirwad-Floral Park						1,000	1,500	500	1,200	1,500	0
210			<b>Conference Totals</b>		<b>37,037</b>	<b>31,051</b>	<b>24,591</b>	<b>22,532</b>	<b>17,407</b>	<b>39,433</b>	<b>22,026</b>	<b>33,800</b>	<b>13,700</b>	<b>(1,136)</b>
211			<b>15 Queens Northwest</b>	<b>F/Y</b>	<b>1998 ACT</b>	<b>1999 ACT</b>	<b>2000 ACT</b>	<b>2001 ACT</b>	<b>2002 ACT</b>	<b>2003 ACT</b>	<b>+/- 2003 to 2002</b>	<b>2004 ASK</b>	<b>2004COMM</b>	<b>+/-2004 to 2003</b>
212	01	20185	Grace -Astoria		5,000	2,500	0	2,917	5,000	0	(5,000)	5,000		
213	02	03978	Augustana-East Elmhurst		2,436	1,591	2,071	0	1,500	1,200	(300)	1,200		
214	03	20198	Bethany-Elmhurst		1,202	1,122	1,344	700	642	700	58	1,200		
215	04	03967	Grace-Forest Hills		1,542	0	1,500	1,400	0	2,819	2,819	3,600	3,600	781
216	05	20202	Atonement-Jackson Heights	6/30	1,254	1,770	1,800	2,100	2,700	3,300	600	3,600		
217	06	20204	Trinity-Long Island City	11/30	3,100	3,500	3,506	3,500	3,500	5,200	1,700	5,400		
218	07	03824	Trinity-St. Andrew's-Maspeth		5,000	5,000	5,150	5,150	5,200	5,200	0	6,600	5,200	0
219	08	03980	Trinity-Middle Village		8,000	8,800	9,100	10,000	10,500	10,500	0	11,000	5,000	(5,500)
220	09	20223	St. Jacobus-Woodside		5,250	5,510	7,081	8,076	8,800	9,800	1,000	10,000		
221	10	30240	Grace Chinese-Elmhurst	6/30	1,260	1,100	660	1,500	1,575	2,950	1,375	3,600	1,800	(1,150)
222	11	30556	Huria Kristen Batak-Jackson H'ghts								0	1,200		
223			<b>Conference Totals</b>		<b>34,044</b>	<b>30,893</b>	<b>32,212</b>	<b>35,343</b>	<b>39,417</b>	<b>41,669</b>	<b>2,252</b>	<b>52,400</b>	<b>15,600</b>	<b>(5,869)</b>
224			<b>16 Brooklyn Bridges</b>	<b>F/Y</b>	<b>1998 ACT</b>	<b>1999 ACT</b>	<b>2000 ACT</b>	<b>2001 ACT</b>	<b>2002 ACT</b>	<b>2003 ACT</b>	<b>+/- 2003 to 2002</b>	<b>2004 ASK</b>	<b>2004COMM</b>	<b>+/-2004 to 2003</b>
225	01	03855	Bethlehem-Brooklyn		2,000	2,000	2,000	1,000	600	1,200	600	1,500		
226	04	03858	Epiphany-Brooklyn		6,600	4,600	0	0	1,000	0	(1,000)	7,200		
227	05	07637	Espiritu Santo-Brooklyn		0	50	0	0	800	100	(700)	1,200		
228	07	03866	Messiah-Brooklyn	11/30	3,711	2,404	2,371	2,192	2,810	2,712	(97)	3,000		
229	08	03869	Reformation-Brooklyn		1,000	1,050	1,050	1,150	1,200	0	(1,200)	1,750	1,500	1,500
230	09	03873	St. John-Brooklyn		1,000	0	1,000	1,000	169	500	331	1,200		
231	10	07389	St. John-St. Matthew-Emanuel-Bklyn	5/31	17,000	17,600	18,500	20,622	18,123	20,000	1,877	24,000	21,004	1,004
232	11	03877	St. Luke-Brooklyn		400	0	0	0	700	0	(700)	1,200		
233	14	03884	St. Peter-Brooklyn		1,378	1,402	1,040	1,673	1,191	1,191	0	1,200		
234	15	03889	Zion-Brooklyn		0	0	0	0	0	0	0	1,200		
235			<b>Conference Totals</b>		<b>33,089</b>	<b>29,106</b>	<b>25,961</b>	<b>27,637</b>	<b>26,593</b>	<b>25,703</b>	<b>(890)</b>	<b>43,450</b>	<b>22,504</b>	<b>2,504</b>

