

Greater Milwaukee Synod, ELCA  
Summary of the Synod Council Meeting  
November 7, 2013

St. Matthew Lutheran Church  
313 East Main Street, Palmyra, Wisconsin

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*Ignited by God's love, Burning for Justice, We embrace the world*

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**Attendance**

Name	Cluster/Position	Term Ends 8/31
Ms. Sue Schmidt-Decker	Kenosha/West Racine	2017
The Rev. Steve Blyth	Lake Country	2015
Vacant	Milwaukee 1	2017
The Rev. Paula Canby	Milwaukee 2	2017
The Rev. Carolyn Fredriksen	Milwaukee 3	2015
Mr. Al Van Lith	Milwaukee 4	2015
Mr. Tom Gauthier	Northern Lakeshore	2017
The Rev. David Schoob	Northwest	2017
Ms. Marge Puntarec	Racine	2017
The Rev. Sherrie Lorbeck	Waukesha	2015
The Rev. Jay McDivitt	At Large	6/2014
Ms. Debra Taylor	At Large	2015
Mr. Jerry Key	At Large	2015
Mr. Scott Manske	Vice President	2017 (1)
Mr. Matthew Brockmeier	Secretary	2015 (1)
Mr. Lee Johnston	Treasurer	2017 (2)
The Rev. Jeff Barrow	Bishop	2016 (1)
Vacant	Youth Representative	2015
Mr. Jonathan Barker	Young Adult Rep.	2017

Thanks to St. Matthew for their hospitality in the meal before the meeting began, with special appreciation for the women who stayed to cook and serve rather than attending a community turkey dinner.

Also present was Rev. Jim Bickel, Executive Director of Outreach for Hope and representing the Synod Endowment Fund.

An opening prayer was offered by Rev. Steve Blyth.

**Vice President's Remarks**

Vice President Scott Manske began with an overview of his own congregation's loss of membership. Martin Luther Church has lost about 8% of members in the last few years. A survey conducted of churches in area showed an average loss of ten to fifteen percent. Given this reality, he said the question is how to address the loss of members. Ideas include adding services at times other than Sunday mornings.

He went on to say that this is not a rare question now, asking the Council to consider how the synod might help in this area. He asked whether this would best be addressed with directives or direction from the synod, or if a quieter approach, like that taken by Director of Evangelical Mission Rev. Sandy Chrostowski in building trust between congregations, will be better.

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The vice president called for beginning a process of determining what congregations need to do to survive as individual churches. He said that the synod represents all of these churches, which are faced with the aging of churches and of members, asking that members of the Council think about these issues.

He will gather statistics to begin this discussion, and to look at where we, as a synod and as the wider church, are heading. He suggested that one possibility would be to add a second person doing work like that done by Rev. Chrostowski.

### **Bishop's Report**

Bishop Jeff Barrow presented a verbal report to the Council. His first concern was that the Campus Ministry board needs an overhaul. He noted that he'd arrived as bishop at the time of the crisis for Campus Ministry, and that a new board was put in place to rebuild the organization. That resulted in a renewal of this ministry, with two fine ministers now in place. But he went on to say that the board that took over in the aftermath of the crisis was there to get the ministry up and running again, and are now facing burnout. The bishop was concerned about the effect of having people stay on after they are tired, and about getting new people not sufficiently invested in the ministry.

The board, he said, must now be pro-active, with an urgent need to raise an additional \$30,000-\$40,000 a year beyond the solid support given by the synod. He reported that Ms. Mary Lou Zuege has been invested in this process, but wants to go off the board. She has given some names of potential members, but the bishop asked for additional suggestions from members of the Council. He said that the Campus Ministry Board needs the leaders to carry this project forward, providing supervision, maintenance, support and fundraising, calling this a big need.

Moving on to synod staffing, the bishop noted that he has been "in a period of discernment." While he originally was looking for someone to replace Rev. Chuck Brummond as Director of Rostered Leadership, Rev. Brummond has indicated a desire to remain in that position half-time as he pursues half-time interim ministry, currently at Grace Evangelical Lutheran Church in Thiensville. The bishop said that Rev. Brummond understands the MET process and what the job takes; that he understands rostering. Bishop Barrow added that outside visitors compliment his work.

