







ANNUAL REPORT 2025

ABOUT US

OUR MISSION: The Missouri District-LCMS serves and encourages congregations to fulfill the Great Commission and promote unity of the true faith.



41

EARLY CHILDHOOD CENTERS



51

ELEMENTARY SCHOOLS



10

HIGH SCHOOLS



288

CONGREGATIONS



1,681

ROSTERED WORKERS

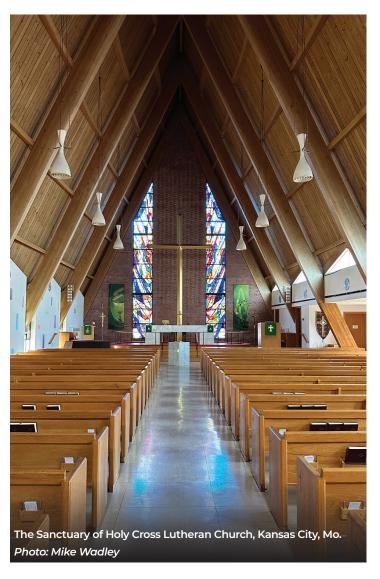


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ON THE COVER

Top left: Student from Child of God Lutheran School, St. Peters, Mo., made cards with classmates for local heroes during *SHINE!* Photo: Christie Hampton

Top right: Springfield Lutheran High School opens its doors. *Photo: Leah Sieveking*

Bottom left: District Convention attendees in Columbia, Mo. *Photo: Noah Clark*

Bottom right: Students at St. Paul's Lutheran School, Des Peres, Mo. *Photo provided by: Dawn Walker*

FROM THE INTERIM DISTRICT PRESIDENT

Sharing the Hope of the Gospel in Missouri

Dear friends in Christ,

We are partners in the Gospel, boldly speaking of Jesus Christ. We work together in the Missouri District, confessing Christ so the world may know Him as our Savior. "Since we have such hope, we are very bold!" (2 Corinthians 3:12).

During the Missouri District Convention in June, 2025, delegates approved a Strategic Plan for the 2025-28 triennium. Together, we now commit to:

- CHURCH WORKER RECRUITMENT AND RETENTION: As we look at challenges facing the Church, we are intentional to recruit servants for the future and provide support for all who serve.
- **DISCIPLESHIP IN THE HOME:** Working with congregations, schools, pastors, and school administrators, we will provide training and resources—encouraging the use of Scripture, catechism, and hymnal—so each home can be a place where Christ is at the center.
- MISSION FIELD: MISSOURI: With more than three million people in Missouri who are not connected to any church, we will work with congregations to reach the lost with the Gospel.
- **LEADERSHIP DEVELOPMENT:** We will provide training and support related to governance models and leadership roles in congregations and schools, for laity and rostered workers.

One church, school, or ministry team cannot reach the lost in Missouri by itself. Instead, we collaborate, sharing resources and ideas. We encourage one another in the task of speaking the Good News whenever and wherever we can—in our homes, schools, churches, and communities.

God has united us with Christ Jesus through our Baptism, and we are the living Body of Christ. We testify to Christ with our words and caring contacts. Our actions bring His love and mercy to a suffering world in need. Christ Himself sends us to serve in His name, bringing hope to those who live near us.

We are thankful God has preserved His Church through so many generations, during times of persecution, and in times of war and cultural change. Yet Christ is the Head of the Church, and He preserves His flock through all time until He comes again. We give thanks He continues to call pastors, teachers, and church workers, and that His forgiveness is freely given through Word and Sacrament ministry still today.

As you read this report, you will hear how the Church is alive and well, serving the world with the gifts and talents our Lord has given. Our task is to make the Gospel known throughout Missouri, boldly speaking of Christ. We are going into the world, making disciples, baptizing, teaching, and living in the sure hope of Jesus coming again. May He find us faithfully at work, praying, hoping, and confessing His name when He returns.

Yours in Christ,

Rev. Craig D. Otto

Interim District President Missouri District



Rev. R. Lee Hagan was elected to a fourth term as Missouri District president in June. While he is on medical leave, First Vice President Rev. Craig Otto is serving as interim District president.

