One Church, Three Congregations, Serving the City
Dear Members and Friends,

A little over two years ago, we as a congregation embraced a bold new plan for our future—to become a collegiate network of sister congregations with dedicated congregational leadership, jointly served by Redeemer-wide ministries such as the Counseling Center, Hope for New York, and the Center for Faith & Work. The congregations and the centralized ministries would remain united under my overall leadership in order to steward our unique vision for gospel renewal in New York City. But each congregation would be able to give more attention to building vital Christian community and equipping lay ministers, and to focus on engagement, service and outreach in its distinct neighborhood.

The first step was the RENEW Campaign in late 2009, which raised funding to complete the W83 Ministry Center and to provide staffing for the transition to the collegiate model. In 2010 we searched for, selected and commissioned four Lead Pastors and expanded our goals to begin with four (rather than three) congregations. We then began the complex procedure of reworking Redeemer’s organization into the collegiate form. By late summer 2011, after a long process of discussion, study and prayer, we came to the painful decision to revert to the plan of beginning with three congregations—East Side, West Side and Downtown. The move from four back to three was difficult for the whole church, but all parties exhibited much gospel grace in the process.

Over eight weeks in the fall of 2011, the Lead Pastors led Catalyst, a course designed to impart the Redeemer ‘DNA’ in a swift but deep and life-changing way. It thrilled me to see hundreds of you giving so much of your precious time to grow in your ability to not merely be ministry recipients but to be ministry providers in the city. It was also a landmark—giving the first glimpse of what the new collegiate Redeemer was going to look like.

In October 2011, the East Side congregation officially launched, assembling its staff and officer team under the leadership of Leo Schuster. By December 2011, David Bilsgrove and his team were eagerly anticipating the completion of the W83 Ministry Center, where the West Side congregation will worship and expand to four services in spring 2012. It took two capital campaigns and significant personal sacrifice from all in order to own a building in NYC. But the closing of NYC public schools to churches this year only shows how crucial and prescient it was for our congregation to purchase and renovate this space.

Lastly, our original plan had been to launch the Downtown congregation by having it meet on the East and/or West Sides for a couple years. However, there was so much momentum among the Downtown congregants that we began to plan and pray with John Lin and his team for the opening of Sunday services Downtown by the fall of 2012. Since the funding for that congregation was not included in the RENEW campaign, we realized we had to seek additional funding.

Another highlight of 2011 was the establishment of a regular, weekly, substantial time of training, coaching and spiritual accountability for the three Lead Pastors and me. This time has been enriching and I’m excited about its potential, not only for our future pastors and rising leaders but also for my own growth as I continue to preach, shepherd and lead Redeemer in the years ahead.

In conclusion, while 2011 was one of the most eventful and important years of ministry in Redeemer’s history, 2012 promises to top it! With the opening of the W83 Ministry Center as well as, God willing, the launch of the Downtown congregation, the number of our Sunday services will grow from five in 2011 to as many as eight by mid-2013.

I believe that the great challenge for us in this time is to not let all the complex changes absorb us into thinking constantly about ourselves. We cannot lose our reason for existence—to be a church “not for ourselves” (Romans 15:1-3) but for the whole city and for our friends and neighbors who do not go to church. We are here for God, for the gospel and for others. We are not building a church just to get our needs met, but a church to equip us to bring the gospel to our friends, workplaces and neighborhoods.

Each of us should please our neighbors for their good, to build them up. For even Christ did not please himself. (Romans 15:2-3)

Thanks for everything, brothers and sisters.

In Him,

Tim Keller
A RENEWED OUTWARD FACE

A COLLEGIATE CHURCH WITH ONE VISION

2011 was a rollercoaster ride of a year. Not that we weren't expecting it, but the experience is always more thrilling, more frightening and more exhilarating than what you anticipate.

As we began the process of congregationalizing—keeping one Redeemer, but meeting as separate, collegiate congregations—there were hundreds of meetings and thousands of decisions to be made.

But beneath all the decisions and behind all the meetings and memos, one central guiding touchstone was looked to at every stage: We are not a church for ourselves.

This is something Tim used to say weekly, back in the first months of Redeemer's life: "We are not a church for ourselves. We are not here to build a church just like what we've always wanted to have. We want to build a church for people who don't go to church, so they can hear the good news."

New church plants are able to consider the needs of those outside their community because that is where everyone is—OUTSIDE. However, typically somewhere around 25 to 30 years into the life of the church, the voices of the community inside become louder and more insistent than those outside. Of course, it's an easy problem to have because those outside have no voice at all, being still OUTSIDE.

As we come up on 25 years of meeting as a church in 2014, our goal for Redeemer is to avoid the trap of listening only to ourselves. We seek to keep fresh the vision that brought us into being: We are not a church for ourselves.

WHAT DOES BEING A CHURCH "NOT FOR OURSELVES" PRACTICALLY MEAN?

Churches of all ages and stages struggle to keep a balance between the upward face (hearts worshiping God), the inward face (meeting the needs of those in the community), and the outward face (welcoming in those who don't believe so that they can hear the gospel). God has gifted Redeemer particularly in communicating with our New York friends and neighbors who do not attend, or even like, church.
FOUR THINGS
In practice, being "not for ourselves" means at least four things:

1. We design our programs, our communications and our priorities around the needs of our New York friends who need to hear the gospel, not around ourselves and what would make us happy or comfortable.

2. We give time and money in service to our neighbors and our city, helping those in need before and instead of serving ourselves.

3. Within the community, we put the needs of others before our own, considering the health of the Body as a whole rather than just our own tribe (of parents or singles or young or old or white or Asian or anything).

4. We come to church not as consumers, but in order to be equipped through worship and training to serve others.

Over the years these priorities have not changed, and those who are still committed to Redeemer have made the many sacrifices this has entailed. Reminding ourselves over and over of what it means to be a church for outsiders is hard work. It involves avoiding easy solutions and comfortable choices. Sometimes it means sacrificing dearly held preferences. And it always means seeing and hearing through the eyes and ears of unbelieving New Yorkers, rather than simply following one's inclinations.
BECOMING THREE CONGREGATIONS

WHAT IT MEANS FOR US. WHAT IT MEANS FOR THE CITY.

We decided long ago that the best way for Redeemer to serve New York City was not to become a mega-church, but rather to become a network of collegiate congregations. We wanted Redeemer to spread out, send out and empower congregants to do the dynamic outreach and service to friends and neighbors that caused Redeemer to flourish from the beginning. Our challenge was how to best do that—how to serve within neighborhoods and spread out dynamically without losing our collective strengths. There are advantages to both a large, centralized church model and to a smaller, neighborhood-based, congregational model. By transitioning to our new collegiate model of three united congregations, we bring together the best of both worlds. These three “sister” congregations will remain united by our vision for the city, our preaching, a central ownership of property, and Tim Keller’s senior leadership. But each will have its own Lead Pastor and local base that will allow it to develop and respond uniquely within its neighborhood.

