



Grand Canyon Synod

Communicating • Connecting • Creating

Synod Council Meeting Minutes

In Person at Love of Christ Lutheran Church, Mesa, Arizona

Thursday, June 9, 2022

4:30 p.m.

Attendance

Synod Council members present: Rev. Deborah Hutterer, Synod Bishop; Ms. Barbara Carl, Synod Vice-President; Rev. David Brandfass, Synod Secretary; Mr. Erik Rehms, Synod Treasurer; Mr. Roger Bailey; Ms. Twila Burdick; Ms. Heather Burgett †; Rev. Mary Louise Frenchman; Rev. Christopher Heller; Ms. Sue Jensen; Ms. Hannah Manzanares; Rev. Tina Mills; Ms. Laura Musfeldt; Mr. Mark Myers; Ms. Lisa Parrish; Ms. Janis Richert; Rev. William Timm †; Rev. Daniel Valasakos; Ms. Taylor Welch †.

† Via Zoom.

Synod Council member absent: Mr. Glenn Austad.

Synod Staff present: Mr. Brian Flatgard, Director of Communications; Rev. Miguel Gomez-Acosta, Director for Evangelical Mission and Bishop's Associate for Congregational Vitality; Rev. Jacqui Pagel, Associate to the Bishop for Candidacy and Faith Formation; Ms. Theresa Thornburgh, Director for Administration and Events.

Visitors: Rev. Stephen Springer, Dove of Peace, Tucson, AZ.

Call to Order

With a quorum present, Ms. Barbara Carl called the meeting to order at 4:30 P.M.

Welcome

Bishop Deborah Hutterer welcomed the council and visitors to the June 9, 2022, Synod Council meeting and opened with prayer.

Agenda

The agenda was presented with one addition under new business.

Approval of Minutes

Mr. Mark Myers moved

MSP¹ SC22.06.01² to adopt the minutes of the April 9, 2022, meeting of the Grand Canyon Synod Council.

Ms. Sue Jensen moved

MSP SC22.06.02 to adopt the minutes of the April 30, 2022, special meeting of the Grand Canyon Synod Council.

Consent Agenda

Rev. Christopher Heller moved

MSP SC22.06.03 to accept the Consent Agenda Items: Bishop Report; Vice President Report; Director of Evangelical Mission / Bishop's Associate for Congregational Vitality Report; Bishop's Associate for Candidacy and Faith Formation Report, including Youth Report; Director of Administration and Events Report; Director of Communication Report; Lutheran Advocacy Ministry Arizona (LAMA) Report; and Congregations in Transition Report.

Treasurer's Report

Mr. Erik Rehms presented the Statement of Financial Position, Budget to Actual Comparison, Funds Statement, graphs, Comparison of Pledges to Actual, and Mission Support Report, all are attached to these minutes as **Exhibit 1**. To a question asked in this section, later in the meeting the Council was informed rostered leaders may defer salary into their Portico retirement accounts which results in a higher percent of retirement benefits while having no net effect on total compensation.

¹ MSP=Moved, seconded, passed.

² SC=synod council; 22=2022; 06=the month of June; 01= The first sequential action passed by the synod council during the month of June, 2022.

Strategic Discussions and Update

Mission Spending Plan Update

Mr. Erik Rehms presented the 2023-2024 Mission Spending Plan for the ministry of the Grand Canyon Synod. Assistance by Synod Council members will be given at the assembly.

ILM Global Companion Relationship Formalized

Rev. Jacqui Pagel reported that the global companion relationship between Iglesia Luterana Mexicana (ILM) and the Grand Canyon Synod will be formalized at the Synod Assembly. The Northwestern Ohio Synod is also a global companion of ILM.

Mission and Ministry Sustainability Task Force

Ms. Heather Burgett reported on work of the Mission and Ministry Sustainability Task Force with its goal of encouraging diverse and new emerging ministries. They presented Guiding Principles and Funding Priorities for long term mission. Discussion included questions on governance, ministry opportunities, and long-term funding.

Rev. David Brandfass moved

MSP SC22.06.05 to adopt the Guiding Principles and Funding Priorities as recommended by the Ministry Sustainability Task Force, attached to these minutes as Exhibit 2, understanding certain portions will be reviewed at a later date

Synod Authorized Worshiping Communion Exploration (SAWC Exploration)

The Council received a report from Rev. Miguel Gomez-Acosta on the development of the West Valley Young Adult Ministry, Glendale, Arizona as a new SAWC Exploration.

Ms. Hannah Manzanares moved

MSP SC22.06.06 to authorize the West Valley Young Adult Ministry, Glendale, Arizona as a new Synod Authorized Worshiping Communion Exploration.

New Business

Approve Constitution

Rev. David Brandfass moved

MSP SC22.06.06 to approve the Constitution, Bylaws, and Continuing Resolutions for New Journey Lutheran Church, Fountain Hills, Arizona.

General Questions and Announcements

Situation on Sierra Pacific Synod

Discussion was held on the implications of events in the Sierra Pacific Synod. We hold our brothers and sisters in the Sierra Pacific Synod and the Conference of Bishops in prayer.

