

## **METRO MINISTRIES - 2005**

**[www.metroministries.org](http://www.metroministries.org)**

### **RICHARD J. GOOSSEN, TRINITY WESTERN UNIVERSTIY**

Bill Wilson, founder of Metro Ministries, was taking pictures of the New York skyline in March 2003 when two muggers jumped him and stuck a gun in his mouth. They took his camera and watch and pulled the trigger. The gun misfired. Wilson struggled and one of the muggers shot again. A bullet ripped through his cheek as he turned his face. The muggers fled. With blood spurting out of his face, he struggled to his vehicle and drove to the nearest hospital. He underwent three hours of emergency surgery to repair the damage.

Days later, Wilson was again driving a Sunday School bus picking up kids in the boroughs of New York City. Why? What motivates Bill Wilson? When he was 14 years old he was abandoned by his mother on a concrete culvert over a little drainage ditch in St. Petersburg, Florida. His mother said, “You wait here.” He did. For three days. A man down the street noticed him and invited him to a church youth camp. From there he was befriended by a church pastor and his wife, and they gave him a place to live at a church.

Bill Wilson has been giving back ever since. His focus is disadvantaged kids—he can relate to them. Metro has confronted logistical and strategic challenges that most for-profit businesses would not confront. From an unassuming base in Brooklyn in the

former brewery, Metro operates the largest Sunday School program in the U.S., with over 20,000 kids participating.

Metro meets a need in communities by sharing love and concern for neglected, ignored children from families unwilling or unable to care for them. The ministry has affiliates offering similar programs in 8 other countries, from Europe to Asia. According to Bill Wilson, the need exist in the US and worldwide—the only restrictions are dollars and volunteers.

## **HISTORY**

Bill Wilson began working with street kids in New York in 1980. He lives in the crime and drug infested neighbourhood which is home to the kids he is helping. Relying upon a “whatever it takes” attitude he is spreading a message of hope in the ghetto. The Metro Church is located in the former Rheingold Brewery building in Brooklyn, protected by steel doors, industrial padlocks and coils of razor wire. From that humble base, he has pioneered an innovative form of “Sunday School” program. An important clarification is that “Sunday School” means a message tailored for kids, rather than being restricted to a single day of the week.

Metro does two unique things: they collect kids (ages 3 – 12) by bus from throughout New York and bring them to church for “on site” Sunday School (3 services on Saturday); and they have “Sidewalk Sunday School” where they set up specially-rigged trucks in neighbourhoods from Tuesday to Friday. Metro’s innovative programs struck a cord within a needy community, as evidenced by a weekly attendance of over

20,000 kids. Metro has also attracted media attention. Metro was honoured by Guideposts Magazine as "Church of the Year" in 1990. In 1992 President George Bush appointed Bill Wilson to the Commission on America's Urban Families (of the 8 distinguished members, he was the only one that lived in the ghetto)

Metro Ministries consists of several legal entities. First, "Metro Inner City Children's Campaign, Inc." (MICC) was incorporated pursuant to the provision of the Not-for-Profit Corporation Law of the State of New York on October 15, 1992. MICC owns, manages and operates various buildings for the benefit of Metro International Church.

Second, "Metro International Church" ("Metro") was incorporated pursuant to the Religious Corporation Law of the State of New York as a Church on June 11, 1997. Metro is an operating entity which employees all staff. Metro is an affiliate of International Pentecostal Holiness Church conference, founded in 1898 and based in Oklahoma City, OK.

Third, Mettowie Valley Management Services, Inc. ("MVM") and related disregarded Limited Liability Companies (LLCs) were organized in 2003 for the purpose of holding various pieces of transportation equipment. MVM manages and insures vehicles and does mailings for Metro. MVM was established in order to reduce the risk to the assets of the church when involved in litigation relating to vehicle accidents.

Metro and MICC are exempt from federal income taxes pursuant to the Internal Revenue Code.

Fourth, Bushwick Community Services has been established to become the controlling entity for the development of the “Menorah” site (see “Future Growth and Expansion”).