The following four articles highlight the components of our 2025–28 Strategic Plan, adopted at the Missouri District Convention in June 2025. While simply snapshots of these larger critical targets, they all feature key examples of the work we do together to address the needs of the church.

CHURCH WORKER RECRUITMENT AND RETENTION



The task of encouraging and supporting future church workers is now more important than ever. The LCMS is currently experiencing a shortage of workers, and this trend is projected to continue. However, there are steps we can take today to slow and possibly even reverse this outcome.

"The District is in a unique position to be boots on the ground, empathizing with call committees and board members who struggle to fill ministry worker vacancies," says Director of Church Worker Support for the Missouri District Rev. Marty Hasz, LPC. "We walk with our congregations and give voice to the need for workers among God's flock while they are reaching others for Jesus' sake."

Encouraging men and women to enter ministry and alleviating the financial burden that comes with higher education are two strategic decisions that can be made now so that changes will be noticeable later. This is something we can all be a part of, too. "Anyone can encourage someone to consider ministry. You never know the impact you will make with one comment, one dollar, or one partnership that brought one more pastor, deaconess, teacher, principal or DCE into the Church!" says Rev. Will Hanke of Mount Calvary Lutheran in Brentwood.

More than 40 years ago, a group of forward-thinking donors to the Missouri District established an endowment to provide scholarships specifically for college and seminary students entering church work vocations. These men and women were led by the Holy Spirit to make strategic decisions to help provide leaders who would care for the spiritual well-being of generations they would never know.

TOMORROW'S Teachers Preachers

In 2021, the Missouri District launched *Tomorrow's Teachers & Preachers*—an annual campaign dedicated to building awareness of church work roles and a fundraising effort to build up this same scholarship endowment, so that even more financial assistance can be provided to Missouri students on the path to ministry. Earlier this summer, the District in convention voted to make *Tomorrow's Teachers & Preachers* a priority for the current triennium—setting a goal to increase the size of the endowment by 10% over the next three years.

CRITICAL TARGET 2

DISCIPLESHIP IN THE HOME

The twelve congregations of the Rolla circuit share the Gospel of Jesus for 80 miles along Interstate 44 from St. Clair to Fort Leonard Wood. The communities around the congregations are growing. So with the support of the Missouri District, the circuit developed a plan to work together to grow along with their communities. The first step was for the churches to grow deeper in their relationships as congregations and among their leaders. A Circuit Action Support Team (CAST) was organized. Then, Redeemer Lutheran Church in Rolla, agreed to initiate the position of a Family Life Coach to serve not only Redeemer, but the entire circuit.

To prepare, Rev. Nathan Kuhlmann, Rev. John Perling, and Rev. David Kettner began working with District Family Discipleship Facilitator DCE Larry Yochum to address the need and reflect on their congregations' practices of home-centered, church-supported family discipleship. Last summer, Dan Hall began his service as the circuit's Family Life Coach. Larry Yochum focused on regular check-ins with Dan for support and encouragement.

"This year has been about spending time with people," says Dan. He made regular connections with the congregations and has spent time with pastors and congregation members, learning about the history and identity of each church, what they are doing, and talking about the circuit's plans and hopes. One initial step for seven congregations is organizing Family Life Teams.





"The training is not so much about adding programs, but more about changing mentalities."

Dan Hall

In April, Dan, Rev. Kuhlmann, Rev. Perling, and several lay members attended Concordia Center for the Family's Family Discipleship training, leaving with an action plan for those congregations. Dan notes that the training is not so much about

adding programs, but more about changing mentalities. Congregations may not have young families, but they do have plenty of grandparents who are concerned about their grandchildren. As a result. they are looking at all their connections with the younger generations and finding ways to share the love of Jesus with them. Rev. David Kettner said. "Our hope is that our small congregations will whole-heartedly embrace multigenerational family ministry. We are starting to see that happen."