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
236			<b>17 South Shore Brooklyn</b>	<b>F/Y</b>	<b>1998 ACT</b>	<b>1999 ACT</b>	<b>2000 ACT</b>	<b>2001 ACT</b>	<b>2002 ACT</b>	<b>2003 ACT</b>	<b>+/- 2003 to 2002</b>	<b>2004 ASK</b>	<b>2004COMM</b>	<b>+/-2004 to 2003</b>
237	01	03854	Advent-Brooklyn		0	0	2,155	2,499	2,236	2,740	504	3,000	2,689	(51)
238	02	03861	Holy Redeemer-Brooklyn		1,352	1,870	2,187	2,882	3,751	5,003	1,252	6,000	5,000	(3)
239	03	03862	Holy Trinity-Brooklyn		10,080	4,200	9,413	10,380	10,380	10,548	168	11,100		
240	04	03868	Redeemer-Brooklyn		0	0	802	627	170	1,000	830	1,200		
241	05	03872	St. James-Brooklyn		2,206	2,200	1,500	2,300	2,300	1,650	(650)	2,800		
242	07	03882	St. Paul's-Brooklyn		7,764	3,500	2,000	0	1,600	3,000	1,400	3,600		
243	08	03880	St. Paul-Brooklyn		4,681	3,901	3,702	2,683	800	0	(800)	2,000		
244	09	03886	St. Stephen-Brooklyn		5,141	4,769	4,242	3,623	1,851	3,375	1,524	4,500		
245	10	20188	Trinity-Brooklyn		1,585	1,136	635	437	2,107	1,010	(1,097)	1,200		
246			<b>Conference Totals</b>		<b>32,809</b>	<b>21,576</b>	<b>26,636</b>	<b>25,431</b>	<b>25,195</b>	<b>28,326</b>	<b>3,131</b>	<b>35,400</b>	<b>7,689</b>	<b>(54)</b>
247			<b>18 Southwest Brooklyn</b>	<b>F/Y</b>	<b>1998 ACT</b>	<b>1999 ACT</b>	<b>2000 ACT</b>	<b>2001 ACT</b>	<b>2002 ACT</b>	<b>2003 ACT</b>	<b>+/- 2003 to 2002</b>	<b>2004 ASK</b>	<b>2004COMM</b>	<b>+/-2004 to 2003</b>
248	01	20186	Bethlehem-Brooklyn		2,000	2,200	2,300	2,700	4,000	7,000	3,000	8,000		
249	02	10305	Bethany-Brooklyn		3,245	3,245	3,245	4,200	3,500	3,500	0	3,500	3,500	0
250	03	03856	Christ-Brooklyn	10/31	3,250	2,000	3,500	3,000	3,000	0	(3,000)	3,600		
251	05	03859	Good Shepherd-Brooklyn		33,075	26,000	26,000	26,600	26,600	18,000	(8,600)	20,400		
252	07	10306	Our Saviour-Brooklyn		5,500	6,000	6,500	8,000	8,667	8,500	(167)	9,000	8,700	200
253	08	07440	Redeemer-St. John's-Brooklyn		12,500	14,000	13,000	13,500	7,500	1,000	(6,500)	8,400		
254	09	03871	St. Jacobi-Brooklyn		3,002	2,500	2,500	1,500	1,150	750	(400)	2,000		
255	11	03887	Salem-Brooklyn	9/30	2,400	2,210	2,600	2,400	2,812	1,800	(1,012)	2,400	2,400	600
256	12	10308	Trinity-Brooklyn		12,000	9,292	12,500	12,075	12,000	12,000	0	15,000		
257	13	10309	Zion-Brooklyn		2,337	750	1,200	1,200	0	0	0	1,200	0	0
258	14	30308	Salam Arabic-Brooklyn	6/30	200	0	0	200	200	0	(200)	2,400		
259			<b>Conference Totals</b>		<b>79,509</b>	<b>68,197</b>	<b>73,345</b>	<b>75,375</b>	<b>69,429</b>	<b>52,550</b>	<b>(16,879)</b>	<b>75,900</b>	<b>14,600</b>	<b>800</b>
260			<b>Synod Totals</b>		<b>1,649,022</b>	<b>1,625,970</b>	<b>1,591,159</b>	<b>1,620,776</b>	<b>1,551,062</b>	<b>1,555,713</b>	<b>4,651</b>	<b>1,649,320</b>	<b>858,250</b>	<b>23,538</b>
261	220			27						179			98	
262			Decreases							75	(\$167,757)		25	(\$50,829)
263			Increases							112	\$172,408		55	\$75,054
264			Net Increase (Decrease)								\$4,651			\$24,225

**METROPOLITAN NEW YORK SYNOD, ELCA**

Mission Support Data Analysis

3/5/2004

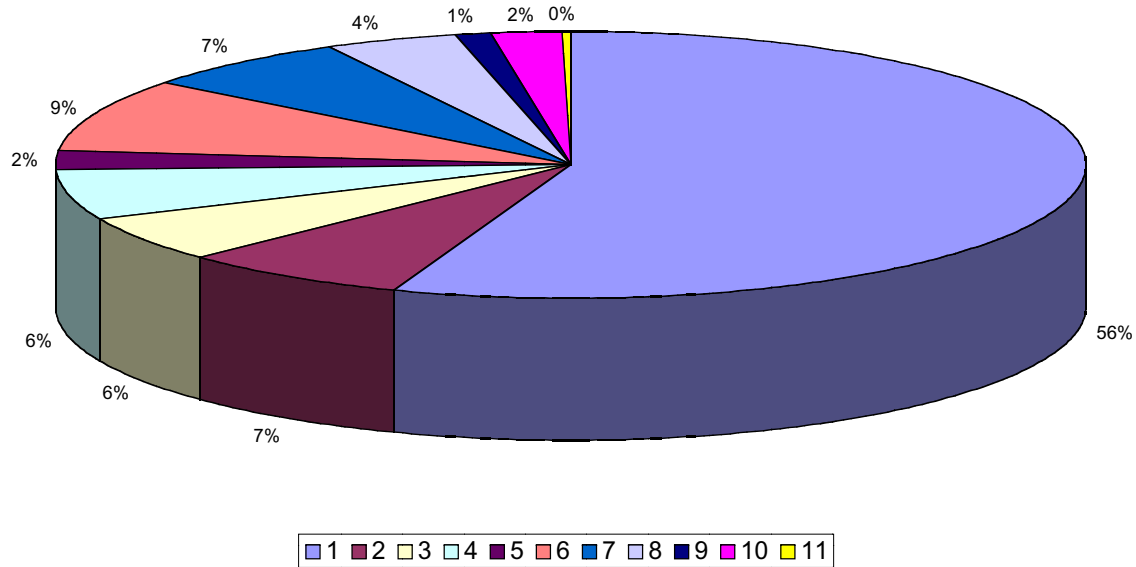
	Number	Percent	Amount
Total Rostered congregations	220	100	NA
2003			
Congregations that provided mission support in 2003	197	90	\$1,555,713
Congregations that increased their mission support in 2003	112	50	\$172,408
Congregations that decreased their mission support in 2003	75	33	(\$167,757)
Congregations that did not change their mission support in 2003	33	15	\$0
Congregations that made no mission support in 2003	23	10	\$0
Congregations that made no mission support in 2002	14	6	\$0
Congregations that made no mission support in 2002 & 2003	7	3	\$0
Conferences that increased their mission support in 2003	10	56	\$65,319
Conferences that decreased their mission support in 2003	8	44	(\$60,668)
2004			
Commitments received to date	98	45	\$858,250
Congregations that will increase their mission support in 2004	55	56	\$75,054
Congregations that will decrease their mission support in 2004	25	26	(\$50,829)
Congregations whose mission support remains unchanged in 2004	18	18	\$0
Net Increase (decrease) 2004 commitments over 2003 actual	NA	2.90%	\$24,225

# Attachment C

**METROPOLITAN NEW YORK SYNOD**  
**Evangelical Lutheran Church in America**  
**FY2005 Income & Expenditure Budget Draft**