Adjournment and Closing Prayer

Ms. Laura Musfeldt moved

MSP SC22.06.12 to adjourn at 5:59 p.m.

Bishop Deborah Hutterer led a closing prayer.

Next Meeting

Friday, September 23-25, 2022, in Paradise Valley.

Respectfully submitted,
Rev. David Brandfass
Synod Secretary

Grand Canyon Synod of the ELCA
Statement of Financial Position
As of April 30, 2022

	Apr 30, 22	Jan 31, 22	\$ Change
ASSETS			
Current Assets			
Checking/Savings	969,484	2,037,204	(1,067,720)
Accounts Receivable	7,128	10,568	(3,439)
Other Current Assets			
Mission MIF Account	1,505,762	1,004,606	501,157
Synod Pooled Trust	2,155,539	1,642,183	513,356
Other Current Assets	5,887	8,179	(2,292)
Total Other Current Assets	<u>3,667,188</u>	<u>2,654,967</u>	<u>1,012,221</u>
Total Current Assets	4,643,800	4,702,739	(58,939)
Fixed Assets			
Automobiles	25,178	25,178	0
Furniture	1,745	1,745	0
Less Accumulated Depreciation	(20,209)	(18,950)	(1,259)
Total Fixed Assets	<u>6,714</u>	<u>7,973</u>	<u>(1,259)</u>
Other Assets			
Augustana Pooled Trust	588,660	628,357	(39,697)
Total Other Assets	<u>588,660</u>	<u>628,357</u>	<u>(39,697)</u>
TOTAL ASSETS	<u>5,239,174</u>	<u>5,339,069</u>	<u>(99,895)</u>
LIABILITIES & EQUITY			
Liabilities			
Current Liabilities			
Accounts Payable	29,917	29,232	685
Other Current Liabilities			
Payable to ELCA	144,442	111,074	33,369
Accrued Payroll Taxes	5,520	5,748	(228)
Accrued Expenses	23,067	23,067	0
Funds Held for Others	159,921	126,967	32,954
Total Other Current Liabilities	<u>332,951</u>	<u>266,856</u>	<u>66,095</u>
Total Current Liabilities	<u>362,868</u>	<u>296,089</u>	<u>66,779</u>
Total Liabilities	362,868	296,089	66,779
Equity			
Undesignated and Unrestricted	1,626,934	1,572,249	54,685
Council Designated Funds	1,748,185	1,833,599	(85,414)
Donor Restricted Funds	1,501,188	1,637,132	(135,945)
Net Income Allocation	166,674	(1,549,059)	1,715,733
Net Income	(166,674)	1,549,059	(1,715,733)
Total Equity	<u>4,876,306</u>	<u>5,042,980</u>	<u>(166,674)</u>
TOTAL LIABILITIES & EQUITY	<u>5,239,174</u>	<u>5,339,069</u>	<u>(99,895)</u>

No assurance provided. Disclosures Omitted.

**Grand Canyon Synod of the ELCA
Budget to Actual Comparison
April 2022**

	Apr 22	Budget	\$ Over Budget	Feb - Apr 22	YTD Budget	\$ Over Budget	Annual Budget
Ordinary Income/Expense							
Income							
Congregation Support - Pledged	191,632	166,694	24,938	484,946	488,725	(3,779)	1,874,000
Congregation Support - Other	0	2,083	(2,083)	43,968	6,250	37,718	25,000
Other Gifts	367	2,083	(1,716)	465	6,250	(5,785)	25,000
Restricted Contributions	15,882	12,500	3,382	59,539	37,500	22,039	150,000
Other Income	23,823	1,750	22,073	31,242	5,250	25,992	21,000
Total Income	231,704	185,110	46,594	620,161	543,975	76,186	2,095,000
Gross Profit	231,704	185,110	46,594	620,161	543,975	76,186	2,095,000
Expense							
Personnel	35,275	33,500	1,775	105,555	100,500	5,055	402,000
Professional Fees/Services	9,511	14,917	(5,406)	27,987	44,750	(16,763)	179,000
Communication	405	833	(429)	1,258	2,500	(1,242)	10,000
Postage and Supplies	340	667	(327)	1,389	2,000	(611)	8,000
Administrative	4,402	2,250	2,152	7,313	6,750	563	27,000
Equipment and Software	1,109	833	276	4,120	2,500	1,620	10,000
Building	3,062	3,333	(271)	9,186	10,000	(814)	40,000
Travel	2,005	4,167	(2,161)	7,363	12,500	(5,137)	50,000
Mission Support - ELCA	95,816	83,347	12,469	243,099	244,362	(1,263)	937,000
Mission Support - Other	17,583	17,583	0	73,492	72,500	992	290,000
Grants	0	0	0	74,419	52,500	21,919	210,000
Program	375	6,667	(6,292)	54,898	20,000	34,898	80,000
Total Expense	169,883	168,097	1,786	610,078	570,862	39,216	2,243,000
Net Ordinary Income	61,821	17,014	44,808	10,084	(26,887)	36,970	(148,000)
Other Income/Expense							
Other Income							
Restr Investment Income (Loss)	(70,461)	6,833	(77,294)	(86,932)	20,500	(107,432)	82,000
Other Investment Income (Loss)	(75,816)	3,167	(78,983)	(88,567)	9,500	(98,067)	38,000
Total Other Income	(146,277)	10,000	(156,277)	(175,499)	30,000	(205,499)	120,000
Other Expense							

No assurance provided. Disclosures omitted.