Dovetailing with Rev. Brummond's renewed desire to remain on staff was the loss of Faith/Santa Fe Lutheran Church's Head Start program, which was funded at approximately \$35,000 a year. One result of this was that Rev. Paula Canby was reduced from full-time to part-time at Faith/Santa Fe, leading to a discussion with the bishop about her work. This led to the decision to bring Rev. Canby in to share the Director of Rostered Leadership position with Rev. Brummond. She will begin working part-time until Christmas, and then become half-time. One goal is to have Rev. Canby learn as much as she can from Rev. Brummond. The bishop said "I think it's a good fit to strengthen one of our good churches. She has very little ego to get in the way." Her call will remain at Faith/Santa Fe, with the synod purchasing hours for her part-time synod work. Rev. Brummond's call will remain with the synod, with reimbursement to the synod for interim work. A question was directed to Secretary Matthew Brockmeier as to whether Rev. Canby is allowed to remain on the Synod Council as a member of the staff (he will review).

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Reiterating what he said at the September Council meeting, the bishop noted that with two and a half years left on his term he did not want to leave staff hanging if for some reason he did not continue, as staff serve at the pleasure of the bishop, and would not necessarily be retained by a new bishop.

The next topic addressed by the bishop was filling the Youth and Family Ministry position formerly held by Ms. Kate Mattson. He reported that after Ms. Mattson left, there were discussions with the Youth and Family Ministry committee, whose members made a strong push to make this a full-time position. "Part of me would love to do that; part realizes that every synod in the country is cutting staff. We must be realistic about those diminishing resources." He said that if it would have been converted to full time, there would have been some functions from Rev. Brummond's work that would need to have been incorporated into the position to meet the needs of the synod. In a subsequent meeting the bishop stated that he has decided to continue the position as half-time. The bishop noted that he was "nervous" about having three part-time calls, in that the staff needs to be together in one room from time-to-time. He went on to say that the decision to keep this position part-time likely narrowed the field of applicants. Finally on this topic, he noted that this position was funded for nine years by the Siebert Lutheran Foundation, which is now moving away from funding positions and toward funding programs. He said that the synod was able to absorb the position into budget; that it was worth keeping, but only feasible as a half-time position.

"We also have Mimi Garcia, now the receptionist. She is a blessing." The fact that she speaks Spanish is also a good thing, according to the bishop.

The bishop said that Rev. Jim Bickel asked him to write Lenten devotions for a Dollar-a-Day for poverty. "In this position [as bishop], the poet in me has been surrendered, dealing with very pragmatic things. I'm looking forward to the opportunity to do this."

Bishop Barrow reported that he will be traveling to Bogotá, Colombia next week with Mr. Tim Muth to attend a Pan Lutheran meeting for four days through Global Missions. He noted that Martin Young from Lutheran World Relief will be there.

The keynote speaker at the 2014 Synod Assembly, entitled "Gathered at the Table," will be Barbie Izquierdo, an anti-hunger advocate who has lived in poverty and was featured in the documentary "A Place at the Table." The portrait painted of her included looking at food at night in magazines to curb hunger and making choices about whether she or her children would eat. The bishop said that hunger in America is not visible the way it is in other parts of the world, but that it touches every corner of the synod. "Everybody who has a food pantry will be interested in this." He said that he hopes that the Assembly will be a powerful thing for the whole synod.

The bishop reported on the Task Force looking at the dispersal of funds, saying that they are attempting to make the process as objective as a highly subjective process can be. He added that the conversation may be as important as the dispersal of the funds. "What would we do if we had the money, not a question of what are we missing." He called it "a very exciting process."

He also reported that the Cluster Task Force met Tuesday. The first question was what is the purpose of a cluster? He said that "it's hard to completely junk some kind of geographic component," also saying that he hoped to have something worthwhile by the time of the Syn-

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od Assembly. “This is more than a one-year journey. The Southwestern Texas Synod had a nice document as they redesigned their clusters, but it took six years. We will need some direction from the Council.”

Attorney Stephen Knowles has requested formal appointment as the Synod Attorney.

### **Council Action**

The Synod Council voted to approve the open-ended appointment by Bishop Jeff Barrow of Attorney Stephen L. Knowles, of Borgelt, Powell, Peterson & Frauen S.C. as the Synod Attorney, and to report this appointment to the Synod Assembly and the ELCA secretary, in conformity with synod constitutional provision †S8.13.