<b>Revenue</b>	<b>Total</b>	<b>% of Total</b>	<b>Narrative</b>
<b>Contributions and grants</b>			
Congregation Mission Support	\$ 1,600,000	55.69%	Mission Support from Congregations
Designated Mission Support	\$ 200,000	6.96%	Monies for ELCA initiatives SMOs in and around the Synod
Grants from ELCA	\$ 165,165	5.75%	Funds to offset salaries & programs also run by ELCA
Grants from LDRNY	\$ 172,586	6.01%	Funds ministries & programs of Synod related to 9-11-01
Other Grants	\$ 67,450	2.35%	Grants and designated funds
<b>Subtotal</b>	<b>\$ 2,205,201</b>	<b>76.75%</b>	
<b>Other Revenue</b>			
Administration Fees	\$ 250,257	8.71%	Handling fees on grants and other income
Investment Income	\$ 190,610	6.63%	Return on Investments available for general operating funds
Synod Assembly	\$ 125,000	4.35%	Registration fees, Meals, vendor fees, etc.
Rent & Facilities Management	\$ 32,000	1.11%	Rent from sub-tenants in Synod Offices
Special Events	\$ 59,975	2.09%	Fees from TZ Pilgrimage, Church Day, Group Term Life Ins, etc.
Other income	\$ 10,000	0.35%	Such as tenants fees, misc. contributions
<b>Subtotal</b>	<b>\$ 667,842</b>	<b>23.25%</b>	
<b>Total revenue</b>	<b>\$ 2,873,043</b>	<b>100.00%</b>	
<b>Expenses</b>			
<b>Evangelical Lutheran Church in America</b>			
Mission Support to ELCA	\$ 728,000	21.43%	45.5% of all mission support received
Designated to ELCA & Other Ministries	\$ 200,000	5.89%	Pure pass through/wash expense
Region 7 Coordinating Council	\$ 7,435	0.22%	Support activities & programs, such as the pre-retirement workshop
<b>Subtotal</b>	<b>\$ 935,435</b>	<b>27.54%</b>	
<b>Program Services</b>			
Bishop's Office	\$ 309,989	9.13%	Work of Bishop & his travels throughout ELCA ministries, incl numerous worship events, ordinations, etc.
Congregational Life	\$ 305,452	8.99%	Resources for congregations in stewardship, evangelism, worship, youth ministry vacancy, etc.
Education	\$ 118,440	3.49%	Support grants for Christian Education, incl. LSA, Campus Ministry at SUNY, New Paltz and Lutheran Ministries in Higher Education.
Synod Life	\$ 237,639	7.00%	Numerous multicultural and urban outreach initiatives, also archives & broad issues that affect the Synod in relation to greater community
Synod Outreach	\$ 425,399	12.52%	Activities of our synod in both urban and suburban areas
New Starts	\$ 33,200	0.98%	Grants to congregations to start & re-start ministries - not D.O. \$
Partner Support Grants	\$ 137,950	4.06%	Grants to congregations to support struggling ministries - not D.O. \$
Commission for Evangelical Outreach	\$ 12,500	0.37%	Reclaiming the Great Commission Task force & Evangelism
Commission for Gay & Lesbian People	\$ 10,000	0.29%	Ministry to Gay & Lesbian members of the Synod
Commission for Multicultural Affairs	\$ -	0.00%	Addresses multicultural & ethnic issues around the Synod, has transitioned to more focused ministries to different ethnic populations
Comm. for Women & Dom Violence TF	\$ 2,000	0.06%	Addresses issues of Domestic Violence & women around the Synod
<b>Subtotal</b>	<b>\$ 1,592,569</b>	<b>46.89%</b>	
<b>Support Services</b>			
<b>Governance</b>			
Assembly	\$ 105,000	3.09%	Total Projected cost of Synod Assembly
Synod Council	\$ 5,000	0.15%	Cost of meetings, materials, travel, etc.
Council Committees	\$ 7,000	0.21%	Cost of meetings, materials, travel, etc.
<b>Subtotal</b>	<b>\$ 117,000</b>	<b>3.44%</b>	
Business Office	\$ 172,000	5.06%	Financial Administration, A/R, A/P, Investment Management
Administration & Operations	\$ 286,681	8.44%	Operation of the Synod Office & overhead costs
Development & Giving	\$ 229,110	6.75%	Stewardship, Financial Planning, Grant development
Comm for Communications & PR	\$ 63,700	1.88%	All Synod communications & marketing, Lutheran New Yorker, PR, Electronic & other Media
<b>Subtotal</b>	<b>\$ 751,491</b>	<b>22.13%</b>	
<b>Total Expenses</b>	<b>\$ 3,396,495</b>	<b>100.00%</b>	
<b>Excess (deficit) of revenue over exp</b>	<b>\$ (523,452)</b>	<b>84.59%</b>	
<b>Transfers Desig, Temp Res &amp; Restrict</b>	<b>\$ 324,900</b>	<b>9.57%</b>	Funds to be used for Operational Purposes
<b>Net Income (Loss)</b>	<b>\$ (198,552)</b>		

### MNYS Revenue



Congregation Mission Support	\$ 1,600,000
Designated Mission Support	\$ 200,000
Grants from ELCA	\$ 165,165
Grants from LDRNY	\$ 172,586
Other Grants	\$ 67,450
Administration Fees	\$ 250,257
Investment Income	\$ 190,610
Synod Assembly	\$ 125,000
Rent & Facilities Management	\$ 32,000
Special Events	\$ 59,975
Other income	\$ 10,000



# Attachment E

# Proposal for a Mission Development Board

This document describes an approach to helping congregations that are at risk for a viable ministry to redevelop, re-deploy or liquidate their assets to the benefit of the mission and ministry of the congregation and the synod. The goal is a defined process and organization to focus skills, responsibility and decision making when congregations require the formal assistance that has been known as “Synodical Administration”. The proposed title for the new structure is the Mission Development Board.

The goal of the proposal is to make full use of existing pastoral and collegial resources from synod committees, commissions, and rosters but to supplement this resource with technical, legal, and business skills from compensated persons organized as part of an on-call team responsible to the Mission Development Board.

The broad outline of the process includes a persistent monitoring of the health of local congregations followed by a formal intervention process when required. The monitoring process both identifies congregations that are particularly skilled in some aspect of their ministry that they may be encouraged to share their experiences and skills, and identifies congregations that are particularly weak that they may be encouraged to seek assistance.

The formal assistance of the Mission Development Board sketched below will be invoked only when the monitoring process identifies a need that has not been met with the existing resources of the local pastor, Deans, and the Evangelical Outreach (EO) commission. Therefore the mechanism of the Mission Development Board (MDB) is only a small part of the continuing interdependent relationships of congregations to their conferences and to the Synod.