**Grand Canyon Synod of the ELCA
Budget to Actual Comparison
April 2022**

	<u>Apr 22</u>	<u>Budget</u>	<u>\$ Over Budget</u>	<u>Feb - Apr 22</u>	<u>YTD Budget</u>	<u>\$ Over Budget</u>	<u>Annual Budget</u>
Restricted Release - Net Assets	3,658	12,333	(8,675)	108,552	37,000	71,552	148,000
Net Assets Released	(3,658)	(12,333)	8,675	(108,552)	(37,000)	(71,552)	(148,000)
Depreciation & Other	420	417	3	1,259	1,250	9	5,000
Total Other Expense	420	417	3	1,259	1,250	9	5,000
Net Other Income	(146,697)	9,583	(156,280)	(176,758)	28,750	(205,508)	115,000
Net Income	<u>(84,875)</u>	<u>26,597</u>	<u>(111,472)</u>	<u>(166,674)</u>	<u>1,863</u>	<u>(168,537)</u>	<u>(33,000)</u>

PRELIMINARY
SUBJECT TO AUDIT

**GRAND CANYON SYNOD OF THE ELCA
Funds Statement
April 30, 2022**

Council Designated Funds

4901 Indian School Fund	\$ 1,550,631
2019 property sale balance	
Bishop Transition	44,085
Transition costs for newly elected bishop	
Ministry Support	43,825
Unexpected needs for congregations and pastors	
TEEM	100,727
Prepare GCS TEEM candidates for ordained ministry	
Young Adult	8,917
Support faith formation for young adults	
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Total Council Designated Funds	<u>\$ 1,748,185</u>

Donor Restricted Funds

Advocacy	\$ 30,962
LEAN and LAMA -Lutheran Advocacy ministries	
Augustana	588,660
Permanent endowment fund to support outreach ministries	
Bethel Haiti	53,365
Youth and young adult mission trip to Haiti	
Emmanuel	6,810
Southern AZ--Campformation and support of rostered leaders	
GCS Daily Bread	-
Matching grants to assist feeding ministries	
GCS Growing Generosity Fund	248,368
Support 3E, advocacy, campus, ethnic & emerging ministries	
Generosity Project	1,802
SOLI grant to educate and support leaders in the faith practice of generosity	
Goesling Seminarian	114,991
GCS seminary students	
Latino	2,888
Assist Latino ministries and leaders	
Outreach	87,506
New or redeveloping ministries	
Warner	176,971
Ministry projects to support children and youth	
West Valley Lutheran Thrift Store	11,161
Support outreach ministries in West Valley	
Youth / Young Adult	177,702
Fund to support faith formation for youth and young adults	
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Total Donor Restricted Funds	<u>\$ 1,501,188</u>