Having three congregations in different areas of the city will create many opportunities. First, each congregation develops its own contextual plan for serving, it will be more nimble, responsive and beneficial to its specific community. Second, this model will ease the preaching load on one single pastor and raise up a strong pastoral staff with three Lead Pastors—Leo Schuster for the East Side, David Blisgrove for the West Side, and John Lin for Downtown—to aid in the spiritual leadership of each congregation. Tim will be a “leader coach” for this group of Lead Pastors and their assistant pastors and pastoral interns, while continuing to preach four times a week himself. Third, there will be more personal interaction amongst congregants who identify with one congregation. Fourth, congregants will have more connection to and relationship with their own pastoral team. Lastly, these three distinct congregations will open new opportunities for lay leadership and unleash the leadership potential that has been bottled up in our large infrastructure.

Because our three congregations will remain united, Redeemer will also retain distinct advantages of the larger, more centralized church body, allowing a deeper level of engagement with the culture of NYC in its various spheres. The collective resources and talents of Redeemer have pioneered a number of innovative, city-serving, theologically-grounded ministries such as the Center for Faith & Work, Hope for New York, and City to City. There will also be family ministries, youth ministries, counseling services, diaconal resourcing, and regular collaborative ministry events that bring all three congregations together as one. These Redeemer-wide ministries will continue to grow and contribute to our overall vision for serving the city.

In transitioning to a collegiate model, we hope that our congregants will feel more known and connected. But even more, we hope to draw in thousands more unchurched New Yorkers, including those hostile to Christianity, to share with them the transforming power of the gospel. As always, we want all that we do both to edify believers and to respect and engage those who don’t share our beliefs. A collegiate Redeemer is positioned to more intentionally move out into the city to serve it with love and grace.

We still have some important work to do to finish this transition. We still have to launch a Downtown congregation! Our East Side and West Side congregations were fairly well-established as we moved to congregational leadership. But the Downtown congregation is much like a church plant. We’ve never held services Downtown and our congregants who live there are evenly distributed between our current worship services on the East and West Sides. We now have the privilege to birth a new Downtown congregation—finding a Downtown location and starting worship services there. The two established congregations will sacrificially send out leaders, congregants and funding to create a Redeemer congregation that serves Downtown. This is a perfect example of being a church “not for ourselves.”

As we continue this transition to three collegiate Redeemer congregations, let’s not forget our vision. Though there are both exciting and challenging changes ahead, our purpose is to serve the city with ministries of mercy, engage all aspects of its culture, and continue doing winsome and innovative outreach. We want our congregants to be so overflowing with the hope of the gospel that they enthusiastically invite their colleagues, friends and neighbors to experience community in their particular congregation. In the next eight to ten years, our hope is that each of the three congregations will be thriving, sustainable and city-serving to the point that they will be able to spin out one or two new locations of their own in the city. That’s the vision—to have organic, contagious, spirit-led growth that multiplies the gospel movement in NYC and beyond.
CONGREGATIONAL MINISTRIES

2011 was a formative year for making Redeemer into a collegiate church with three congregations — it was a year of preparation and transition.

As our congregations began to form, we shifted certain ministries from central leadership to congregational leadership.

Redeemer is organized into five general ministry fronts: Worship & Evangelism, Community Formation, Mercy & Justice, the Center for Faith & Work, and City to City. While the leadership of Mercy & Justice, the Center for Faith & Work, and City to City will remain centralized, many of the ministries under Worship & Evangelism and Community Formation will become congregation-specific.

The congregationally led ministries will have their own staffing, planning and designated lay leadership, but their goals and initiatives will be developed collaboratively by the Lead Pastors. In all cases, our ministries will retain Redeemer's focus on serving the city and bringing the hope of the gospel to its people.

In the following six pages, you'll find highlights from 2011 and information on how these ministries began to transition to the collegiate model, followed by a summary on each congregation's progress at the 2011 year-end.
WORSHIP & EVANGELISM

WORSHIP & MUSIC
In 2011 the Worship & Music staff conducted worship for five services a week and numerous special events. Through much of the year, we continued to be centralized amidst preparations for the collegiate model. By the end of the year, we were fully site-specific, with music directors and worship teams reporting directly to the Lead Pastors and planning services focused on particular congregations. A new organ was purchased for use at the East Side morning services. Plans for the new W83 Ministry Center included designing the sound systems and purchasing instruments. Preparations were made for a fourth West Side morning service, slated to begin in the spring of 2012. As momentum built for the Downtown congregation, we consulted with Downtown leaders regarding its overall musical direction and assisted them in hosting Redeemer’s first midnight Christmas Eve service.

SUNDAY SERVICES MINISTRY & OPERATIONS
Throughout the year, 700 congregants contributed to our five weekly worship services as ushers, communion servers, book table volunteers and more. A total of 331 new volunteers began serving on our various teams. In anticipation of becoming distinct congregations, we began decentralizing and exploring the new demands of the collegiate model. The East Side added a lay leader position and committee for community formation in order to develop opportunities for volunteers to have more interaction with each other. The West Side began a volunteer recruitment initiative seeking 200 new volunteers to serve for six months in order to staff an additional worship service in spring 2012.

PRAYER
As individuals and as a body, prayer is critical to all that we do at Redeemer. In their second year as lay leaders of the vibrant prayer ministry, Rose-Marie Armstrong and Cheri Bachofr continued to engage prayer team volunteers in a variety of initiatives. The prayer team met twice a month and also had a virtual team praying for each Redeemer ministry, for Redeemer church plants, and for a host of Redeemer conferences and events. We invited the entire congregation to join in prayer sessions focused on major kingdom events, including those at the national and international level. We continued our daily prayer devotional sent to hundreds of subscribers. We also sponsored monthly Friday night meetings of The Well, a vibrant gathering for Christians and their seeking friends to come together to pray. Looking forward, we anticipate new ways to pray together as our collegiate model begins to take shape. While some of these programs will remain centralized, some will transition to being congregationally driven.

EVANGELISM
Redeemer has always sought to make evangelism part of everything we do. In 2011 we celebrated a variety of initiatives where the gospel was shared. Throughout the year, we continued a series of Christianity Uncorked events, held in apartments, bars and restaurants, where those interested in learning more about Christianity were invited to discuss and process their questions and ideas. We also expanded our New Birth Portrait series, adding two new stories of New Yorkers coming to faith. Finally, we continued to host Fellowship Groups across the city for those who sought a safe and encouraging community to explore Christianity, using The Reason for God curriculum. We look forward to seeing the three congregations hold evangelistic events like those that have been effective in the past, and we hope that their lay leaders will innovate new congregation-specific initiatives.
COMMUNITY FORMATION

CHILDREN’S MINISTRY
Each Sunday we welcome an average of 500 children (from infants to 5th graders) to an age-appropriate experience of church with their own worship, teaching and relationship building. Our Communicants Classes for 5th to 8th graders continued for the third year, with ten students going through the membership process.

Until the fall of 2011, Children’s Ministry was centrally operated as part of Family Ministries. With the launch of the East Side congregation, we began to transition to a congregational model. We collaborated with the leadership of the East Side and West Side congregations and began the process of assigning, finding and hiring leaders for Children’s Ministry for each congregation. With the Downtown congregation planning to launch in fall 2012, the Downtown leadership hopes to have Children’s Ministry staff in place by summer 2012.