## Synopsis

- The MDB is self funded from the proceeds of redevelopment so it does not affect the synod operating budget
- Each congregational administration activity is organized as a separate Limited Liability Corporation under the synod to manage risks.
- Deans are charged with providing monitoring and early warning of the health of congregations.
- There is a formal evaluation process to determine if synod administration is warranted and what its goals should be. This uses a team of synod representatives, congregational representatives, and MDB persons
- The MDB provides the core expertise to extract maximum benefit from each administration, subject to written goals and objectives for each.
- All proceeds, after paying costs, are reinvested in the mission of the synod, using a team for synod-wide planning, and individual care teams for each supported mission.

## Monitoring

Monitoring is an important aspect of the whole process and it is already in place. Deans are charged with an annual congregational visit to (among other goals) support the

1 monitoring and identification of the economic and pastoral characteristics of a congregation  
2 that may reasonably be or become at risk.

3 To assist this evaluation with respect to economic or congregational viability, the  
4 Evangelical Outreach Commission will develop a data gathering instrument for use by the  
5 Deans. The instrument could include worship attendance, annual unrestricted income,  
6 benevolence rate, debt load, economic and attendance trends, etc. These reports will be  
7 available to the Synod staff and form one resource for a decision to request intervention.

8         Rationale: The Dean's annual visits are intended to meet more concerns than just  
9 congregational viability, so an organized instrument will be helpful to ensure  
10 mission development concerns are not left out of the visit. Some of the suggested  
11 data is available, in principle, from the parochial reports, but many parochial  
12 reports are not submitted or not completed with credible data. If the Dean had a  
13 draft data-gathering instrument, possibly partially filled in from previous parochial  
14 report data, the instrument could prompt useful questions to help identify concerns  
15 before they become serious.

16 Deans will be reimbursed for doing the formal annual evaluation reports at a fixed  
17 honorarium per instance to help motivate these visits. Pastors that do not provide  
18 reasonable collaboration in this process should be reviewed by the bishop.

19         Rationale: there is concern on the part of some that Deans may have too much to do,  
20 particularly considering their own congregational concerns, so that congregational  
21 visitation may not be done conscientiously. A modest stipend is intended to  
22 motivate these visits. Should this strategy be accepted, we should track it's  
23 effectiveness in motivating Deans. The last sentence is just stating the obvious and  
24 is not intended as a new concept.

## 25 **Formal Intervention Organization**

26 To be formally responsible for the overall process of synodical intervention in 'at risk'  
27 congregations, the synod would charter a Mission Development Board. The charter of the  
28 board is to:

- 29 • assist in the evaluation of whether or not a congregation at risk requires Synodical  
30 Administration for the purpose of reorganization, redeployment or dissolution;
- 31 • manage the real assets of congregations that are under synodical administration so as  
32 to realize the most value from those assets; and
- 33 • assist the synod in identifying and forming plans for new mission development that  
34 would use the resources released from the congregations under synodical administration.

35         Rationale: A formal organization provides discipline for the process and also  
36 accumulates experience that can be applied to future engagements. The core  
37 competency of the organization is in the management and redevelopment process  
38 and it should operate relatively independently in this area. Its expertise will be  
39 applied in collaboration with others in the evaluation (intake) and new mission  
40 development processes.

41 This board would:

- 1 • Be organized as a distinct unit within the MNYS and be the responsible unit for  
2 managing the individual LLC's, one for each property that the Synod has  
3 administrative control over;
- 4 • Report annually to the Synod Assembly and on appropriate schedule to the Synod  
5 Council;
- 6 • Have a core team of experts with various legal, real estate, building engineering,  
7 financial and political/governance skills. These persons would be paid for their  
8 assistance using some form of per diem or per task billing as their assistance is needed  
9 by the Board;
- 10 • Be separately accounted as a temporarily restricted fund distinct from the normal  
11 operating financial activity of the synod. The customary financial processes and  
12 oversight of the synod financial officers will apply;
- 13 • Pay the costs to do the day to day management and other redevelopment efforts  
14 commended to the board from proceeds of resource redevelopment.

15 Rationale: These two provisions intend that the finances be separately tracked in  
16 the manner of standard fund accounting so cross subsidies do not occur without  
17 explicit visibility and/or authorization. Because expenses are paid from proceeds, it  
18 also follows that expenses may not exceed proceeds unless there were some specific  
19 fiscal agreement do so so. Temporary transfers to cover a cash flow problem are one  
20 possibility, but the current informal team working on these issues (without benefit  
21 of the proposed structure) has planned for adequate cash flow to avoid unfunded  
22 expenses. Reporting and review of financial reports would be on the same schedule  
23 as normal synod financial reporting.

24 The trustees of the MDB are elected to 4 year terms. They include 1 Synod Council person  
25 appointed by the Bishop, 1 member elected by the Synod Council and 3 persons elected at  
26 large by the Synod Assembly. The Bishop is an advisory member of the board and appoints  
27 the chair from among the board members. No member of the board may serve more than 10  
28 consecutive years.

29 Rationale: smaller boards are more effective, larger are more representative so a  
30 board of five is a compromise. In general, the governance of the MDB involves  
31 Synod Council members to ensure relevance to overall synod goals and objectives  
32 (also, see below). It is undetermined whether or not there is sufficient time and  
33 energy in Synod Council members to accept these additional expectations. The  
34 provision that a majority are directly elected by the Synod Assembly is intended to  
35 provide a more strategic synod-wide viewpoint than the more tactical concerns of the  
36 Synod Council.

## 37 **Process**

38 The process of working with a congregation is in three phases.

### 39 • Intake

40 When intervention by the synod in a congregation seems plausible, a formal process will  
41 be used to ensure all aspects of a situation are objectively evaluated before any decision  
42 to act is made. This analysis period is the Intake phase of the overall MDB process.

- 1 • Resource Management
- 2 If the congregation enters synodical administration, the processes to manage the real
- 3 assets and extract the most appropriate value from those assets are part of the Resource
- 4 Management phase.
- 5 • Mission Development
- 6 The results of the Resource Management phase will provide financial (and possibly real
- 7 property) assets that are dedicated to supporting the mission of the synod or the ELCA.
- 8 The processes used to determine how to use these assets and managing their use are
- 9 part of the third (Mission Development) phase.
- 10 During the Intake and Mission Development phases, the board has an advisory role in
- 11 collaboration with other persons and resources in the Synod. During the Resource
- 12 Management stage the board has primary authority for acting but receives advice from
- 13 other persons and resources in the Synod.