**GRAND CANYON SYNOD OF THE ELCA
Funds Statement
April 30, 2022**

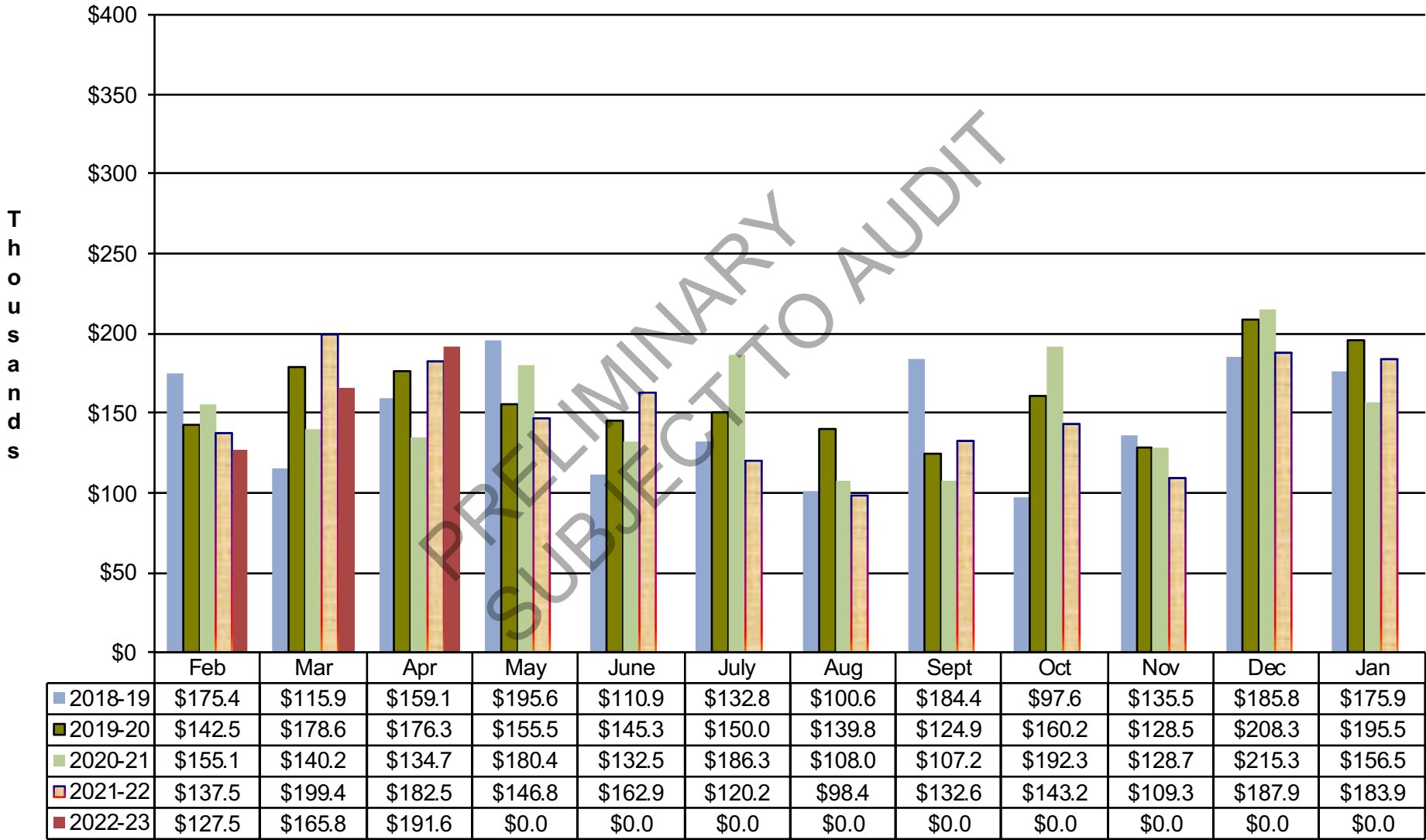
Program Funds

Assembly	\$	73,023
Planning and managing GCS Assembly		
Generosity Project - GCS		4,670
Household-focused approach to stewardship		
Bishop Leadership		44,642
Assist rostered and lay leaders to grow in leadership		
Candidacy		1,779
Planning and administering for incoming candidates		
Diakonia		21,301
Planning and administering diakonia program		
Fall Gathering		15,281
Planning and managing fall gathering		
GCS Appeal Fund		24,187
Support 3E, advocacy, campus, ethnic & emerging ministries		
LAMA Fund		10,000
Support Lutheran Advocacy Ministry Arizona		
Legacy Fund		140,453
Bequests from individuals and congregations		
Lilly Grant		-
Matching grant for ministerial excellence and enhance stewardship		
Seminarian Fund		10,099
GCS seminary students		
Total Program Funds	\$	345,435