Since the Siebert Lutheran Foundation wants to do less of the type of grant that funds positions, but wants to fund programs in some of the same areas, the synod’s new request to the Foundation will take a different form. Ms. Laurna Prentil is working on the grant request, which will include an expansion of Going Past Safe and other programs. Over the last two years of budgets the synod has had surpluses, allowing for the creation of a staff reserve account, to help support two positions formerly funded through grants, the Youth and Family Ministry or Cross+Generational position, and the Director of Discipleship. The total reserve stands at about \$75,000. This is a supplement for now, but perhaps we can create a budget for this in future years, according to the bishop.

### **Council Action**

The Synod Council voted to approve the submission of a grant request to the Siebert Lutheran Foundation for up to \$40,000 to support the continuation and expansion of a range of synodical programs, including Going Past Safe.

### **Council Action**

The Synod Council voted to approve On Leave from Call Status for Rev. Michael J. McAllister effective July 28, 2013.

### **Executive Committee**

The appointment of two additional members to the Cluster Task Force, Rev. Sandy Chrostowski and Rev. Karl Nelson, was approved by the Executive Committee in its October 30, 2013 meeting. Mr. Jerry Key reported that there was good energy at the first meeting of the Task Force, focusing on how they should function as opposed to how they have functioned.

### **Treasurer’s Report**

Treasurer Mr. Lee Johnston reported that income through September was roughly 97% of budget, but that expenses are coming in lower than expected (approximately 8% below budget). He reported that financially the synod is “hanging in there,” anticipating a surplus unless something drastic happens in last couple of months of the fiscal year (through the end of January). He said that the Anti-Racism Team’s expenses were higher than budgeted, with larger participation in the September Anti-Racism Training, but that should be offset by incoming registration funds later. Vice President Manske asked whether the ELCA expense line includes support for hunger and other designated funds; Treasurer Johnston answered that it did not. The report was accepted by the Council without formal action.

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## Reports

- A. **Director of Evangelical Mission** – A written report was submitted.
- B. **Director of Discipleship** – No report submitted.
- C. **Director of Rostered Leadership** – No report submitted.
- D. **Youth and Family Network** – No report submitted.
- E. **Lutheran Campus Ministry** – No report submitted.
- F. **Reconciling in Christ** – No report submitted.
- G. **Anti-Racism Team** – A written report was submitted.
- H. **WELCA** – A written report was submitted.
- I. **Outreach for Hope** – A written report was submitted, with additional comments by Rev. Bickel. He reiterated that Outreach for Hope is an important part of who we are as a synod, based on a commitment made a long time ago, with a focus on working with churches working in communities with a high level of poverty. Outreach for Hope has been doing this work for 18 years, but is now looking ahead with a strategic planning process. More information on that process will be provided along the way. The goal is to see how Outreach for Hope can be even better stewards of the blessings it has received. Rev. Bickel recounted those blessings: solid finances, great ministries, and a good base of donors. He also made special mention of Bike Ride, which exceeded its \$70,000 fundraising goal (God is good, all the time!). He expressed gratitude to the Council for approving the bike ride as a regular event for the synod, allowing them to plan and executive this event annually. He noted that Rev. Canby brought a van-full of kids from Faith/Santa Fe to participate, and told the Council that our host, St. Matthew in Palmyra, was a rest stop, giving thanks to all those who helped, including All Saints Lutheran Church in Wales.

## I. **Old Business**

- A. **Funds Task Force** – Secretary Matthew Brockmeier reported that the Funds Task Force had completed its initial review of about one-third of the 35 applications submitted by the application deadline, with a second review session scheduled before Thanksgiving. With the number of applications it may not be possible to complete this initial round of reviews at that meeting, so one or more additional meetings will probably be needed before the Task Force is ready to make recommendations to the Council for projects to fund. The hope is to have this process complete in time for action at the January Council meeting.
- B. **Funding Policy Task Force** – The bishop will begin forming this task force, designed to develop policy recommendations on the use of future funds received by the synod from the closure of congregations and disposal of their assets. The goal is to have a preliminary report by March and a final report, as requested, for the 2014 Synod Assembly. Bishop Barrow plans to convene an initial meeting to outline the task
- C. **Synod Personnel Policies** –
  - a. **Update Regarding Sharing Employee Handbook** – Synod Attorney Stephen Knowles' letter regarding possible sharing of the new GMS Employee Handbook was discussed, with a desire to find ways to share information on appropriate employment policies with congregations in the synod. Mr. Key stated that "we can't lead as a synod if we can't support other congregations." Suggestions for action included considering providing a draft or a redacted version to congregations. Rev. Bickel noted that this handbook applies to a different type of organization than a congregation. It was agreed that information about options would be sought by Secretary Brockmeier.