### **ORGANIZATIONAL STRUCTURE**

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**SEE EXHIBIT**  
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Metro is the operating entity for the organization (other than 1 full-time and 1 part-time employee with MVM). Metro has 168 full-time (including 1 Senior Pastor and 4 Executive Directors) and 6 part-time employees. Approximately 26 of the 168 full-time employees are administrators. 40 of their staff are “Advanced First Aid” qualified. They have their own security and crowd control personnel. An interesting note is that except for 6 administrative positions, every employee has a visitation route. They are required to visit a designated area and invite kids to the Sunday School program and drop off an explanatory flyer. No one is assigned to only drive a bus; rather, all staff that can physically get a proper driver’s licence for a bus are required to do so.

Metro's paid employees are supplemented by different types of volunteers. Metro has 346 full-time unpaid volunteers. In addition, there are two sets of approximately 40 "interns" for a 90-day periods per year in the fall and spring. The objective of the internship is to teach: Communication, Commitment, Consistency, Techniques, Perspective, Focus, Leadership, Boldness, Authority. Our mission is to equip individuals with the tools necessary to accomplish God's specific purpose for them in ministry. People come from all over the world to work with our staff for a semester, obtaining hands-on training in children's and youth ministry and outreach evangelism. Many interns have taken their new skills and implemented effective, new programs for ministry in their native countries. Fifty per cent of interns are from outside the U.S.

A source of potential recruits is Metro's "Brooklyn Boot Camp," which over the past 5 years has attracted 900 boot campers from 15 countries. Boot Camp is "a tough-as-nails" training program designed to test and prepare you for the rigors of urban life. This is a life-changing program designed to train and equip you for sharing the gospel in the inner cities of the world. These 6 days of "action packed ministry" are designed for youth groups or individuals (16 years and older). Activities include: Team building, team trust, and personal challenges (ropes course and such); Ministry workshops; Attend staff meetings; and Participate in ministry.

From 2000 – 2005 Metro has hosted and trained over 3,500 visitors from around the world through the boot camp and Intern programs.

## RESOURCES

Metro has developed various “Christian Education” resources in order to pursue its mission and vision. They use “Book of Worms” flyers which are delivered every week along with 20,000 home visits to kids who attend the Sunday School services. The flyers are tools used to open the doors with the parents of the kids. Metro has developed its own “Children’s Learning Curriculum” teaching biblical principles and integrating games, object lessons and music.

Metro makes available via its website and through a bookstore at the church, Bill Wilson’s sermons, books, leadership training materials and its Christian Education resources. Bill Wilson has authored two books: Whose Child Is This (Lake Mary, FL: Charisma House, 1992) and Christianity in the Cross Hairs (Shippensburg, PA: Destiny Image, 2004). Metro distributes a 4-sided colour tabloid format newsletter, The Metro Report on a bimonthly basis to its supporter base.

## MINISTRY PROGRAMS

A “typical” weekly schedule for activities is summarized below.

DAY	ACTIVITIES
MONDAY	Day Off
TUESDAY	Tuesday – Friday: Sidewalk Sunday School
	P.M.: “Revolution” (formerly “Club Life”) for 700-900 kids (teenage, since Sunday School is for 3-12 years old)
WEDNESDAY	A.M. mid-week training session for staff
	P.M.: all 18 trucks rotate around outside sites for Sidewalk Sunday School
THURSDAY	Sidewalk Sunday School
	P.M.: Spanish Church Service
FRIDAY	A.M.: church service for staff
	P.M.: all staff go on their “routes” to invite kids to Sunday School at church on Saturday
SATURDAY	A.M.: 15 min. staff meeting
	10 A.M., 1 P.M. & 3 P.M. (in house) Sunday School (on Saturday)
	P.M. Church Services at “Redhook” by Coney Island
SUNDAY	10 a.m. & 1 p.m. services for adults and Sunday School for children of those attending the service (the “Christian Center” is an inner city church based at the Metro building led by Pastor Rick Fountain)
	3 p.m. Spanish Service (Houses one of the largest Spanish speaking congregations in the Brooklyn)

## **Sunday School Program**

Metro's Sunday School program originally started inside its building, but all the kids wanted to attend could not fit inside. Metro developed two programs: a set of services on Saturday at the church building and a "Sidewalk Sunday School" that would go to where the kids were.