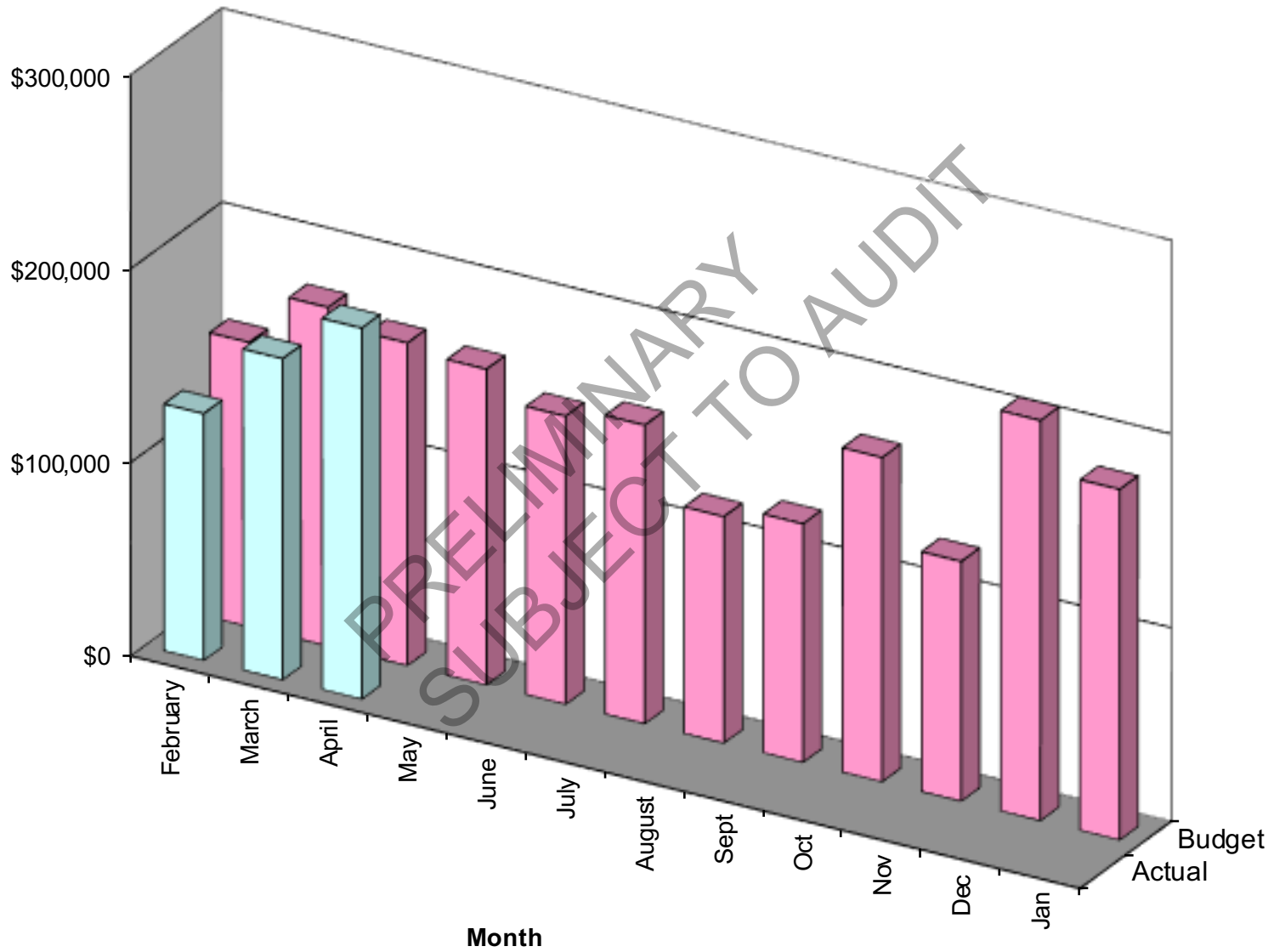
Liability Funds

Fund for Leaders Golf	\$	34,599
Annual golf event for benefit of ELCA Fund for Leaders		
Native American Urban Ministry		82,371
Funds held for Native American Urban Ministry		
Retired Pastors Retreat		18,608
Funds held for Retired Pastors Retreat		
Total Liability Funds	\$	135,577

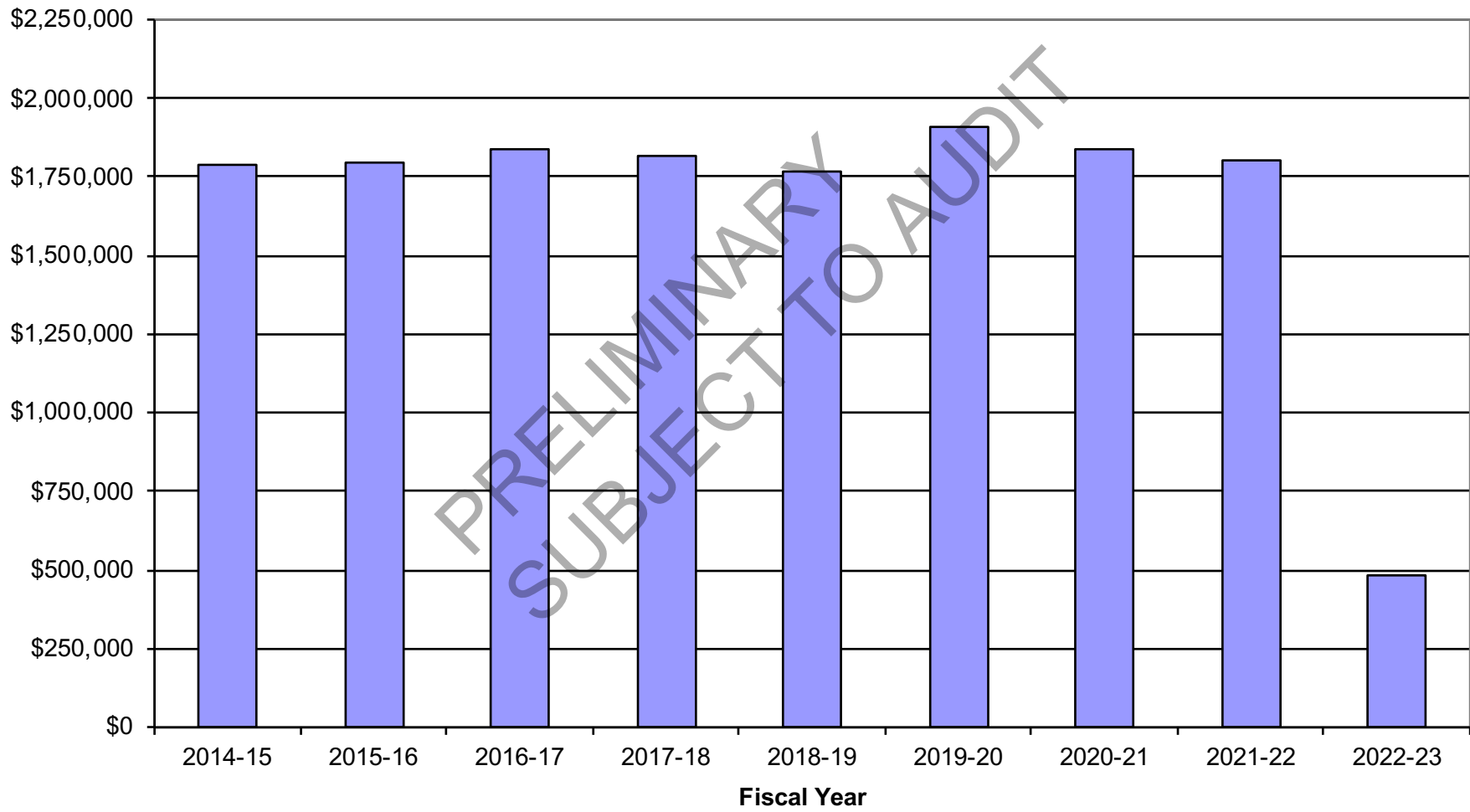
Grand Canyon Synod of the ELCA Mission Support by Month 2022-2023