CRITICAL TARGET 3 MISSION FIELD: MISSOURI





The revitalization of St. Peter's Lutheran in Spanish Lake (north St. Louis County) has become a center of collaboration, thanks to the efforts coordinated by the Northside Urban Ministry Coalition (NUMC). Recognizing the immense potential of the St. Peter's facility, NUMC has diligently brought together key stakeholders, including church leadership, the community farm, the food pantry, and now Bethlehem Lutheran Childcare. Through regular, structured meetings facilitated by NUMC, each organization has aligned their efforts, resources, and vision, maximizing the effectiveness and impact of this shared space.

Significant strides have been made to repair and upgrade the facility, ensuring it meets all necessary standards to safely welcome children into Bethlehem Lutheran Childcare. This childcare initiative promises not only to provide a nurturing educational setting, but also to support working families in Spanish Lake by offering reliable and high-quality care. As one local parent put it:

"This is what we've been waiting for—not just a place to drop off our kids, but a place where we're all seen, valued, and welcomed."

Childcare parent Bethlehem Lutheran Church In parallel, the community farm has expanded its production capabilities, supplying fresh produce directly to the food pantry, thus ensuring consistent access to healthy, nutritious food for local families.

The collaborative spirit fostered by NUMC has sparked new energy and forged robust partnerships. New connections with local businesses, educational institutions, and governmental agencies have further strengthened this initiative, bringing in additional resources and expertise. The integrated operations of the community farm, food pantry, childcare, and church ministries have created a dynamic hub that holistically addresses the community's spiritual, educational, nutritional, and social needs. The vision of NUMC is creating a model for sustainable and impactful urban ministry, while also seeking to replant and expand the congregation with the assignment of a church vicar, who builds relationships and provides pastoral care through the various ministries.

As these united efforts continue to flourish, the impact on the Spanish Lake community promises to be transformative, demonstrating the power of intentional, coordinated ministry. The spirit of collaboration and shared purpose seen at St. Peter's serves as an inspiring example of what can be accomplished when groups come together for the common good, truly embodying the principle of serving and uplifting the community in unity.

CRITICAL TARGET 4

LEADERSHIP DEVELOPMENT



At first, it seemed like it would be too much to add to an already full plate. Last fall, Ashley Ponder had jumped in with both feet as a first-year principal at United in Christ Lutheran School in Frohna, and it felt like the wrong time to enroll in Principal 360, an 11-month leadership program for Lutheran principals. She took the plunge anyway and is now seeing things differently.

"It's been the most impactful professional development experience I've had, providing invaluable insights into best practices and equipping me with the tools for true leadership excellence," Ashley shares. Now having completed the process, she's been given the skills to work with her staff, board, and stakeholders to identify and implement the school's mission, vision, and values. Additional lessons for Ashley and other participants included looking at curriculum, finances, marketing, and classroom innovation. She was also assigned a coach whom she knows she can call anytime for support.

Post pandemic, enrollment has increased considerably in Lutheran schools throughout Missouri. In the coming years, new Lutheran schools will open, and the exploration process for several more continues. Our schools are on the front line of mission activity, and God continues to bless these efforts! Walking with the leaders of these academic institutions is paramount, and the Missouri District is honored to help supplement the cost of Principal 360.

Nathanael Poppe, former principal at St. Paul's Lutheran School in Concordia and now student at Concordia Seminary, was among the first of Missouri's principals to participate in Principal 360 several years ago. Now that some time has passed, the impact of the program is very clear. "Through building a strategic plan, the school board and I tracked how we met and exceeded our plans over the last five years, motivating us to continue improvements," he reflects. "The lessons on leadership improved my ability to manage the school and lead change over the last five years. St. Paul's Lutheran School is a better school because of the training."

MISSION GRANT FEATURES

The opportunities for sharing the Gospel throughout Missouri are everywhere! The Missouri District is blessed with faithful partners who help us strengthen work in key ministry areas. The specifics of our mission budget are listed on page 15. The following is a sampling of the wonderful efforts being made for God's glory. Thank you for your continued prayers and support!