14 ***1.a ) Intake:***

15 The Intake phase is designed to be a proactive process that thoughtfully determines

16 appropriate goals and means for responding to mission crises in congregations. Should the

17 decision be that the Synod should administer the property of the congregation for purposes

18 of redevelopment, redeployment, or liquidation and reinvestment in mission, then the

19 Synod will obtain the legal right to administer the real assets of the congregation. This

20 process follows the conclusion of the analysis phase of the Intake Process and the result is a

21 congregation or property under Synod Administration.

22 There may be causes that result in Synodical Administration before the Intake analysis is

23 complete. This could include circumstances such as imminent bankruptcy, unexpected

24 liabilities, or unresolved dissension that require urgency in the assumption of responsibility

25 inherent in Synod Administration. Such causes are alluded to in the governing documents

26 S13.24<sup>1</sup>, S 13.25<sup>2</sup>, and C7.01<sup>3</sup> among other places. Should this occur, the Synod

27 Administration of the assets will be charged with asset preservation against undue

28 deterioration, mitigation of risk and other normal conservation actions until the Intake

29 Analysis can complete and a decision made as sketched below.

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<sup>1</sup> S13.24. If any congregation of this synod has disbanded, or if the members of a congregation agree that it is no longer possible for it to function as such, or if it is the opinion of the Synod Council that the membership of a congregation has become so scattered or so diminished in numbers as to make it impractical for such a congregation to fulfill the purposes for which it was organized or that it is necessary for this synod to protect the congregation's property from waste and deterioration, the Synod Council, itself or through trustees appointed by it, may take charge and control of the property of the congregation to hold, manage and convey the same on behalf of this synod. The congregation shall have the right to appeal the decision to the Synod Assembly.

<sup>2</sup>S13.25. This synod may temporarily assume administration of a congregation upon its request or with its concurrence.

<sup>3</sup> C7.01. If this congregation ceases to exist, title to undisposed property shall pass to the Metropolitan New York Synod of the Evangelical Lutheran Church in America.

1 The Intake phase can be entered either by the recommendation of EO or synod staff with  
2 concurrence of the Bishop, or voluntarily by request of the congregation. The intake phase  
3 is for investigation and data gathering to support a decision at the end of the phase. The  
4 intake phase is limited to 6 months or less and the phase is ended by production of a report.

5 Each intake (including those that begin with urgent assumption of responsibility via Synod  
6 Administration) begins with a written statement of the problem as then known and the  
7 care or assistance required. Involuntary intake statements are written and signed by the  
8 Office of the Bishop. Voluntary intake statements are written and signed by congregational  
9 authorities with the concurrence of the Office of the Bishop. The intake process formally  
10 begins when the MDB leadership accepts the statement.

11 Rationale: there is a difficult balance in this process. The process of analysis and  
12 decision should not be assigned solely to the MDB, but it is a process of the Synod  
13 and its leadership. On the other hand, it is essential that a decision for resource  
14 development via synodical administration (for involuntary intakes) be done  
15 systematically, objectively, and fairly. Thus there is an attempt to balance in this  
16 process the formality, expertise and objectivity of an MBD process, the collegial  
17 participation of representative elements of the Synod, the responsibility of the  
18 Bishop and Synod Council for supervision and the obligation of congregations for  
19 responsible self-governance.

20 When the intake phase begins, the Office of the Bishop forms a care team of three to eight  
21 persons. The team always includes an administrative expert from MDB as convenor,  
22 Teams should include persons with a diversity of views and experience, such as a Dean, a  
23 Synod Council member, members appointed by EO, the pastor/vice pastor of the  
24 congregation and members from the congregation. Synod staff may be assigned to work  
25 with or on a care team. This team is charged with support, investigation, analysis, and  
26 recommendation. Investigation will include:

27 Definition of the governing documents including a copy of the Constitution and a list  
28 of officers (present and recent past) for the congregation and any directly dependent  
29 organizations.

30 Analysis of financial status, including debt, income and expense. An audit may be  
31 performed. This should include issues such as liability, worker's comp and disability  
32 insurance; real estate tax status; payroll tax liabilities; personnel policies and  
33 benefit packages.

34 Analysis of real property status, both physical, financial, and legal

35 Analysis of archival and historical assets to include at least parish records and items  
36 of historic or artistic value that should be particularly cared for.

37 Analysis of congregational dynamics as an organization

38 Analysis of neighborhood mission context, opportunities and challenges.

39 Other analyses as suggested by the intake proposal statement or the experience of  
40 the care team.

41 Congregations voluntarily entering intake must commit to financial support of  
42 expenditures required during the intake period. The MDB board may limit the number of  
43 congregations in the intake process if resources are not available to support the care teams.

1 Rationale: it is probably unusual that (e.g.) a congregation would spontaneously seek  
2 an analysis of whether and how to dissolve. On the other hand, the expertise of the  
3 MDB can and should be used to inform congregational decisions of whether to  
4 relocate/rebuild, merge with other congregations, or engage in substantial real  
5 property development. Voluntary entry of the intake process envisions a formal  
6 acknowledgement that the processes and skills of the MDB can be used to provide  
7 noncompulsory advice to congregations so long as congregations bear the directly  
8 attributable costs of the analysis and investigation.

9 The end of the intake phase is an MDB report that includes the data gathered and a  
10 recommended action. The recommended action could include (e.g.) self-governed  
11 redevelopment, assisted redevelopment, Synod Admin with dissolution, Synod Admin with  
12 reorganization, relocation, or merger.

13 For voluntary intakes, the MDB report is communicated to the congregation and the Intake  
14 phase is complete. For involuntary intakes, the MDB report is forwarded to the Synod  
15 Council and the Office of the Bishop for decision. The Synod Council, with the concurrence  
16 of the Bishop, determines the proper course of action.

17 Rationale: it is important that any decision on how to make best use of resources for  
18 the mission of the synod be assigned to the supervising authority of the Office of the  
19 Bishop and the Synod Council. Therefore, the intake process produces advice, data,  
20 and recommendations on the question, but the decision resets with the elected  
21 leadership and the Office of the Bishop.

22 If the determined action includes Synodical Administration and legal title has not already  
23 been obtained, then the MDB will begin the process of acquiring the appropriate legal  
24 rights to the real property of the congregation and assigning those rights to an LLC  
25 organized for management of that congregation's assets.<sup>4</sup>

### 26 ***1.b ) Resource Management:***

27 Once title to real assets is assigned to the LLC formed for the purpose, the congregation  
28 enters the Resource Management phase<sup>5</sup>. There are two types of management processes  
29 that can engage the Resource Management phase of the Mission Development Board.