Grand Canyon Synod of the ELCA - Mission Support Fiscal Year 2022-2023 Actual Compared to Budget



Grand Canyon Synod of the ELCA - Mission Support By Year



Grand Canyon Synod - ELCA
Comparison of Pledge to Actual for Fiscal Year 2022-23

Name	City	2021-22 Actual	2022-23 Pledge	April	Actual Year-to-Date	Expected Year-to-Date	Dollar Variance	% Variance
Abounding Grace	Tucson	2,000	2,340		0	184	(184)	-100%
All Saints	Phoenix	10,000	24,000	22,000	22,000	1,882	20,118	1069%
Alleluia	Phoenix	2,500			0	-	0	-
American	Sun City	69,167	79,788		3,780	6,258	(2,478)	-40%
American	Tucson	2,650	2,600	200	600	204	396	194%
Ascension	Paradise Valley	22,380	24,000	2,000	6,000	1,882	4,118	219%
Beautiful Savior	Tucson	11,707	6,000	600	2,400	471	1,929	410%
Bethany	Scottsdale	9,543	10,749	932	2,714	843	1,871	222%
Bethlehem	Mesa	7,270	7,200	600	1,800	565	1,235	219%
Celebration	Peoria	200			0	-	0	-
Central	Arizona City	8,000	12,000	2,000	3,333	941	2,392	254%
Christ	Goodyear	7,680		640	1,920	-	1,920	-
Christ	Las Vegas	3,600		300	900	-	900	-
Christ	Sedona	45,435	43,209	4,034	18,060	3,389	14,671	433%
Christ the Lord	Carefree	50,395	50,855	4,190	12,570	3,989	8,581	215%
Christ the Servant	Henderson	12,000			0	-	0	-
Church of the Foothills	Tucson	29,796	34,000	1,984	6,438	2,667	3,771	141%
Community	Bullhead City	8,100	8,100	675	1,350	635	715	113%
Community	Las Vegas	18,250		2,000	6,000	-	6,000	-
Community of Grace	Peoria	57,649	65,887	6,790	17,402	5,168	12,235	237%
Covenant	Quartzsite	1,000	300		750	24	726	3088%
Crossroads	San Tan Valley	4,800	7,500	400	1,200	588	612	104%
Desert Cross	Tempe	80,000	80,000		10,000	6,274	3,726	59%
Desert Hills	Green Valley	149,869	155,731	13,353	38,006	12,214	25,792	211%
Dove of Peace	Tucson	30,160	32,000	2,660	7,980	2,510	5,470	218%
Emmanuel	Prescott Vly	32,363	32,600	2,832	8,254	2,557	5,697	223%
Emmanuel Sudanese	Glendale	353	2,500		0	196	(196)	-100%
Epiphany of Christ	Apache Junction	3,540			0	-	0	-
Esperanza	Phoenix	6,000	7,500		4,100	588	3,512	597%
Faith	Phoenix	15,072	15,078	1,257	3,770	1,183	2,587	219%
Faith	Yuma	1,500			0	-	0	-
Faith	Safford	0			0	-	0	-
First Evangelical	Mesa	14,200		1,333	5,333	-	5,333	-
The Forge	Mesa	0			0	-	0	-
Gloria De Cristo	Yuma	2,147	2,000	167	333	157	176	113%
Gloria Cristi	Paradise Vly	4,168	3,685		832	289	543	188%
Good Samaritan	Las Vegas	40,500	68,600	5,400	8,100	5,380	2,720	51%
Grace	Kingman	10,705	12,350	779	2,474	969	1,506	155%
Grace	Phoenix	15,085	48,523		6,943	3,806	3,138	82%
Holy Spirit	Las Vegas	19,963	27,640	2,800	8,400	2,168	6,232	287%
Holy Trinity	Chandler	26,250	34,125		2,625	2,676	(51)	-2%
House of Prayer	Rock Point	0			0	-	0	-
La Sagrada	Phoenix	1,800		600	600	-	600	-
Living Christ Community	Flagstaff	6,015	10,500		1,243	824	419	51%
Living Water	Scottsdale	50,151	57,000	10,814	17,845	4,471	13,374	299%
Lord of Grace	Cortaro	3,250	4,200	1,000	1,500	329	1,171	355%
Lord of Life	Sun City West	128,451	129,000	10,750	43,749	10,118	33,631	332%
Love of Christ	Mesa	40,167	42,000	3,500	10,500	3,294	7,206	219%
Maricopa	Maricopa	13,389	13,800	1,213	4,979	1,082	3,897	360%
Mount Cross	Payson	21,037	21,000	1,750	5,250	1,647	3,603	219%
Mount of Olives	Phoenix	875	4,250	50	150	333	(183)	-55%
Mount Olive	Lake Havasu	31,466	32,500	2,702	8,555	2,549	6,006	236%
Mount Zion	Tucson	8,750	15,000		1,250	1,176	74	6%
Mountain View	Phoenix	21,080	42,160	3,940	8,485	3,307	5,178	157%
Mountain View	Sun Lakes	0			0	-	0	-
Native American Urban Ministry	Phoenix	0	100		0	8	(8)	-100%
New Covenant	Scottsdale	3,300	3,600	375	925	282	643	228%
New Journey	Fountain Hills	10,696	12,000	852	3,414	941	2,473	263%
New Promise	St. George, UT	35,495	32,499	2,327	8,508	2,549	5,959	234%
New Song	Henderson	27,943	34,142	6,687	16,187	2,678	13,510	505%
New Spirit	Tucson	21,440	22,000	1,689	3,333	1,725	1,608	93%
Our Savior's	Mesa	18,563		1,333	3,999	-	3,999	-
Our Saviour's	Buckeye	500			0	-	0	-
Our Saviour's	Phoenix	22,200	23,125	5,781	5,781	1,814	3,968	219%
Our Saviour's	Tucson	30,297	34,000	5,667	12,206	2,667	9,540	358%
Pan de Vida	El Mirage	0		200	200	-	200	-
Peace	Peoria	29,005	39,200	9,511	9,511	3,075	6,436	209%
Prince of Peace	Phoenix	22,860	25,020	3,067	4,600	1,962	2,638	134%
Living Hope	Las Vegas	21,632	18,400	1,535	6,140	1,443	4,697	325%