Campus Ministry

The Campus Ministry Network of the Missouri District provides support and best practices for 16 different LCMS student groups throughout the state. A key component of the network is the annual Go! Leadership Conference held each spring in Columbia. The work at our colleges and universities is key for building disciples of Jesus Christ.

"It's really a big community thing. A lot of times when students are away from their home congregation, it can be really easy to just kind of feel a little bit isolated in their faith—where you don't really know everybody around you. So having a faith-based community to go back to week after week is really great," observes Madie Hardin, a student at Missouri State University in Springfield.



Military Outreach



Within the Missouri District are two military bases: Whiteman Air Force Base and Fort Leonard Wood. LCMS congregations are nicely located next to both, and their respective pastors and members have made great strides in forming relationships with those on base and scattered throughout the world.

"These folks are dealing with such chaos in their lives already, both in terms of not being able to make a lot of their own decisions because the military has already made them for them, or recognizing that they may get orders to go into a hot zone at any time. And so, one of the ways we work with that situation is by providing a worship experience and a Christian experience that gives them a lot of stability," says Rev. John Perling of Faith Lutheran in St. Robert. "They appreciate that they know what they are going to get when they come in through our doors—that the Celebration of Baptism, the Celebration of the Sacrament of the Altar, and that the scripture teaching is going to be very clear and very straightforward."

Urban & Multiethnic Ministry

Lutheran Urban Mission Agency (LUMA) of Kansas City is a Recognized Service Organization of the LCMS and provides a key network of support for city congregations. In recent years, the organization has expanded their offerings for those serving God's children from all over the world. Whether it be providing input for ministry best practices or distributing food and personal care items, LUMA has a good read on the needs of the community. Executive Director Rev. Phil Cook shares how LUMA's ministry is currently happening among Hazara Afghans in the Kansas City area—sometimes with humorous results!

Using Google Translate to communicate with a new immigrant family, Pastor Cook carefully typed out a message that would be rewritten in Dari (a variant of Persian). As he explains...

"I said a prayer for help and then began my first attempt at texting in Dari. 'Hello, this is Phil. Matyra told me you need a little bit of help to make it to the end of the month. Can I bring you some food?' I hit translate, saw Dari characters that I could not understand, hit send, and said a prayer.

It worked! We set up a time to meet, and I drove out with a box of food from our pantry. When I arrived, I texted to let them know that I was there. The father and oldest son came out of the apartment. I handed them the box of groceries, expressed our willingness to help, and then got back in my car as they headed back to their apartment.

While I was looking for the address of my next stop, the father and son came back out and motioned towards me. Then the lightbulb came on! In my very American, transactional way, I had delivered the groceries. The job was done. It was time to move on. But most other cultures are far more relational than ours. They were inviting me into their home to visit. With the son as an interpreter, we made small talk.

A few days later, I was sharing this experience with a friend. I pulled out my phone to show them the Dari characters in my text message string. Somehow, for an instant, my Android phone translated the text string back into English. I had initially typed 'Hello, this is Phil...' When it was translated into Dari and then back into English, it came out 'Hello, this is an elephant...' What a reminder that this is God's ministry, and we are simply jars of clay."





Record Numbers Participate in SHINE!

More than 11,000 men, women, and children served this spring in the Missouri District's annual statewide servant event. Based on Matthew 5:16 and named *SHINE!*, the event encourages groups of all sizes and skillsets to share the light of Christ by serving those around them. Now already in its fifth year, *SHINE!* 2025 saw a record-breaking number of participants and total groups registered. While the formal window for service was April 4-13, groups stayed active well into May.

"Serving the neighbor is part of what our faith is. It's what Jesus has instructed: to love your neighbor as He has loved us," says Rev. Steve Andrews of St. Matthew Lutheran Church in Lees Summit. Members of his congregation served at a food pantry, assembled hygiene kits, and delivered cookies to area fire stations.

Members from Transfiguration Lutheran Church, St. Louis, provided bag lunches for Gateway180, Missouri's largest family shelter. Photo: Shirley Jackson

Principal at Springfield Lutheran School, Amanda Cole, served with her staff and provided a meal for students attending Missouri State University. She points out that serving others is both good for those helping and a witness to the world. "We do this because of our love for Him, obviously. It's just such a great way to encourage our brothers and sisters in Christ. And to those who maybe don't know about Christ, what an opportunity for them to see others serving."