#### 30 1.b.1) Self Governed and Assisted Redevelopment

31 Self-governed redevelopment may use the expertise of the MDB team, but the congregation  
32 reimburses all expenses incurred by that assistance. In this case, the assigned care team is  
33 dissolved and collaboration with the congregation is commended to the EO commission.

34 For assisted redevelopment, the assigned care team or its successor should be retained and  
35 assigned the responsibility to coordinate the process. This arrangement may use the  
36 technical resources of the Resource Management team on a cost-reimbursed basis. The  
37 redeveloping congregation will pay all costs of the assistance.

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<sup>4</sup> In some urgent circumstances, such legal rights may have been already been obtained as noted previously.

<sup>5</sup> If the management of the LLC does not anticipate litigation, then the LLC publishing activity may be deferred until necessary as part of the management responsibility of the MDB.

1 Rationale: these types of resource management envision the possibility that the  
2 MDB expertise teams are a resource for congregations. It is not likely that this type  
3 of relationship would be very common, but by defining the possibility it is not  
4 excluded.

5 1.b.2) Synod Administration and Redevelopment

6 If a congregation is synodically administered, then a written plan is required for the  
7 Resource Management process. A written plan will state the end goals for the Resource  
8 Management process and the anticipated time for the process. If the recommended action  
9 could result in liquidation of the real assets of the congregation, the Resource Management  
10 plan may anticipate sale, transfer, redeployment or other redevelopment options for those  
11 real assets. Plans must be developed in the context of the strategic insight of the Mission  
12 Planning Team and the comments of the Mission Planning Team must be solicited before  
13 the plan is presented to the MDB and the Synod Council.

14 Rationale: The redevelopment process may best provide a rehabilitated real  
15 property for the use of other missions. Therefore, redevelopment should not be  
16 decided solely on the basis of the property under consideration, but also consider the  
17 mission planning of the synod with respect to the locality of the real property under  
18 consideration. This requirement ensures that strategic mission planning will be  
19 part of the decision of the MDB and the Synod Council for each property under  
20 synod administration.

21 When this plan is written and approved by both the MDB and the Synod Council, the MDB  
22 organizes a redevelopment team that is given the authority to seek those goals. If the  
23 process requires more than one year, then the redevelopment team will make annual  
24 written reports to the MDB board and the Synod Council, noting the progress, steps still to  
25 be done, and anticipated completion time and result. Any substantive required changes to  
26 the original written plan must be approved by the MDB board and the Synod Council.

27 The original assigned care team becomes advisory and is relieved of direct responsibility.  
28 The MDB board has management authority over each redevelopment team.

29 Rationale: the MDB is chartered to act independently, subject only to observing the  
30 intent of the written plan for Resource Management and to annual reports to the  
31 Synod Assembly and periodic reports to the Synod Council. This is a deliberate  
32 decision designed to reduce the difficulties from varieties of second thoughts, micro-  
33 management, and individual sensitivities. The written Resource Management plan,  
34 of course, may specify the observance of specific constraints. However, the more  
35 detailed the constraints upon Resource Management, the more costly the process  
36 and the less likely that optimal resource recovery can be obtained. Approval by  
37 Synod Council ensures that the plan includes all reasonable issues important to the  
38 synod. Approval by the MDB ensures that plans do not include unreasonable  
39 specificity that would seriously hamper the Resource Management tasks.

40 ***1.c ) New Missions Development***

41 Resources released from congregational administration support the cost of that  
42 administration. Because costs often must be expended before the realization of a benefit,  
43 the MDB will retain sufficient working capital to support the ongoing work. Resources  
44 available beyond these anticipated costs are devoted to mission work of the synod.



1 Rationale: the design deliberately de-couples the recovery of resource value from the  
2 commitment of available resources to new ministries. As recovery of value is often  
3 uncertain as to both time and amount, this is reasonable and prudent management.  
4 It also prevents the temptation of not only counting chickens before they are  
5 hatched, but also selling the mature birds as a futures contract to eager buyers!  
6 Thus the process design anticipates that the MDB will retain a working capital of  
7 several hundred thousand dollars (probably) and release monies only as they are  
8 clearly available and not necessary to support the development costs of properties  
9 under administration. This plan also is designed so the operating costs of the MDB  
10 will not be a burden to the operating budget of the synod.

11 It is also possible that a Resource Management plan may specify rehabilitation or  
12 renovation of a property so that it can be returned to a synodical mission purpose. If  
13 this is the case, the process would use working capital from previous Resource  
14 Management processes rather than release the monies to a Mission Planning teams  
15 (see below).

16 As resources become available for release (as determined by the MDB), a Mission Planning  
17 team is charged with developing a mission plan for the use of releasable resources. The  
18 Mission Planning team consists of the Bishop, a Dean or other member of the ministerium,  
19 a representative from the EO commission appointed by the Bishop, one or two synod staff  
20 members as advisors and a Synod Council member elected by the Synod Council. Other  
21 than the Bishop, the terms of the Mission Planning team are 4 years, with no member  
22 serving longer than 10 consecutive years.

23 The Mission Planning team will report to the Synod Assembly and Synod Council annually  
24 on the overall state of the mission developments in progress. Each individual mission  
25 development (below) also will provide an annual written report to the Synod Council  
26 comparing current progress to the expectations in the original plan.

27 Each proposed individual mission development requires a 5 year written plan defining  
28 goals, people and financial resources (per year), and success/failure criteria per year. If  
29 approved by the Bishop and the Synod Council, then a mission team is formed to shepherd  
30 each venture. A Mission team includes the Bishop, a Dean or other member of the  
31 ministerium from the locality of the proposed mission, a Synod Council member, a member  
32 of the staff of the Office of the Bishop and 2 members from the area being developed. Each  
33 mission team is responsible for annual evaluation of progress and report to the Synod  
34 Council. The Synod Council must approve any commitment of mission support from MDB-  
35 released resources to extend beyond 5 yrs, with a limit of 7 yrs of support.

36 Rationale: this process requires that mission development plans have a planned  
37 specific, bounded support time before the mission will be either self-supported or  
38 supported by other resources. The process would discourage the beginning of  
39 missions that require continual support by synod mission development funds.