Grand Canyon Synod - ELCA
Comparison of Pledge to Actual for Fiscal Year 2022-23

Name	City	2021-22 Actual	2022-23 Pledge
Resurrection	Scottsdale	0	2,000
Resurrection	Oro Valley	68,333	
San Juan Bautista	Tucson	0	550
Santa Cruz	Tucson	11,207	14,708
Saved by Grace	Pahrump	1,800	1,400
Shepherd of the Desert	Sun City	0	
Shepherd of the Hills	Flagstaff	22,055	
Shepherd of the Valley	Phoenix	0	
Sierra Evangelical	Sierra Vista	19,600	20,040
Spirit of Grace	Surprise	50,000	50,000
Spirit of Hope	Mesa	8,208	8,500
Spirit of Joy	Clarkdale	15,739	15,840
Spirit of Joy	Gilbert	9,871	
St Andrew	Las Vegas	54,094	50,000
St Andrew	Phoenix	20,146	21,445
St John's	Glendale	35,444	38,036
Streams in the Desert	Tucson	24,000	24,000
Tanque Verde	Tucson	41,444	45,311
The Lakes	Las Vegas	6,272	5,116
Trinity	Phoenix	0	
University	Tempe	9,910	10,200
Vida Nueva	Phoenix	0	
		\$1,804,481	\$1,823,502
Monthly			67

April	Actual Year-to-Date	Expected Year-to-Date	Dollar Variance	% Variance
	0	157	(157)	-100%
4,167	12,500	-	12,500	-
	550	43	507	1175%
1,025	3,429	1,154	2,275	197%
	0	110	(110)	-100%
	0	-	0	-
1,943	3,777	-	3,777	-
	0	-	0	-
4,025	4,025	1,572	2,453	156%
	0	3,922	(3,922)	-100%
708	2,125	667	1,458	219%
1,875	4,597	1,242	3,355	270%
	0	-	0	-
4,167	12,501	3,922	8,579	219%
2,142	7,041	1,682	5,359	319%
3,322	9,745	2,983	6,762	227%
2,000	6,000	1,882	4,118	219%
10,513	18,355	3,554	14,801	416%
478	1,348	401	946	236%
	0	-	0	-
	1,500	800	700	88%
	2,175	-	2,175	-
\$191,632	\$484,946	\$ 143,019	341,927	239%
59				