We look forward to serving again this upcoming April 10-19, 2026. Shine on, Missouri District!

















MOSCHOLARS

A Blessing in Missouri





MOScholars—Missouri's tax credit program providing scholarships to families of children attending private institutions—continues to be a blessing throughout the state. "As demand for these scholarships continues to increase, so does taxpayer participation," says Director of Mission Advancement for the Missouri District, Leah Sieveking. "What an encouragement to see many new and returning households direct their tax dollars towards Lutheran education. Thank you!"

One of only six organizations approved to make use of these funds, the Missouri District distributed more than \$1 million in funds in 2024, which resulted in 197 children receiving a full MOScholars scholarship for the 2024-25 academic year. This total amount given, when combined with the funds from the previous two years of the tax credit program, means that more than \$2.3 million has now been awarded to students attending LCMS schools by the Missouri District through MOScholars. Praise God!

The District looks forward to expanding the reach of MOScholars in 2025. Along with this group of 197 recipients, we'll add additional students and their families for the 2025-26 academic year. We welcome your participation in the MOScholars program and thank you for walking with these students. The tax credit reservation system for this current calendar year is up and running once more.

The process is as simple as:

- Head to mo.lcms.org/mo-scholars to learn more and reserve your tax credits.
- Select "The Missouri District" as the organization you'd like to make use of your funds.
- Mail your confirmation number and check to the Missouri District office or send funds electronically using the link on our website.

Questions can be directed to Leah Sieveking at **314-590-6211** or **leah.sieveking@mo.lcms.org**.

Again, thank you for walking with the Missouri District and using your tax dollars to change the life of a child. What an encouragement to see many new and returning households direct their tax dollars towards Lutheran education. Thank you!"

Leah Sieveking

Director of Mission Advancement, Missouri District

FINANCIAL REPORT

Total Fiscal Year 2025 Budget: **\$3,853,897**

MISSION FIELD MISSOURI \$752,329



Outreach ministries include urban, rural and small town, campus, multiethnic, military, shared ministries, including both new starts and restarts.

The District also provides coaching for those focused on missions in Missouri.

ECCLESIASTICAL SUPPORT SERVICES \$383,644



Support and structure are provided for rostered church workers, congregations, and schools—especially in ecclesiastical matters. SYNOD SUPPORT \$519,169



The District supports the work of the Synod and its initiatives at both the national and international levels.

SUPPORTING OUR CONGREGATIONS, CHURCH WORKERS, AND STUDENTS \$1,073,010



The District supports
congregations, Lutheran schools,
and church workers in areas
such as Family Discipleship,
Community Engagement, and
Church Worker Recruitment
and Retention.

DISTRICT EVENTS
OFFICIAL CONFERENCES,
CONVENTIONS,
AND WORKSHOPS
\$510,761



Various gatherings are conducted by the District to support the work of congregations, Lutheran schools, and church workers. ADMINISTRATION AND FUNDING \$614,984



Day-to-day administration and fundraising, including legal services, audits, accounting, insurance, and certain costs associated with the Board of Directors.

ADVANCEMENT

I recently had the opportunity to make homemade root beer with friends. A completely new experience for me, I was surprised to see that the recipe was simple: two gallons of water, four cups of sugar, half of a bottle of flavoring, and half of a teaspoon of yeast. The final ingredient was the last to be added to the pot. Given the volume of water and sugar already warming on the stove, the quantity of the yeast seemed off. It just didn't look like it was enough to make much of an impact on the whole batch.

The mixture was added to 24 bottles, capped, and allowed to sit at room temperature for several days. It was then transferred to a cool dark place for two weeks. And the final result? Each bottle was perfectly carbonated, transformed into a treat that I have been savoring for weeks. That small amount of yeast took over and turned what was really just flavored water into legitimate soda.