FELLOWSHIP GROUPS
Throughout the year, Fellowship Groups focused on growing more deeply in community life, both within our groups and in our neighborhoods. In the annual Beyond the Basics advanced training for Fellowship Group Leaders, over 100 leaders attended either one or both of two available workshops: one on the theology behind connecting with our neighborhoods, and another on how to be a loving neighbor by loving the poor. We saw new growth in a year-end group survey that indicated that about 90% of group members grew in their understanding of the mission of the church in the world and in their ability to embrace people different from themselves. About 50% of members reported that serving the city in 2011 was a priority for their groups. Also, 80 new Fellowship Group leaders were equipped through our New Leader Basics training.

In lieu of a fall Beta Group Campaign, 108 Fellowship Groups (comprised of over 1,000 individuals) supported the formation of the three congregations by participating either as Catalyst Groups or by attending one of the Catalyst Nights together. Additionally, by the end of the year, about 86% of Fellowship Groups had affiliated with one of the three congregations.

In the midst of significant church transition, Fellowship Groups remain the backbone of Redeemer and provide the place where we grow in Christian community and character. As one member said in the year-end survey, “It’s such a relief to meet together every week in the midst of a busy life here in New York City. I walk away from every (gathering) feeling encouraged and empowered to continue the week.” Another member used to think of Christianity as a worldview and missed how it should affect him practically, but he said, “This group has changed my understanding of what it means to be a Christian on a daily, hourly basis.”

My fellowship group, for me, is the most Christian community I’ve experienced in my life.

— anonymous
In the fall, over 1,700 Redeemer congregants went through Catalyst, an eight-week training and vision-casting initiative using the *Gospel in Life* curriculum.

This was the first large-scale taste of our collegiate model as each of the three congregations went through the program simultaneously but in their own locale. Each congregation met together in a weekly Catalyst Night that included a meal, worship, central training, and breakout group discussion. At the same time, many Fellowship Groups became Catalyst groups, holding the same sessions within their group. The *Gospel in Life* curriculum united us in the core theology of Redeemer and our vision for the city.

Catalyst served to build community within the new congregations, familiarizing congregants with each other and building relationships between the Lead Pastors and their congregants. Catalyst also helped develop and orient new lay leadership for each congregation. Lastly, a congregation-based innovation workshop called Catalyst Labs was scheduled for early 2012 in order to begin the process of empowering congregants to innovate new ministry projects for their specific congregation and community.

The following chart summarizes each congregation's participation in Catalyst.
EAST SIDE CATALYST
Total: 726 participants
Catalyst Nights led by Lead Pastor Leo Schuster: 247 participants
Catalyst through new and existing Fellowship Groups: 479 participants

WEST SIDE CATALYST
Total: 550 participants
Catalyst Nights led by Lead Pastor David Bisgrove: 397 participants
Catalyst through new and existing Fellowship Groups: 153 participants

DOWNTOWN CATALYST
Total: 436 participants
Catalyst Nights led by Lead Pastor John Lin: 306 participants
Catalyst through new and existing Fellowship Groups: 130 participants
THREE CONGREGATIONS IN 2011

OVERVIEW
As the three congregations began to form, the Lead Pastors—Leo Schuster, David Bisgrove and John Lin—each laid the groundwork for shepherding the spiritual life and community formation of their congregations. This involved gathering teams of affiliated elders, deacons and deaconesses; hiring staff positions, reviewing ministry initiatives, and more. Each Lead Pastor held formation meetings with individuals and small groups to help identify lay leadership and congregational needs. Through these meetings, the Lead Pastors began to understand how these lay leaders could best use their gifts and contribute to the formation of their specific congregation.

EAST SIDE CONGREGATION
On October 2, 2011, the East Side congregation launched as a distinct congregation within the collegiate model. Led by Lead Pastor Leo Schuster and a team of ten elders and twenty deacons and deaconesses, the East Side congregation of approximately 3,000 continues to meet at Hunter College and have two Sunday services.

In conjunction with the launch, there were staff transitions, hires and farewells. Ed Siroty joined the staff as the Director of Ministry to lead ministry operations for the congregation. We are grateful to Jon Cowherd for his years of service in music ministry for the East Side evening services, and we wished him well as he left this position to pursue new endeavors in his music career. In September, Leila Blu joined the East Side as the new Evening Music Director, bringing a unique blend of musical styles through contemporary and traditional hymns. We also searched for our first East Side Children’s Ministry Director, set to start in early 2012.

WEST SIDE CONGREGATION
For West Siders, 2011 was a busy year marked with excitement, challenges, loss and renewal. For the first half of the year, we prepared to be two congregations, one led by Scott Sauls and one led by David Bisgrove, that would both meet in the new W83 Ministry Center. Many West Siders began meeting to eat, pray and share ideas for what God could do in the Upper West Side.

However, the Session and Redeemer’s leadership decided in the late summer that we would return to one combined congregation on the West Side in order to simplify leadership, logistics and congregational affinity. David Bisgrove was selected as the Lead Pastor of this combined congregation. In this, all of Redeemer and the West Side in particular persevered through a season of intense emotional, spiritual and practical transitions with remarkable grace.

As construction continued on the W83 Ministry Center, the entire Redeemer congregation anticipated what it would mean for our community and our neighbors to have this 24/7 dedicated ministry space. By the end of the year, construction was almost complete. As different groups and leaders toured the progress on the building, we reflected on Eugene Peterson’s translation of John 1:14 in The Message, “The Word became flesh and moved into the neighborhood.” We considered how the Body of Christ would be moving into our neighborhood in new and significant ways through the presence of this building. Our community was challenged to imagine how this local presence could equip and empower them to go deeper in relationships with neighbors, work colleagues and other congregants.
**DOWNTOWN CONGREGATION**

The specific vision to launch a new Downtown congregation was cast during the 2009 RENEW Campaign. While we didn't specifically raise money to start worship services Downtown, we did raise money to hire a Lead Pastor and other staff to begin organizing the congregation. The congregation would draw from people who currently worshipped on the East and West Sides. We believed we could spin out a Downtown congregation within one to two years of launching the East Side and West Side.

The Downtown congregation was slated to have a partial launch by the end of 2012, meaning that leadership and congregational affiliations would be identified and that the congregation would begin meeting at Hunter College on the East Side and/or at the W83 Ministry Center on the West Side. It would not have its own location or literally meet Downtown until at least 2013 or 2014.

However, in 2011, the vision, momentum and potential for the Downtown congregation grew enormously. With John Lin as the Lead Pastor, many committed lay leaders were mobilized, and there was significant interest in the congregation. Our 2011 census revealed that 22% of Redeemer attendees live south of 34th street. During Catalyst, it became clear that postponing the search for a physical location Downtown would not be best for Redeemer or the city. Although the funds for staffing and for a worship site for the Downtown congregation were not included in the RENEW Campaign, we felt strongly that we should do everything possible to move forward with a complete launch, including a worship site in Downtown Manhattan, by the end of 2012. As 2011 came to a close, the Downtown Congregation hosted Redeemer’s first midnight Christmas Eve Service in Downtown Manhattan. This was an important event not only in its celebration of the birth of Christ, but also as all of Redeemer joined together Downtown, reinforcing our identity as one Redeemer and our support for the formation of the Downtown congregation.