# Attachment F



# Evangelical Lutheran Church in America

Office of the  
Presiding Bishop

8765 West Higgins Road • Chicago, Illinois 60631-4197 • Internet: [bishop@elca.org](mailto:bishop@elca.org)  
Telephone 773.380.2600 or 800.638.3522 • Telefax 773.380.2977

January 22, 2004

Dear Synod Vice-President,

At the November meeting of the Church Council of the Evangelical Lutheran Church in America, substantial attention was devoted to "Faithful Yet Changing: The Plan for Mission in the Evangelical Lutheran Church in America." The Church Council put in place the "next steps" that will be taken in three phases in 2004 and lead to a new design proposal for the churchwide organization. This new design proposal is to "be developed in accord with the strategic directions that were affirmed by the 2003 Churchwide Assembly." A full description of the next steps is attached. Also attached is a description of mission and vision statements of the ELCA, the strategic directions, and the commitments for implementation.

During this initial phase of the process, we are asking for your help:

- We are asking you, as the vice-president of the synod, in cooperation with your synod bishop, to facilitate a conversation with the synod council.
- We are asking you to appoint a recorder and to send us a summary of the conversation as soon after the council meeting as possible. Please send the summary to Kenneth Inskip, Department for Research and Evaluation, at the address on this letterhead.
- We are asking you, whenever possible, to send out these questions and the other attached documents to the council members to give them time to think about these matters before the discussion.

We realize that the members of the council may have different opinions or no opinions at all about these matters, but it is important that everyone be given an opportunity to express any views they may hold with regard to the future of the churchwide organization. Members of the synod council who are unable to attend the meeting can provide input online at <http://www.elca.org/planning>

If you have any questions about this process, feel free to call Kenneth Inskip at 800. 638.3522, ext. 2991.

Sincerely,

Kenneth W. Inskip  
Director  
Department for Research and Evaluation

Charles S. Miller  
Executive for Administration  
Office of the Presiding Bishop

cc: Synod Bishops (via e-mail)

Attachments: Faithful Yet Changing: The Plan for Mission in the Evangelical Lutheran Church in America  
Next Steps for "Faithful Yet Changing: The Plan for Mission in the ELCA"

## The Questions

The strategic directions passed by the Churchwide Assembly commit the churchwide organization to:

- Support congregations in their call to be faithful, welcoming, and generous.
- Assist members, congregations, synods, and institutions and agencies of this church to grow in evangelical outreach.
- Step forward as a public church that witnesses boldly to God's love for all that God has created.
- Deepen and extend our global, ecumenical, and interfaith relationships for the sake of God's mission.  
Assist this church to bring forth and support faithful, wise, and courageous leaders whose vocations serve God's mission in a pluralistic world.

1. Is there a specific role that the synod council believes the churchwide organization should take in the life of the ELCA within the context of each of these strategic directions and commitments for implementation?
2. As the synod works to accomplish its mission, what work done by the churchwide organization is of most significance to the synod?
3. As the synod works to accomplish its mission, what work done by the churchwide organization is of the least value to the synod?
4. As the ELCA plans for the future of the churchwide organization, what advice, if any, would the synod council offer with regard to a design proposal for the churchwide organization?

## **Next Steps for "Faithful Yet Changing: The Plan for Mission in the Evangelical Lutheran Church in America"**



Substantial attention in the meeting of the Church Council—held in Charlotte, N.C., November 13-16, 2003—was devoted to defining the next steps for "Faithful Yet Changing: The Plan for Mission in the Evangelical Lutheran Church in America."

Members of the Church Council's Planning and Evaluation Committee worked to formulate a process through which a new design proposal for the churchwide organization will emerge.

The design is to be developed in accord with the strategic directions that were affirmed by the 2003 Churchwide Assembly of the Evangelical Lutheran Church in America, specifically to support congregations, grow in evangelical outreach, bring forth and support faithful, wise, and courageous leaders, deepen and extend our global, ecumenical, and interfaith relationships, and step forward as a public church.

Gratitude was expressed for the scores upon scores of people and groups who had contributed constructive ideas and provided broad involvement in the development of the original design proposal introduced to the Planning Team on September 15, 2003, titled "Proposal for the Future Design of the Churchwide Organization."

That design proposal had been requested by the 2003 Churchwide Assembly (CA03.07.66) when the assembly directed "that the Office of the Presiding Bishop oversee and coordinate the implementation of this strategic plan, and bring to the November 2003 meeting of the Church Council a report and recommendations, including proposals to bring the strategic plan to operational life by . . . aligning the churchwide budget within the parameters adopted by the 2003 Churchwide Assembly, organizing staffing, and providing structure in keeping with the mission, vision, and directions of the strategic plan. . . ."

A variety of factors led Presiding Bishop Mark S. Hanson to announce on October 20, 2003, that the original proposal would be neither redrafted nor placed on the agenda for the November 2003 meeting of the Church Council.

The recommendation from the Church Council's Planning and Evaluation Committee was prepared in response to a request from the presiding bishop for a process and extended timetable leading to the

development of a new design proposal for the churchwide organization.

### **CC ACTION**

To express deep appreciation for the vision and leadership of Presiding Bishop Mark S. Hanson in bringing forth "Faithful Yet Changing: the Plan for Mission in the Evangelical Lutheran Church in America";

To express gratitude to all those on churchwide staff for their ministry and partnership, especially in this time of transition, and to pledge prayerful concern and support for their continued ministries;

To request the development of a communications strategy connected to the strategic planning process that is open and accessible, periodically reporting to members of this church;

To carry out the action, but to amend the time line of the 2003 Churchwide Assembly that called for "proposals to bring the strategic plan to operational life by . . . aligning the churchwide budget within the parameters adopted by the 2003 Churchwide Assembly, organizing, staffing, and providing structure in keeping with the mission, vision, and directions of the strategic plan . . ." (CA03.07.66);

To acknowledge the constitutional mandate that the Office of the Presiding Bishop is responsible for "coordinated, strategic planning for, and review and evaluation of, the work of the churchwide organization . . ." (15.11.C91.), and that the Office of the Presiding Bishop is responsible for recommending the final design of the churchwide organization's structure, budget, and staffing to the Church Council;

To encourage churchwide staff through ongoing collaboration to find ways to implement the strategic directions and commitments for implementation; and

To adopt the process that will lead to a design for the churchwide organization, as described below:

### **OUTLINE OF NEXT STEPS**

## IN PLAN FOR MISSION

### **Phase One, January–April 2004:**

Deepening our understanding of the richness of the strategic directions and commitments for implementation.