"He told them another parable.
'The kingdom of heaven is like
leaven that a woman took and hid
in three measures of flour, till it
was all leavened,"
MATT. 13:33, ESV

Leaven—or yeast—is another earthly reminder of the power of our God. Under His influence, the smallest, most insignificant conversation or event can become transformative work for the kingdom. That God would use our basic (and very broken) everyday lives for His glory is truly remarkable. It's evident throughout our work together in the Missouri District:

- Hospitality shown to college students and military personnel leads to conversations about faith and the formation of lifelong friendships.
- Donated personal care items show Christ's mercy, bridging the gap with those new to our country.
- Congregations hold conversations about sharing resources and growing stronger together.

Doing this work in God's kingdom with all of you is a source of great joy and encouragement. How wonderful that He brought us all together in this time and place. Thank you for walking with us in mission and ministry through your prayers and support.

Should you ever have questions, please feel free to reach out to me, Director of Mission Advancement Leah Sieveking, at **leah.sieveking@mo.lcms.org** or **314-590-6211**. Thank you for your support. God's richest blessings!

TO THE MISSOURI DISTRICT IN A VARIETY OF WAYS



SENDING A GIFT

in the centerfold envelope, or using your own envelope and directing a gift to:

660 Mason Ridge Center Drive, Suite 100 St. Louis, MO 63141



GIVING ONLINE at mo.lcms.org/donate



CALLING 314-590-6200

for gifts with a credit or debit card



2026 MISSION PROJECTS

Campus Ministry

- Campus Ministry Network, Columbia
- International Student Ministry, St. Louis
- University of Missouri, Columbia
- College of the Ozarks, Point Lookout
- University of Central Missouri, Warrensburg
- Southeast Missouri State University, Cape Girardeau
- Missouri State University, Springfield
- Northwest Missouri State University, Maryville

Military Ministry

- Faith Lutheran Church, Knob Noster
- Faith Lutheran Church, St. Robert

Multi-Ethnic Ministry

- Our Redeemer, Kansas City
- Jesus el Buen Pastor, Kansas City
- Oromo Evangelical Lutheran, Platte Woods
- Amigos de Cristo, Sedalia
- Light of Christ Chinese Mission, Olivette
- Christian Friends of New Americans, St. Louis
- Nepalese Outreach, St. Louis
- St. John, St. Louis
- STL Immigrant Outreach, St. Louis
- Mekane Yesus Lutheran Mission, St. Louis
- Hispanic Ministry, Overland
- Rock Road Church Plant, St. Louis
- The Bridge, St. Louis

Urban Ministry

- Bethlehem, St. Louis
- Saint Trinity, St. Louis
- Lutheran Urban Mission Agency, Kansas City
- Allgn, St. Louis
- Northside Urban Ministry Coalition, St. Louis
- Holy Cross Deaf Ministry, St. Louis

Shared Ministry

- Our Savior, Buffalo, and Zion, Bolivar
- Rolla Circuit

New Starts

- Spanish Lake Church Plant
- Rogersville Church Plant
- US 60 Church Plant
- All Nations, University City
- New Mission Coaching

DISTRICT STAFF



- Rev. Dr. R. Lee Hagan
 District President (on leave)
- Rev. Craig D. Otto Interim District President
- Colleen Backer
 Meeting & Office Assistant
- Cassie Behrmann
 Project Coordinator
- Christie Hampton
 Communications Specialist
- Rev. Marty Hasz, LPC
 Director of Church Worker Support
- Sarah Irwin
 Assistant to the President
- Rev. Peter Kirby
 Executive Director of
 Congregational Services
- Rev. Dr. Wayne Knolhoff Interim Director of Mission Services
- Peter Krege
 Chief Financial Officer
- Dan Kreienkamp, DCE
 Director of Family Life & Youth
- Pam Nummela, DCE
 Family Discipleship Facilitator
- Martha Schellin
 Rosters & Reporting Assistant
- Leah Sieveking
 Director of Mission Advancement
- Josh Swartz
 Director of Schools
- Sue Thompson Events Assistant & Receptionist
- Mike Wadley
 LCEF District Vice President





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