**ELDERS**

As a collegiate church, Redeemer elders will continue to be the central governing body for all of Redeemer. They will continue to meet together collectively and provide Redeemer-wide oversight, direction and decisions; however, each elder will now also individually affiliate with a specific congregation that they attend and serve. 2011 was the year of transitioning toward this. By the end of the year, all elders had affiliated with specific congregations.

**East Side Elders**
John Austin | Victor Chin | Alexander Chou | Gregory Clark | Stephen Fung
Bill Gough | James Herring | Carter Hinckley | Glen Kleinknecht | Arvin Soh

**West Side Elders**
Cory Cates | Victor Clemente | Paul Gross | Kevin Kim | Dan Kramer | Ted Morgan
Demian Repucci | Ben Sanders | Ellison Scudder | Kamal Sichu | Bill Taylor

**Downtown Elders**
Larry Christensen | Charles Ossewa | Jeff Rutledge
Steve Tan | Karl Wolf
REDEEMER-WIDE MINISTRIES

We have shown how some ministries within Redeemer transitioned from centralized to congregational during 2011. However, even within the ministry fronts of Worship & Evangelism and Community Formation, many ministries remain centralized.

The collegiate model has many benefits—it enables more geographically based fellowship, yet retains the unique ministries that only a larger church can support. It takes significant vision and collaboration to lead a collegiate church with distinct congregations and centralized ministries in mission together. But we are still one church with one vision and the Redeemer-wide ministries and centralized leadership reinforce this identity. The ministries that remain centralized will continue to serve and be served by the entire Redeemer community. They will collaborate with each of the congregations and enable deeper engagement with the various spheres of our city.

Through the rest of this annual report, you will find information on our Redeemer-wide ministries, followed by our 2011 financial update.
REMAINING CENTRAL

FAMILY MINISTRIES
Family Ministries is the ministry to singles, couples, parents and youth. In 2011 we held our Third Annual Family Retreat during which we studied Grace Based Parenting. We also saw the completion and release of The Jesus Storybook Bible Curriculum in partnership with Zondervan. Planning began for a spring 2012 conference on Marriage, Sex and Singleness, hosted by Tim and Kathy Keller and held specifically for the Redeemer community.

As previously mentioned, Children’s Ministry was centrally operated as part of Family Ministries until the fall of 2011. However, with the launch of the East Side congregation, Children’s Ministry began to congregationalize. More details are available under the Children’s Ministry section.

YOUTH MINISTRY
This past year our youth community continued to grow and experience God’s favor through the lives of students, their families and lay leaders. Though remaining centralized, we intend to continue being flexible in how we serve a single church in three congregations. In the spring, we spent time looking at the gospel as it relates to human sexuality. In the fall, we studied the Sermon on the Mount, reflecting on the qualities of a person transformed by the gospel.

Annual events such as the Pie Bake and Pie Sale were attended in record numbers. Through our ongoing partnership with Fount of Mercy, we continued our relationship with TAOST and ROCK Primary schools in Jinja, Uganda. A team of four leaders and seven students returned to Jinja for a second short-term mission trip to continue the work begun there in 2008. The students, leaders and families of our youth group, through multiple fundraisers, raised over $5,000 to go directly to the aid of helping these schools become self-sustaining.

MEMBERSHIP
Membership at Redeemer continued to grow throughout 2011. We are encouraged by the consistent number of people who are interested in going through the membership process and committing to Redeemer. We believe that this kind of commitment—in which we give ourselves in service and deep community—works the gospel into every part of our lives. As we completed the 2011 census, it was exciting to see that for the third straight census, interest in membership had the highest positive response of any question. Censuses in 2007, 2009 and 2011 all showed that over 1,000 responders (roughly 40%) were interested in becoming members of Redeemer.
REDEEMER COUNSELING SERVICES

Redeemer Counseling Services provided almost 11,000 sessions in 2011, with a growth of 11% in the number of new cases from last year. We added four part-time counselors to the team as well as a full-time Services Coordinator. Generous donations to the Promise of Hope fund continue to provide financial assistance for those who cannot pay for their counseling care.

We opened three new satellite locations: one in Long Island in partnership with North Shore Community Church, one in Summit, NJ in partnership with Renaissance Church, and one in midtown New York City in partnership with Trinity Grace Church. We also offered 11 workshops and seminars as a means of proactively caring for the Redeemer community. We find it affirming that many other churches are looking to us to help them establish their counseling ministries.

SERMON MINISTRY

The Sermon Ministry continued to increase the amount of free sermons available by preparing an additional 100 free sermons to be released sometime in 2012, increasing the Free Sermon Resource to 250. The Redeemer App for iPhone, iPad and Android provided our free sermons to approximately 40,000 users in 2011, and the Timothy Keller iTunes Podcast reached thousands more.

There were 211,663 unique visitors who came to the sermon website from all over the world and downloaded approximately 350,000 free sermons. Through a gift made in 2010 from a generous donor, we continued the distribution of 67,000 free MP3 CDs to college students across the country, partnering with Cru (formerly called Campus Crusade for Christ), InterVarsity Christian Fellowship, The Navigators and the Reformed University Fellowship. Lastly, in December, the first sermon video offering was released—a DVD collection of The Gospel and the World series. With the success of this new sermon video offering in 2011, we plan to release more sermon series on DVD going forward.

STEWARDSHIP & GENEROSITY

We entered December 2011 needing approximately $3.4 million to meet our 2011 operating fund budget of $11.5 million. We realized that in a tough economic climate, this would be a challenge. We were overwhelmed by the generosity demonstrated by so many when we received $2.7 million in year-end gifts, which brought our total 2011 giving to $10.8 million. Due to strategic financial planning and departmental under-spending, we did not have to rely on our reserves to make up the difference. Most importantly, through this faithful giving, we were able to continue the many Redeemer ministries that served New York City in 2011. Our congregants also gave $458,000 to the annual Diaconate Mercy Fund offering and approximately $275,000 to Hope for New York’s Easter Sacrificial Offering.

Generosity was also shown through many ways other than just financial. Ninety people volunteered for the Center for Faith & Work’s first Gospel & Culture conference in the fall. Over 1,700 people participated in Catalyst and are continuing to volunteer their time. Redeemer congregants volunteered approximately 29,250 hours with Hope for New York affiliates in NYC. Finally, in anticipation of opening the WB3 Ministry Center, over 200 volunteers signed up to serve at the new 11:15 a.m. service that will be held here. We are overwhelmed with the support and generosity that people have shown both through their finances and their time in 2011.
MERCY & JUSTICE

HOPE FOR NEW YORK

Hope for New York (HFNY), Redeemer's mercy and justice outreach to the city, provides volunteer and financial resources to organizations that serve the poor and marginalized in New York City. Our vision is to create a city in which individuals and communities experience spiritual, personal, social and economic well-being through the demonstration of Christ's love.

How HFNY Works

HFNY partners with more than 30 non-profit organizations (called "affiliates") that serve populations including at-risk youth, low-income families, vulnerable women and children, immigrants, the homeless, the elderly, and those living with HIV/AIDS.