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## **Council Action**

The Council voted to direct Secretary Mr. Matthew Brockmeier to contact Synod Attorney Mr. Stephen Knowles to determine, first, if there was any appropriate means of sharing the synod's Employee Handbook with congregations within the synod and, if that is not possible, to ask Attorney Knowles to draft a model employee handbook for distribution within the synod.

- b. **Modification of Synod Personnel Policy – Duration of Maternity/Paternity Leave** was discussed, with amendment suggested to bring the policy into line with prevailing standards for such leave. The inclusion of the original 20 day period was an oversight in the drafting and review process.

## **Council Action**

The Council voted to change the duration of paid maternity/paternity leave in the Synod Employee Handbook from twenty (20) working days to thirty (30) working days.

- D. **Cluster Task Force** – This was previously addressed.
- E. **Synod Endowment Fund** – Rev. Bickel and Treasurer Mr. Lee Johnston provided information on the status of the Synod Endowment Fund, answering questions from members regarding a variety of topics. A document on Background, Purpose and Plan of Operations was distributed to members of the Council prior to the meeting. In framing this discussion Rev. Bickel explained that the document is meant to describe what the final form of the committee will be rather than to define the work of the committee, and that governance provisions for the Fund, which will be an operation of the synod, should be recommended by the Council in January. He explained that the framework for the Fund is that it will open the way for individuals to include the synod and its various ministries in their estate planning, something that he said had worked well for Outreach for Hope. He added that this allows people to “follow their passion with their estate gifts.”

He highlighted the fact that all other synods in Wisconsin already have such endowment funds, and emphasized that the focus will be on ministry, as this is not meant to act as a nest-egg for the synod. In terms of structure, he said that what is envisioned is a committee of from five to eleven people, elected by the Synod Council, and that the bishop would have a key role in the committee's ongoing functioning.

Questions from members included asking about how the new Fund will be distinct from Outreach for Hope? (the Fund would provide another option for giving, especially for estate gifts); are there people of color on the planning committee? (only one, but that should be a consideration for the make-up of the operating committee, with attention paid also to expertise in legal area and promotion); can all money received by the Fund be pooled to increase return on investment? (fiscal policy will be determined as part of the planning process, which could take the form of one large pool with multiple sub-accounts for funds earmarked for specific ministries); and what is happening in funds in other synods in terms of accomplishments and levels of funding? (more research is needed, possibly contacting other synod treasurers, though the Northern Great Lakes Synod has a large fund used primarily to support seminary students).

There was concern about this effort competing with existing fundraising efforts, a lack of clarity about the structure and approaches embodied in this plan, and questions about

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measuring results and costs. This issue will be discussed, with possible action, at the January 2014 Council meeting.

## **New Business**

### **A. Modification to Synod Office Lease Extension**

The synod's host congregation, Ascension Lutheran Church in Milwaukee, may want to add a school to its facility, which would mean that the synod offices would most likely need to move to the south end of their building from the current space in the north end. Following Council action in September to renew the synod's lease for one year, the congregation requested a three-year extension instead. While the synod is inclined to remain in the space if possible, there was concern about the impact of possible changes to the space or moving the synod to different offices. Vice President Manske suggested asking former VP Ms. Susan Cyr to act as liaison with the church during a renewed lease period to assure timely information and good communication in case changes are anticipated.

## **Council Action**

The Council voted to approve a revised lease agreement with Ascension Lutheran Church for the period from October 1, 2013 through September 30, 2016 at a base rate of \$2,169.00 per month, including provision for the lease to be opened for discussion when Ascension has final plans for any construction or movement of offices in the building, and that the synod may cancel the lease if Ascension and the synod cannot come to mutual agreement regarding any such construction or movement.

### **B. Cost of Living Increase for Synod Staff**

Vice President Manske recommended a two percent cost of living increase for synod staff as a modification to the budget, with assurance from Director of Finance Mr. Dave Groenewold that the overall budget could absorb the increase.