GRAND CANYON SYNOD - ELCA

Mission Support Report

Comparison of Fiscal Years

	2022-23		2022-23		2021-22		
	Unrestricted	Received to Date	Budget to Date	Surplus (Deficit)	Received to Date	Compared to 21-22 \$ Variance	% Variance
February	127,465	127,465	146,980	(19,515)	137,465	(\$10,000)	-7%
March	165,849	293,314	322,031	(28,717)	336,819	(43,505)	-13%
April	191,632	484,946	488,725	(3,779)	519,272	(34,326)	-7%
May		484,946	651,835	(166,889)	666,094	(181,148)	-27%
June		484,946	800,706	(315,760)	828,977	(344,031)	-42%
July		484,946	954,922	(469,976)	949,139	(464,193)	-49%
August		484,946	1,071,889	(586,943)	1,047,494	(562,548)	-54%
September		484,946	1,195,118	(710,172)	1,180,140	(695,194)	-59%
October		484,946	1,362,580	(877,633)	1,323,353	(838,407)	-63%
November		484,946	1,486,390	(1,001,444)	1,432,686	(947,740)	-66%
December		484,946	1,692,989	(1,208,043)	1,620,629	(1,135,683)	-70%
January		484,946	1,874,000	(1,389,054)	1,804,481	(1,319,535)	-73%
Totals	\$484,946	\$484,946	\$488,725	(\$3,779)	\$519,272	(\$34,326)	-7%

Attachment 1

Guiding Principles

The Guiding Principles outlined here are informed by the 2020 Grand Canyon Missionary Society Proposal, which are still relevant, with updates and additional considerations reflecting current opportunities and challenges to address in this project.

The Guiding Principles are grouped in four areas:

- I. Leadership
- II. Support
- III. Funding
- IV. Governance

Within each of these areas, it is important to consider both the Individual needs and the System needs, in order to achieve long term sustainability of these new ministries. Addressing both the Individual and the System needs are the key aspects of how this approach to investing in building sustainable ministries differs from current and historical approaches. This is an important distinction.

Funding Priorities

Funding priorities should be guided by Synod Council. Given all the opportunities that could be funded, and the challenges inherent in achieving sustainability, it is recommended that priority is given to existing ministries to “pave the paths we’re on” rather than starting new paths by funding entirely new ministries. Suggested priorities are shown in Attachment 2.

Guiding Principles

- I. **Leadership** – the most important factor in achieving ministry sustainability is leadership as “sustainability begins with sustainability of leaders.” Sustainable leadership is based on having strong relationships with clear, open communications that provide a team-like foundation of support.
 - A. *Individual*: it’s essential for pastors and ministry leaders to see their role as identifying lay people who have gifts for leadership and giving them opportunities to grow in leadership roles and abilities.
 - B. *System*: Provide accessible and affordable leadership development opportunities. This would include sabbatical support, counselor training, seminary support of expenses where not currently provided, Diakonia, Pre-TEEM, etc.
- II. **Support**
 - A. *Individual*: Every leader needs different types of support, depending on background, experience and context; this could include
 - Mentoring, Coaching and Spiritual Support – Including sabbaticals and continuing education
 - Business Expertise - One way to fund and develop leaders is for ministries to operate businesses, but business expertise beyond pastors and members are

needed, for example, to understand permitting requirements, taxes, and other especially legal requirements. Business advice is essential in some cases.

- Communication - Many of these ministries do not communicate in ways that the current English, literacy-focused ELCA system operates. Allowing video reports, providing liaisons to help with paperwork, using translation software, are some ideas for facilitating communication. Further, support may be required with digital capabilities for today's hybrid ministries and digital communications.

B. System:

- Focus – In order to achieve sustainability, diverse and emerging ministries receiving funding support should be viewed as a top priority, and prioritized as such
- Structural Changes – Could provide important support, such as a non-geographical conference consisting of Spanish speaking ministries
- New Evaluation Methods and Metrics - These ministries are geared to long-term impact and not short term evaluation. The usual measures of numbers and dollars year-over-year or over a 3 year span are inadequate and unhelpful. New methods and metrics for evaluating these ministries need to be developed.

III. Funding

A. Individual: Since the most important factor in achieving ministry sustainability is leadership, it's important for salaries of leaders to be appropriately aligned

B. System:

- Long Term Funding – Provided via the Growing Generosity Campaign and sale of Celebration property

Question: Given these two sources of funding, is there an expectation of seeking additional funding sources, such as an Endowment?

- Accountability - Ministries need to be accountable to standards of stewardship and vision. The cycle of evaluation adjusted to the long term rather than short term. Evaluations can be an encouragement to discipline and effort rather than bureaucratic exercises, with the eye that it takes years for "results."

IV. Governance

A. Individual: Staff - Given the importance of this newly funded portfolio, it is expected a dedicated staff member would be necessary to help develop "business cases" for funding and manage the portfolio to ensure funded ministries are on track, and course correct with the leader teams as necessary. This staff member would also provide support to our other diverse and emerging ministries, even though they are not funded via this funding plan. This role may be best filled by shifting some responsibilities of current Synod staff.

Further, : we are the only Synod in the Southwest that does not have a staff person in a Diversity and Equity role; perhaps this dedicated staff member could serve in that role.

B. System: Governing Board - With such significant funding commitments, the Fund would need its own governing board. Questions to address: How would this board be composed? How related to the Synod Council and Synod Staff? How would this board be accountable to the Synod as well as the ministries it serves? What would be the expectations of board members?

Attachment 2

Suggested Funding Priorities

- 1. Latino Ministries**
- 2. Native American Ministries**
- 3. Youth Ministries**
- 4. Young Adult Ministries**