HFNY supports and strengthens its affiliates by:

- Mobilizing volunteers from Redeemer and other partner churches to invest their time and skills in the populations that our affiliates serve.
- Making grants that support and expand affiliates' programs and services.
- Providing training and consulting that promote best practices for our affiliates.

Expanding Partnerships

We continue to grow our affiliate base with a short-term focus on identifying affiliates that neighbor Redeemer congregations on the East Side, West Side and Downtown. This past year, we formed new volunteer partnerships with the Ronald McDonald House on the Upper East Side and Hargrave Senior Center on the Upper West Side. We expect to grow our affiliate base by 15% in 2012. For the long term, we are committed to expanding affiliate partnerships across Manhattan, Brooklyn, Queens and the Bronx.

City Impact

We are grateful to all who have responded to the gospel call to offer their time, talents and financial resources to serve the poor and marginalized of our city. In 2011 we contributed approximately $1.1 million in grants and 39,000 volunteer hours to more than 30 non-profit affiliates.

2011 Board of Directors
Dan Bitar
Stephanie Chang
Elise Chong
Katherine J. Chou, M.D.
Karen Dealey
Jeff Eberwein
Carol Herring
Paul Horrocks
In Seon Hwang
Meredith McGinn
Doug Monticciolo
Hee-Jung Moon, Esq.
Rev. Scott Strickman
Neal Winterhof
Rochelle Yu, M.D.

2011 Advisory Board
Ross Barrett, Esq.
Calvin Chin
Rev. John Lin
Charlie Osewalt
Irene Zelnick, Esq.

2010 Operating Budget ($ Millions)
- MERCY & JUSTICE
-HFNY and the Diaconate raise substantial funds to finance their ministry budget.

In addition to the operating budget shown here, HFNY and the Diaconate raise substantial funds to finance their ministry budget.

For more detailed allocation, see page 25.
**DIACONATE**

The apostle Paul exhorts us to imitate the incarnation in Philippians 2—to live the life of oneness, humility and helpfulness after the example of Jesus Christ. We on the Diaconate, Redeemer’s ministry of mercy, strive to be involved in the needs of those in our church family who are going through hardship by assisting them with practical and visible needs while supporting them spiritually.

**2011 Highlight**

During the year, 57 deacons and deaconesses served our congregations, providing direct financial and spiritual care to over 270 individuals and families. Many in our congregation continued to face un/underemployment due to the recession. Others experienced physical or mental illness, difficult relationships, and other life challenges. Because of our congregation’s generous response to the Mercy Fund offering collected in December, we were able to provide more than $444,000 in financial assistance.

The Diaconate’s Job Search Ministry and Meals Ministry also provided care to congregants in need. We provided support to job seekers by offering 15 classes on job search skills and 40 weeks of a gospel-centered community gathering called the Job Search Round Table. Additionally, we trained and installed a new class of three deacons and eight deaconesses in the spring, and we received 37 nominations in the fall. We also offered five all-day Gospel and Stewardship workshops through the Redeemer Counseling Services and sponsored a childhood sexual abuse recovery seminar.

**Looking Ahead**

In 2012, we will focus on utilizing the new WB3 Ministry Center that God has provided for us to bless our neighbors. Our deacons and deaconesses are ready to be mobilized to support each congregation with the goal that the needy will be better served and that all three congregations will grow more quickly through the work and support of its Diaconate. We believe that God’s mercy moves Him to relieve suffering and misery, and in practical ways, the Diaconate expresses Christ’s command to all believers to love our neighbor as ourselves.

Like the elders, the Diaconate will function both centrally and congregationally in the new collegiate model. Deacons and deaconesses will continue to meet and work as a collective Diaconate attending to the needs of the entire Redeemer community; however, individual deacons and deaconesses will also affiliate with a specific congregation that they attend and serve in particular. This year was the year of transition. By the end of 2011, each deacon and deaconess had affiliated with one congregation.

**Deaconesses and Deacons who served in 2011**

**East Side:** Rose-Marie Armstrong | Eileen Buck | Kay Cain | Regina Chan | Laura Fels | Joy Hsueh | Yvette Knight
Helen Kim | Anita Mani | Katie McEwen | Nicole Moss | Jean Soo Park | Alicia Rainbolt | Suzy Spell | Michelle Turner
Jana Van Singel | Diane Wenzer | Stella Yee | James Farrat | Suneeil Gill | Andrew Hill | Greg Nance
Bill Paparis | Emmanuel Pizana | Tony Vavroch

**West Side:** Cate Capozzi | Patricia Davis | Ellie Ellsworth | Jil Guyon | Lisa Hertzog | Carolyn Jacobs | Esther McLean
Sharon McLean | Sarah Newell | Ashley Phillips | Sarah Repucci | Meredith Stone | Heather Trussell | Christine Weible
Janie Yoon | Brendan Desrochers | Kris Jacob | Lee Norwood | Sal Rotondo | Jason Stone | Allen Trew

**Downtown:** Kathleen Boatman | Ashley Buechele | Ava Chen | Deb Christensen | Lyla Mannoia | Mary Nam
Priscilla Osewalt | Amy Peng | Greg Buechele | Drew Hammell | Huy Lim

**Meals Ministry Coordinators:** Young Mi Han | Sorena Harmanson | Christine Kim
OVERVIEW
Grounded on the understanding that “the gospel changes everything,” the Center for Faith & Work (CFW) seeks to help our Redeemer community bring the renewing and redeeming power of the gospel to our work lives, the institutions in which we work, and the culture around us. CFW offers training and equipping through programs like the Entrepreneurship Initiative and Arts Ministry that benefit from the collegiate Redeemer; therefore, CFW will remain centralized to support all three Redeemer congregations. Redeemer has been unique in its aim to better understand Christian engagement in culture through our influence on vocations, companies and the public square. And CFW is a laboratory that is forging new ground in how we, as a church community, might embody this theology and live distinctive, gospel-centered lives in the workplaces, institutions and culture of our day.

All four areas of CFW ministry—Vocation Groups, Arts Ministry, Entrepreneurship Initiative and Gotham Fellowship—grew in depth and participation in 2011. We continue to provide theological education to contribute to the spiritual formation of our 100+ leaders. These leaders serve more than 1,500 people from the Redeemer congregation who participate with CFW. Our Gospel & Culture Lectures continued all year, enabling us to engage with speakers who are thought-leaders in this intersection of gospel and culture. The lecture series culminated in our first Gospel & Culture Conference on November 4-5, 2011, which was put on by 90 leaders and volunteers. This inspiring and transformative weekend drew over 400 participants and gave us a bigger glimpse of God’s goodness and power at work in this world.