## **Council Action**

The Council voted to approve a modification to the 2014-2015 budget to allow a Cost of Living Increase of two percent (2%) for synod staff for the year beginning February 1, 2014.

### **C. Synod Staff Housing Allowances for 2014**

Action to approve 2014 Housing Allowances based on forms provided by those receiving the allowances.

## **Council Action**

The Council voted to approve 2014 Housing Allowances for Bishop Jeffrey Barrow (\$35,000), Rev. Charles A. Brummond (\$22,200), Rev. Mary Martha Kannass (\$15,330) and Rev. James Bickel (\$34,000).

### **D. Proposed Amendments to the Synod Constitution**

The proposed amendments to the synod constitution are changes adopted by the 2013 Churchwide Assembly and recommended to the Council by Secretary Brockmeier.

## **Council Action**

The Council voted to recommend that the 2014 Greater Milwaukee Synod Assembly amend the synod's constitution to reflect changes adopted by the 2013 Churchwide Assembly to provisions **S7.23.** and **S7.26.**, as follows:

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**S7.23.** The presiding bishop of the Evangelical Lutheran Church in America and such other official representatives of this church as may be designated from time to time by the Church Council shall ~~also~~ have voice but not vote in the meetings of the Synod Assembly. Like privileges shall be accorded to those additional persons whom the Synod Assembly or the Synod Council shall from time to time designate.

**S7.26.** This synod may establish processes through the Synod Council that permit representatives of ~~mission settings formed with the intent of becoming recognized congregations under development~~ and authorized worshiping communities of the synod, which have been authorized under ELCA bylaw 10.02.03., to serve as voting members of the Synod Assembly, consistent with †S7.21.

### **E. Proposed Conversion of Bylaw S6.03.01. to Continuing Resolution**

Secretary Brockmeier recommended conversion of this bylaw to a continuing resolution in order to provide more flexibility in redefining responsibilities as circumstances change.

### **Council Action**

The Council voted to recommend that the 2014 Greater Milwaukee Synod Assembly convert Bylaw **S6.03.01.** to Continuing Resolution **S6.03.B14.**, as follows:

~~**S6.03.01.**~~ **S6.03.B14.** In order to foster liaison between this synod and the synodical women's organization:

a. The president of the synodical women's organization (or her designee) shall from time to time be invited to attend meetings of the Synod Council and to report on the activities of the organization to the Synod Council and the Synod Assembly; and

b. The bishop (or his or her designee) shall from time to time arrange to attend the organization's board meetings and conventions and to report on the activities of the synod to the organization.

### **F. Proposed Amendment to Bylaw S10.07.01.**

Secretary Brockmeier recommended amending this bylaw to conform to current practice, based on the near-exclusive use of electronic meetings for special meetings of the Synod Council.

### **Council Action**

The Council voted to recommend that the 2014 Greater Milwaukee Synod Assembly amend Bylaw **S10.07.01.** to reduce the required notice period for special meetings of the Synod Council from five days to one day, as follows:

**S10.07.01.** The Synod Council shall hold regular meetings at least three times each year. Special meetings may be called by the bishop, by the Executive Committee, or by a majority of the members of the Synod Council. The secretary shall cause notice of any meeting to be given to the members of the Synod Council stating the day, place, and hour of the meeting, and in the case of a special meeting, the purpose or purposes for which the meeting is called. No business shall be transacted at a special meeting which does not relate to the purpose or purposes for which the meeting was called as stated in the notice of the meeting. Notice of a regular meeting shall be given in writing and shall be personally delivered or mailed to the members of the Synod Council at least 10 days prior to the meeting. Notice of a special meeting may be given in writing or by telephone and shall be given at least one day ~~five days~~ prior to the meeting. Any notice mailed shall be deemed to be given when deposited in the United States mail, with postage thereon prepaid, and addressed to the member entitled to no-

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tice. To the extent permitted by state law, meetings of the Synod Council and its committees may be held electronically, or by telephone conference, and notice of all meetings may be provided electronically.

## G. Proposed New Continuing Resolutions

Secretary Brockmeier recommended a series of new continuing resolutions for the synod to better define responsibilities and expectations in several areas, and clarity in lay representation by congregations at the Synod Assembly.