*DESCRIPTION:* This phase will be a time of conversation, consultation, and inquiry coordinated by the Office of the Presiding Bishop and guided by the churchwide Planning Team. These conversations will envision how the purposes of this church and the ELCA Plan for Mission are to be carried out and the location of various aspects of that work, specifically the role of the churchwide organization in partnership with other expressions of this church and other partners in ministry. These consultations will build on the strategic directions, commitments for implementation, and suggested outcomes from Roundtables.

*PARTICIPANTS* in this phase include, but are not limited to: churchwide boards and steering committees, ethnic associations, churchwide staff, the Conference of Bishops, Church Council, synod councils, and partners in ministry.

*PROCESS:* Using existing meetings whenever possible and convening other focus groups as needed, this process will:

•Gather the responses to questions regarding:

1. What do you bring to these strategic directions, commitments for implementation, and suggested outcomes from Roundtables?
2. What do the strategic directions, commitments for implementation, and suggested outcomes from Roundtables bring to your ministry?
3. What possible shapes can this relationship take in the future that creatively deepen the relationship?

•Refine questions by the Office of the Presiding Bishop in consultation with the Department for Research and Evaluation, the Planning Team, and the Planning and Evaluation Committee of the Church Council.

•Create a summary and analysis of what is learned from the responses.

### **Phase Two, May–July 2004:**

Building and developing models.

*DESCRIPTION:* During this time, the ELCA Plan for Mission and responses from Phase One will be used to develop models for the churchwide organization's structure, budget, and staffing. This will be a time of inviting and analyzing alternative designs for churchwide work. Phase Two will be coordinated by the Office of the Presiding Bishop and guided by the Planning and Evaluation Committee of the Church Council.

*PARTICIPANTS* in this phase include, but are not limited to: churchwide boards and steering committees, ethnic associations, churchwide staff, the Conference of Bishops, Church Council, synod councils, and partners in ministry.

*PROCESS:*

•Feedback and analysis: Written responses to the proposed alternatives will be requested.

1. The participant groups will be asked to identify assets from present patterns of organization, strengths from and creative suggestions to the first proposal, and new possible patterns of organization and design.
2. The Planning and Evaluation Committee, in consultation with the Office of the Presiding Bishop, will identify a representative panel of those involved in the process.
3. The representative panel will analyze responses and create elements of alternative designs for the churchwide organization.
4. The panel will invite a widespread response to this analysis and suggested design elements.

### **Phase Three, August–November 2004:**

A time of decision-making

*Description:* During this phase, final responses will be drawn together, and a proposal will come from the Office of Presiding Bishop to the Church Council for final approval.

This phase will be coordinated and guided by the Office of the Presiding Bishop in consultation with the churchwide Planning Team and the Planning and Evaluation Committee of the Church Council. The final proposal will include assessment of its potential impact on synods and congregations as well as related institutions and agencies.

*PARTICIPANTS:* Those involved in the earlier development phases will have the opportunity for review and comment.

*PROCESS:*

•The Office of the Presiding Bishop, in consultation with the chair of the Church Council's Planning and Evaluation Committee, will assemble a writing team.

•The Office of the Presiding Bishop will bring together a panel of organizational design consultants to respond to the proposed design, critique it, and make suggestions.

•A draft proposal will be distributed by September 1, 2004, to participants for response to the Church Council.

•Following further revisions, a final proposal will be delivered to the Church Council for action at its November 2004 meeting.



*Mission Statement and Signature Phrase  
of the Evangelical Lutheran Church in America:*

**Marked with the cross of Christ forever,  
we are claimed, gathered, and sent for the sake of the world.**

+++

*Vision Statement of the Evangelical Lutheran Church in America:*

**Claimed** by God's grace for the sake of the world, we are a new creation  
through God's living Word by the power of the Holy Spirit;

**Gathered** by God's grace for the sake of the world, we will live  
among God's faithful people, hear God's Word, and share Christ's supper;

**Sent** by God's grace for the sake of the world, we will proclaim  
the good news of God in Christ through word and deed, serve all people  
following the example of our Lord Jesus, and strive for justice and peace  
in all the world.

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## STRATEGIC DIRECTIONS OF THE CHURCHWIDE ORGANIZATION

*Claimed, gathered, and sent by God's grace for the sake of the world,  
the Evangelical Lutheran Church in America in and  
through its churchwide expression will:*

- ❖ **Support congregations** in their call to be faithful, welcoming, and generous, sharing the mind of Christ;
- ❖ Assist members, congregations, synods, and institutions and agencies of this church to **grow in evangelical outreach**;
- ❖ **Step forward as a public church** that witnesses boldly to God's love for all that God has created;
- ❖ **Deepen and extend our global, ecumenical, and interfaith relationships** for the sake of God's mission; and
- ❖ Assist this church to **bring forth and support faithful, wise, and courageous leaders** whose vocations serve God's mission in a pluralistic world.

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These strategic directions are offered with profound gratitude for the outpouring of gifts the Holy Spirit gives to members of the Evangelical Lutheran Church in America.

In the course of implementing each of these strategic directions, the churchwide organization must and will:

1. Encourage, welcome, and depend upon the lively and creative exchange of resources and ideas throughout the Evangelical Lutheran Church in America;
2. Recognize and encourage the vital contributions and deepening relationship with institutions and agencies of this church and with Lutheran, ecumenical, and interfaith partners;
3. Confront the scandalous realities of racial, ethnic, cultural, religious, age, gender, familial, sexual, physical, personal, and class barriers that often manifest themselves in exclusion, poverty, hunger, and violence; and
4. Pursue ardently the ELCA's commitment to becoming more diverse, multicultural, and multi-generational in an ever-changing and increasingly pluralistic context, with special focus on full inclusion in this church of youth, young adults, and people of color and people whose primary language is other than English.



**ELCA Church Council Approves Mission Statement,  
Vision Statement, and Strategic Directions**

“Marked with the cross of Christ forever,  
we are claimed, gathered, and sent for the sake of the world.”

After deep and expansive planning efforts that involved people across the church, the ELCA Church Council adopted on April 6, 2003 the above mission statement for the Evangelical Lutheran Church in America. The council also approved an ELCA vision statement and five strategic directions that will focus the work of the ELCA's churchwide organization for the period 2004-2012.

The strategic directions section contains foundational strategic threads that must be present through all five strategic directions in order for the plan to succeed. Each strategic direction will provide a daily theme for the 2003 Churchwide Assembly.

The Presiding Bishop's Planning Team is now coordinating efforts to develop revised case statements, specific strategies, and measurable outcomes for each of the strategic directions. Plans are under study for organizational restructuring to achieve best the aims of the strategic plan.