VOCATION GROUPS
This year we added two new groups for those working in the fields of Information Technology and Government/Politics. The leaders of all our vocation groups work in teams to develop monthly programs that encourage people in their professions to better understand how their work matters to God and how God matters to their work. The eight-week Faith & Finance class that launched in 2010 was offered again twice this year, fostering a culture of “leaders growing leaders” as each graduating class adds to the broader leadership community involved in the Financial Services Ministry (FSM). FSM now holds a quarterly Leadership Summit, has worksite communities present at six different financial institutions in the city, actively participates in quarterly service projects, hosts a weekly prayer conference call, and continues to focus on the role of finance in God’s plan for the shalom of the city. Over the summer, nearly 30 leaders from varying professional spheres participated in a four-week theological training course, deepening their understanding of the roles we all play in our vocations and are an important part of God’s work of renewing all of creation. As our vocation group count grew to 18 this year, we began to discern how to deepen the centrality of gospel integration into the work of the Redeemer community. We decided to host a monthly Vocation Group Night, and began planning for a launch in January 2012. This one night will draw all groups together to allow for a time of common theological equipping. It will simplify the calendar and allow fellowship groups, spouses, friends and roommates to attend together while still participating in their individual vocation group breakouts during the second half of the evening.
ARTS MINISTRY
The Arts Ministry enables its participants to Be Known, Create and Engage, serving both artists and arts patrons in the Redeemer community each year. Under the Be Known banner, our flagship program called the InterArts Fellowship held quarterly meetings with over 100 in attendance at each event. For these meetings, we invited guests such as Steve Garber, Jonny Rodgers, Max McLean, Ena Heller, and Spark and Echo to speak and/or perform. Artists can also Be Known through a seven-week art and faith study called In the Living Room, which is held twice a year. In this study, a group of 25 artists are invited to know God and make him known through their artistic vocation. Under the banner of Create, writers collaborated with artist David Chang to create a 2012 Lenten devotional. Also, filmmakers established a 48-hour short film competition, guest writers posted on the arts blog, and our yearly Juried Exhibition featured the work of 25 artists. Lastly, we continued to Engage congregants, building community through monthly Culture Club trips to NYC cultural venues.

ENTREPRENEURSHIP INITIATIVE
The Entrepreneurship Initiative is a vibrant and growing ministry, serving the greater Redeemer community in New York and beyond. In April 2011, 263 participants, including pastors and business leaders from across the country, gathered at the EI Forum around the theme of "Passion." Our monthly entrepreneurs group averaged more than 50 participants, drawn by the theological and practical teaching as well as the fellowship. Our sixth annual Business Plan Competition had 40 entries and awarded four winners: Arts & Minds, Brooklyn Jubilee, Hoppit, and For Hope International. Winners are provided with business consulting, financial planning and legal advisory services through partner organizations. Winners are also provided with coaching from volunteers within the Redeemer congregation and with a financial grant ranging from $5,000 to $25,000.

GOTHAM FELLOWSHIP
The Gotham Fellowship is an intensive, nine-month theological discipleship program for professionals living or working full-time in NYC. The goal of Gotham is to raise up a generation who yearn to see the gospel transform the world around us. In May 2011, the third Gotham class graduated, consisting of 24 Fellows. Due to high demand, in September 2011 the incoming class size increased to 36 Fellows, still meeting in weekly cohorts of 12. The expanding alumni community convenes each October for an annual retreat, and the Gotham Extension Program allows alumni to continue developing relationships while focusing on theological application. Gotham has been a remarkable success as the Fellows foster meaningful relationships with other New Yorkers from various professions and are bound together by a passion to see how the gospel transforms hearts, communities and the world. Gotham alumni are serving in many ways within CFW and the Redeemer congregations.
REDEEMER CITY TO CITY

OVERVIEW
Redeemer City to City (CTC) is a sister organization to Redeemer Presbyterian Church that seeks to help global leaders build gospel movements in cities. There are two divisions of CTC: Church Planting helps start new churches in global cities, and Content Labs develops content and curriculum to distribute to new and existing churches as well as to individuals. With this combined focus on church planting and content resources, CTC exists to catalyze a movement of leaders who start new churches and new expressions of the gospel of Jesus Christ.

CONTENT LABS
In 2011 Content Labs published its first book in direct collaboration with Tim Keller, titled King's Cross: The Story of the World in the Life of Jesus and based on the Gospel of Mark. This was in addition to working with a large network of church planters and foreign publishers to produce accurate, widely distributed book translations in major new language markets such as Chinese, Japanese and U.S. - Spanish. As of the end of 2011, there were nearly 50 international versions of Tim Keller’s books available in print.

We also relaunched CTC’s website with a new design, its own giving platform, more video content and other resources, and a greater emphasis on how individuals can become involved. This helped to increase the breadth and depth of support for church plants worldwide. It also enabled us to help City to City Europe (established in 2011) structure their new website and social media channels, and to capture and share audio and video from their first major conference in Berlin.

CHURCH PLANTING
New York City & North America
In New York City and the greater NYC area, seven new church plants started public worship in 2011. We hosted several major events in New York and greater New York. First, the North American Network Meeting was attended by 65 church planters from major American cities. Second, Movement Day, which we co-sponsored with the New York City Leadership Center, gathered over 1,000 ministry leaders in NYC to strategize gospel movements in U.S. cities. Lastly, the International Church Planter Intensive provided a five-week training course for pastors in the beginning stages of a church plant project. This program is held annually in NYC and in 2011 participating church planters came from Athens, Buenos Aires, Mexico City, Edinburgh, Miami, Amsterdam, Dubai, Los Angeles, Vancouver, New Delhi and East Asia. Also in 2011, church planting projects were begun in Miami and Toronto.

Africa
We have been involved in South Africa for the last five years, helping to plant churches in Johannesburg, Pretoria, Cape Town, Durban and Soweto. We have helped plant eight churches thus far, the last two of which started worship services in 2011. Two additional churches will start worship near the end of 2012. Recently our work has largely been that of helping to create church planting networks and stimulating existing church networks to plant churches in the first four of those cities listed above. We continue to serve in consulting relationships with the Church of England South Africa, two of the Reformed denominations, Newfrontiers churches, NCMI churches, a newly forming network called “Advance,” and several other independent churches, helping them to develop plans for planting throughout the urban areas of the country. We regularly relate to more than a dozen churches in Pretoria, more than twenty in Johannesburg, half a dozen in Durban, and more than a dozen in the Cape Town area.

*In addition to the operating budget shown here, City to City raises substantial funds to finance their ministry budget.

REDEEMER CITY TO CITY
Operating Budget ($ Millions)
For more detailed allocation, see page 25.
Africa (Continued)
We are also helping to plant a new urban center church in Antananarivo, the capital of Madagascar, and in 2012 we will help plant a church in Bukavu, one of the leading cities of the Democratic Republic of the Congo. Plans to help plant two new churches in Cairo, Egypt have temporarily been put on hold until the situation stabilizes in that city.

Europe
In 2011 new churches started public worship in London, Belfast, Edinburgh, Rome, Birmingham and Bucharest, for a total of 60 church plants in European cities over the last 10 years with which we are directly involved. In addition to these, there are also several dozen church plants with which we have consulting relationships. Many of the plants are beginning to multiply. An urban church planting network, called City to City Europe, formed in 2011 and includes more than 100 churches and church plants that function in close relationship with us. City to City Europe has an executive board composed of five European leaders and Al Barth. A successful and encouraging City to City Europe conference was held in Berlin in October 2011, with Tim Keller as the keynote speaker. There were 497 leaders from more than 30 countries in attendance. Sub-regional networks have been formed in the U.K/Ireland, the Netherlands and Germany. City-specific networks have developed in Dublin, Edinburgh, Birmingham, London, Paris and Amsterdam, and more are developing in Budapest, Berlin and Hamburg.