### Council Action

The Council voted to approve new continuing resolutions to: define lay representation for congregations at the Greater Milwaukee Synod Assembly (S7.21.A13.); note the vice president's role in the disciplinary process for members of congregations (S8.22.A13.) and ex officio position on the Board of Directors of Outreach for Hope, Inc. (S8.22.B13.); require Anti-Fraud Policy affirmation by staff and volunteers of the Greater Milwaukee Synod (S10.05.B13.); require participation by members of the Synod Council and synod employees in Anti-Racism Training (S10.07.A13.); and note the Synod Executive Committee's role in the disciplinary process for members of congregations (S11.01.A13.) as follow:

**S7.21.A13.** All congregations may elect at least two lay voting members of the Synod Assembly. Congregations having 750 to 1,249 baptized members may elect a third lay voting member. Thereafter an additional lay voting member may be added for each additional 500 baptized members of the congregation (e.g. at 1,250 members, 1,750 members, etc.).

**S8.22.A13.** Consistent with Bylaw 20.41.04. of the Evangelical Lutheran Church in America, and upon receipt of disciplinary charges against a member of a congregation within the synod, the vice-president shall select from the synod's Consultation Committee a panel of five members (three lay persons and two clergy) to consider such charges. A copy of the written charges shall be provided to the consultation panel and the accused member(s).

**S8.22.B13.** The vice-president shall serve ex officio as a member of the Board of Directors of Outreach for Hope, Inc.

**S10.05.B13.** All members of the Synod Council and Synod committees, and all Synod employees, shall affirm in writing the Synod's Anti-Fraud Policy Relating to Synod Matters at the onset of their service and at least every two years thereafter, in addition to affirming the policy in writing when it is amended.

**S10.07.A13.** All members of the Synod Council, and all Synod employees, shall participate in an approved multi-day anti-racism training program within one year of the beginning of their term (Synod Council) or their date of hire (Synod employees). Participation fees for anti-racism training shall be paid by the Synod.

**S11.01.A13.** Consistent with Bylaw 20.41.06. of the Evangelical Lutheran Church in America, and upon referral by a consultation panel of disciplinary charges against a member of a congregation within the synod, the Executive Committee of the Synod Council shall select six members from the Committee on Discipline of the synod to decide the case, and shall appoint a member of the Synod Council to preside as nonvoting chair. Those six members plus the nonvoting chair comprise the discipline hearing panel for deciding the case.

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## **H. Information on ELCA Capital Campaign**

Vice President Manske provided a brief overview of the ELCA's 25<sup>th</sup> Anniversary Campaign, an effort to increase giving to ministries of the church. A detailed summary of some aspects of the campaign was provided to members of the Council in advance of the meeting.

Originally slated as a \$191 million campaign over a five-year period (2014-2018), the goal was expanded at the 2013 Churchwide Assembly with amendments from youth participants to add \$4 million for youth issues and another \$4 million for people with special needs, bringing the total goal up to \$198 million. A number of familiar programs are included in the campaign, such as the ELCA World Hunger Campaign and the Malaria Campaign.

There are still a number of unanswered questions on details, including the request that will be made of synods to support this campaign. Mr. Manske said that he wanted the Council to be aware of this campaign as it unfolds, and before decisions need to be made by the synod.

The Council adjourned with a prayer by Vice President Manske, including in the prayer Ms. Erin Ziemendorf, a member of Martin Luther Lutheran Church who was murdered, and whose funeral will be Monday, November 11<sup>th</sup>.

## **Next Meeting**

**Thursday, January 16, 2014 – 5:30 pm Dinner; 6:15 pm Synod Council Meeting**

Lutheran Church of the Redeemer, 2417 Drexel Avenue, Racine

## **Future Meetings**

- Thursday, March 20, 2014 – St. Matthew's Evangelical Lutheran Church, Wauwatosa
- Thursday, May 15, 2014 – Martin Luther Lutheran Church, Milwaukee
- Thursday, July 17, 2014 – Bishop Jeff Barrow's Home
- Thursday, September 18, 2014 – Trinity Lutheran Church, West Bend

Unless otherwise noted, all meetings are preceded by a dinner at 5:30 pm, with the meeting beginning at 6:15 pm.

Submitted,

Matthew Brockmeier  
Synod Secretary