Asia
In 2011 we entered into church planting projects in Mumbai, India; Keelung, Taiwan; Singapore; East Asia; and Taipei, Taiwan. The name of the Taipei church translates into English as the "Inspiring Moment Church." By the end of 2011, it was already averaging 750 attenders a week, reaching many of the unchurched in Taipei.

In July 2011, 25 church planters and marketplace leaders from Asia and Australia met in Hong Kong with the purpose of formally establishing City to City Asia as a sister organization to Redeemer City to City. City to City Asia seeks to work with local leaders to plant churches in the key cities of Asia. In order to recruit new church planters for these cities, we hosted four training events (called Gospel in the City) in major Asian cities during the fall of 2011. Also in 2011, we hosted a three-day coaching event in Hong Kong for 36 church leaders from East Asia.

Latin America
We continue to be involved with church planting in Brazil, Argentina and Chile. In Brazil we are deeply connected to CEBRAP: the Center of Brazilian Church Planting. In 2011 we hosted two major training events that were held in Brazil and attended by church planters from the largest 12 cities of Brazil. In São Paulo we hosted an in-depth training event, called City Journey, with about 35 churches involved. In addition to training in church planting methodology and theology, this event also focused on Faith & Work, Discipleship, and Mercy and Justice. This event incorporated many denominations that are all functioning together as a network in Brazil, including Methodist, Independent, Baptist, Charismatic and Presbyterian denominations.

In Argentina training events were held for church planters in June and November. These were attended by almost 50 church planters each. Among the attendees was Marcelo Robles, a church planter who attended the International Church Planter Intensive in NYC. We are helping him start to plant a new church in Palermo, a section of Buenos Aires that is full of established families as well as young professionals.
ADMINISTRATION & FINANCE

SUMMARY
Although we fell short of our giving goal by $700,000 in 2011, we finished the year well. Our second half of the year giving was on target, but was not enough to make up a shortfall in giving during the first half of the year. We cut spending across many departments and finished the year with a surplus of just over $100,000.

The Administration & Finance team worked throughout the year to support Redeemer’s move to three collegiate congregations. Human Resources helped with the staff reorganization and recruiting—as many ministry jobs moved from a centralized staffing model to a congregational staffing model. Information Technologies completed a long and exhaustive search for a new Redeemer database, ultimately selecting BVCMS.com. Finance worked to automate processes for our staff and to implement web-based expense reporting and vacation time-off requests. By year-end 2011, over 90% of construction was complete on the W83 Ministry Center and we were developing a plan to staff the new building. We also produced a balanced budget for 2012 to support an overall increase to our staffing in order to: run the three congregations, operate the new W83 Ministry Center throughout the year, increase our number of worship services from five to seven, and launch both the West Side and Downtown congregations in 2012.

In many ways, 2012 may prove to be even more challenging than 2011, and we are thankful for your prayers, service and financial support as we move towards our goal of serving our neighbors and our city as one collegiate Redeemer with three congregations.

MEDIA & COMMUNICATIONS
In 2011 we completed and launched Redeemer’s App for iPhone, iPad and Android devices. By the end of the year, the App had been downloaded to over 40,000 devices. It features digital videos from Redeemer’s ministries, MP3s of the entire free sermon list, and a variety of other materials, bringing Redeemer’s best content to people through their mobile devices. We also worked closely with the Lead Pastors and leaders of Catalyst to develop the brand and communication strategy for the fall Catalyst initiative, helping each of the three congregations work through their formation process and preparation for launch. We began design work on a new Redeemer e-commerce site to provide a single portal for all Redeemer Presbyterian Church and Redeemer City to City materials, to be launched in fall 2012. Lastly, we coordinated two Congregational Meetings, the Annual Report, improvements and updates to our website, the design and production support of various ministry videos, and the expansion of our free sermon delivery.

<table>
<thead>
<tr>
<th>LEADERSHIP &amp; ADMINISTRATION Operating Budget ($ Millions)</th>
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<tbody>
<tr>
<td>2010</td>
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<tr>
<td>$11.0 M</td>
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<td>$3.1 M</td>
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For more detailed allocation, see page 25.
<table>
<thead>
<tr>
<th>Operating Actuals</th>
<th>All Funding Sources</th>
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<tr>
<td>2010 Operating Actuals</td>
<td>2011 Operating Actuals</td>
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<td>Operating Fund Giving</td>
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<tr>
<td>Gifts Used to Offset RENEW Programs</td>
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<td>Mercy &amp; Justice&lt;sup&gt;3&lt;/sup&gt;</td>
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<td>Real Estate Purchase</td>
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<td>All Other Donor Restricted Giving</td>
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<td>Other Income</td>
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<td><strong>Total Revenues</strong>&lt;sup&gt;4&lt;/sup&gt;</td>
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<td><strong>Expenses</strong></td>
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<td>Congregational Life</td>
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<td>Counseling Center</td>
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<tr>
<td>Worship &amp; Evangelism</td>
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<td>Worship &amp; Music</td>
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<td>Worship Site Rent</td>
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<td>Evangelism &amp; Prayer</td>
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<td><strong>Mercy &amp; Justice</strong></td>
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<td>Diakonate</td>
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<td>Hope for New York&lt;sup&gt;6&lt;/sup&gt;</td>
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<td>Community Renewal Grants&lt;sup&gt;6&lt;/sup&gt;</td>
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<td>General</td>
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<td>Redeemer City to City</td>
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<td>Church Planting Center</td>
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<td>City Missions Link</td>
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<td>Redeemer Labs &amp; Executive Leadership</td>
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<tr>
<td>Real Estate Purchase&lt;sup&gt;2&lt;/sup&gt;</td>
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<td>Leadership &amp; Administration</td>
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<td>Executive Leadership &amp; Three Congregations</td>
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<td><strong>Total Expenses</strong>&lt;sup&gt;4,6&lt;/sup&gt;</td>
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<td>Reserve Build Up/(Reserve Draw Down)&lt;sup&gt;8&lt;/sup&gt;</td>
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<td><strong>Cash Reserve Actuals</strong>&lt;sup&gt;9&lt;/sup&gt;</td>
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<td>2010 Reserve Build Up/(Draw Down)</td>
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<td>2011 Reserve Build Up/(Draw Down)</td>
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<td>Balance 12/31/11</td>
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<td>W83 Reserve Allocation&lt;sup&gt;7&lt;/sup&gt;</td>
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<tr>
<td>Cash Reserve 12/31/11</td>
<td>$3,277,692</td>
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1. All Funding Sources column includes titles and offerings restricted by the donor for purposes outside of the operating budget and spending thereof.
2. 2010 RENEW Campaign revenues received in 2010 & 2011, net of Campaign overhead.
3. Revenues include the annual special offerings for HFNY and Diakonate Mercy Fund.
4. Operating Actuals include RENEW, Vision and Diakonate Grants designated to Operating Expenses.
5. Hope for New York (HFNY), an independent 501(c)(3), is Redeemer’s Mercy Ministry. HFNY raises substantial revenue on its own. Redeemer’s contribution is a portion of the overall budget of HFNY.
6. Community Renewal Grants are funds Redeemer has designated from its Operating Budget to support independent community ministries such as New Song.
7. In October 2008 Redeemer purchased its first worship and community center on the Upper West Side and has its first service on March 4, 2012.
8. To provide a more accurate picture of spending by ministry focus, expenses include an allocation of office rent.
9. All Funding Sources deficits reflect spending down Vision and RENEW cash reserves.
10. Non-Operating Reserves reflect the timing of Vision and RENEW Campaign gifts versus expenditures. Vision Campaign expenses have drawn down the remaining reserves related to the 2005 Vision Campaign.
11. The Board approved $2M of Operating Cash Reserves to be used for W83 Building Costs.
RENEW

OVERVIEW
Since launching the 2009 RENEW Campaign, we have encountered successes and challenges. Since 2009, over 1,000 households have pledged or given gifts towards this vision. We have made tremendous progress through the generosity of our congregation and friends of Redeemer. As we enter into the final year of the RENEW campaign, we can look back and see all the great things that we have accomplished together.

During 2011 specifically, much was done to bring the goals of our RENEW Campaign (24/7 ministry space, lay leadership development, and pastoral leadership) into actuality. The East Side congregation launched. The West Side congregation prepared to launch in the spring of 2012. The W83 Ministry Center construction was almost complete as the year came to a close. And the Downtown congregation prepared to launch in the fall of 2012. Hiring of key congregational staff began for all three congregations. Through Catalyst, the formation of a lay leadership community for each congregation began and picked up momentum. In addition to this, the three Lead Pastors met with small groups of Redeemer members in home and group meetings in order to identify and develop lay leaders for each congregation. Finally, Tim implemented pastoral coaching and a comprehensive training program with the Lead Pastors.

At the end of 2011, we had received $11.7 million (63% of the amount pledged), leaving $7.1 million to be received by the end of 2012. To meet the pledged amount, RENEW giving will need to average approximately $590,000 a month in 2012. We are thankful to all who have pledged and given to see Redeemer Presbyterian Church serve New York City.

RENEW CAMPAIGN UPDATE

<table>
<thead>
<tr>
<th></th>
<th>2010 Cumulative Actual</th>
<th>2011 Cumulative Actual</th>
<th>2012 &amp; Beyond Projection</th>
<th>Total Projected</th>
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<td>Revenues</td>
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<td>$11,727,688</td>
<td>$7,072,312</td>
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<tr>
<td>Expenses</td>
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<tr>
<td>24/7 Ministry Space (W83)</td>
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<td>$10,000,000</td>
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<td>$10,000,000</td>
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<td>Pastoral Leadership &amp; Lay Leadership</td>
<td>$341,699</td>
<td>$1,308,436</td>
<td>$7,491,564</td>
<td>$8,800,000</td>
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</tbody>
</table>

A HOPE
A VISION
A CITY
# MINISTRY STAFF

**PARTNER WITH US** If you would like to participate in our ministry, be involved as a volunteer, or get more information about our ministry, please visit www.redeemer.com or contact a departmental liaison. All extensions are for the following number: (212) 808-4460. If you would like to email a staff member, please go to www.redeemer.com/staff for full directory and email information.

## MERCY & JUSTICE

- **DIACONATE** | diaconate@redeemer.com
  - Diaconate Message Helpline: (212) 726-1334
  - Jenny Chang, Director x1407
- **Meals Ministry** x1451
- **HOPE FOR NEW YORK** | www.hfny.org
  - Ellese Chong, Executive Director x1444
  - Ashley Arndt, Volunteer Coordinator x1441
  - Veronica Cho, Administrative Coordinator x1440
  - Lucy Gunderson, Donor & Executive Assistant x1446
  - Katherine Evans, Communication Coordinator x1442
  - Saviya Kim, Volunteer Coordinator x1450
  - Esther Larson, Manager of Affiliate Development x1449

## CONGREGATIONS

<table>
<thead>
<tr>
<th>EAST SIDE</th>
<th><a href="mailto:eastside@redeemer.com">eastside@redeemer.com</a></th>
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<tbody>
<tr>
<td>Rev. Leo R. Schuster III x1452</td>
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<td>Lead Pastor</td>
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<tr>
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<th><a href="mailto:westside@redeemer.com">westside@redeemer.com</a></th>
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<tr>
<td>Rev. David Biegrove x1404</td>
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<table>
<thead>
<tr>
<th>COMMUNICATIONS &amp; ADMINISTRATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kristen Matthews</td>
</tr>
<tr>
<td>Musician Ministry Associate</td>
</tr>
<tr>
<td>Sam Shammas</td>
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<tr>
<td>Curriculum Manager</td>
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<th>COMMUNICATION &amp; MEDIA</th>
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<td>Cregan Cooke, Director x1360</td>
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<td>Chris Miles</td>
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<td>Sermon Ministry Manager</td>
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<td>Amanda Edmonds</td>
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<td>Sermon Orders &amp; Subscriptions</td>
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<td>Kelsie Kim, Director x1385</td>
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<th>FINANCE &amp; ADMINISTRATION</th>
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<td>Brian Stanton, Senior Director x1403</td>
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<td>Contributions</td>
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## COMMUNITY FORMATION

- **Susana Gough** x1417
  - Community Group and Membership Coordinator

- **FAMILY MINISTRIES**
  - Dr. Brent Bounds x1350
  - Director
  - David Plant x1363
  - Youth Ministries Director

- **COUNSELING CENTER** (212) 370-0475
  - Judy Cha x1366
  - Director
  - Missy Terrell x1365
  - Operations Manager & Financial Counselor
  - Olimpio Wen x1374
  - Support Groups Program Director

- **GENEROSITY & STEWARDSHIP**
  - Emily Vogeltanz, Associate Director x1459

## CENTER FOR FAITH & WORK

- **www.faithandwork.org** | cfw@redeemer.com x1340
- Katherine Leary Alsford, Executive Director

- **Kenyon Adams** x1344
  - Arts Ministries Coordinator

- **Calvin Chin** x1346
  - Entrepreneurship Initiative Director

- **Chris Dolan** x1388
  - Communications & Program Coordinator

- **Maria Fee** x1345
  - Arts Ministries Coordinator

- **Rev. David Kim** x1342
  - Gotham Fellowship Director

- **Amilie Watkins** x1347
  - Leader Development Manager

## REDEEMER CITY TO CITY

- **www.redeemercitytocity.com**
  - Rev. Terry Gyger x1458
  - Executive Director, Church Planting

  - Scott Kaufmann x1460
  - Executive Director, Content Labs

  - Rev. Mark Reynolds x1456
  - Associate Director, Church Planting

  - Rev. Al Barth
    - al.bart@rcpc.com
    - International Director: Europe & Africa

  - Rev. Jay Kyle x1457
    - International Director: Asia & Intercultural NYC

  - Rev. Dr. John Thomas x1469
    - Director, Global Training

  - Christina Stanton
    - missions@redeemer.com
    - Coordinator, Short-Term Missions

## EXECUTIVE STAFF

- **Rev. Dr. Timothy Keller** x1405
  - Senior Pastor

- **Bruce Terrell** x1402
  - Executive Director
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