The "indoor" Sunday School program has 7 – 8,000 kids that are picked up through 4 of the 5 boroughs of New York City (excluding Staten Island). There are three services (10 a.m., 1 p.m. and 4 p.m.) offered on Saturdays for kids aged 3 – 12. On Saturday morning, Metro's "Director of Transportation" designs the routes for the three services for the day. All the buses are numbered and kids have the number put on their hands so that no one gets lost.

Metro has a fleet of 140 vehicles: 65 buses; 18 Sidewalk Sunday School converted trucks; 3 Emergency Response Vehicles ("ERVs"); and vans and pickup trucks. On average, 66 kids fit in each bus. Metro has the ERVs to offer quick response if a bus has been in an accident and they organize a vehicle report on the spot. Metro has a "Mobile Control Post" to document accident reporting in order to reduce costs. By getting to an accident scene quickly and having their mobile mechanic get a vehicle off the road, they will avoid having the vehicle towed by the NYC Police Dept (@ \$500 fee).



Metro offers the outdoor or “Sidewalk Sunday School” from Tuesday to Friday. Trucks go throughout Brooklyn offering Sunday School to thousands of children right after school. They use portable stages rigged onto old customized trucks. They go out to the neighbourhoods where it is impractical to bus children to Sunday School due to distance. Teams take the trucks out to different neighbourhoods and conduct a Sunday school class outside in a park or playground area, often in the middle of downtrodden housing projects. The small trucks are customized to convert quickly into open air stages. The Sidewalk Sunday School is conducted at the same place and at the same time every week. The kids, in addition to older siblings and parents, come in all kinds of weather. These gatherings, with 150 – 500 attending, are like a typical church service except that it is outside. The 82 locations of the Sidewalk Sunday School are dispersed as follows: Brooklyn (17), Manhattan (21), Bronx (31) and Queens (13).

## REVENUE GENERATION

Financial contributions to Metro come from throughout the U.S. and the world in two forms. First, donations may come to the ministry for general use, to support administration and underwriting programs. Bill Wilson is scheduled all year for speaking engagements at churches throughout the U.S. and overseas, sometime up to 7 times in a single month. These are opportunities to share the work of Metro and to generate financial support.

Metro has a matching gift program. For every dollar received for some designated programs anonymous donors match the gift on an equal basis. These matching funds are often discretionary funds to provide for children's needs as observed by staff. Metro also assists donors with creative giving plans including: cash gifts; charitable trusts; charitable gift annuity; donating securities; insurance; and wills

Another form of generating financial support is through four programs to connect donors with specific kids or projects.

1. "Won By One" For \$23/month a sponsor receives a packet and picture of a child along with periodic updates, including letters from the child. This program provides individual sponsorship of a child (like World Vision) for food, school supplies, transportation to Sunday School and other needs that staff members observe during weekly visits. About 40% of the 20,000 weekly Sunday School attendees are sponsored.

2. “Book Bag Project” For a one-time contribution of \$20 Metro will fill a backpack with brand new school supplies and give it to one child to start out their school year.
3. Summer Camp Large and small donors contribute to Metro’s own self-run summer camp, which in August 2005 allowed 900 kids to attend the 3-day camp for free. Metro rents a facility approximately 2 hours from New York City for a 4-week period and provide all personnel. The kids are on the camp property for less than 72 hours as then less onerous rules apply.
4. Christmas Stocking – Donors can sponsor a toy for \$10 for needy kids which provides some Christmas cheer to needy kids. For many of these boys and girls, this stocking will be the only Christmas gift they receive. Over 41,000 children received a Christmas stocking in 2003, 46,000 in 2004; and 48,000 in 2005.

There are three lesser means of revenue generation. There is the “Metro Network” which gives members (i.e. other churches) access to training at the world headquarters in Brooklyn, product discounts, consulting services and a help hotline. Metro also has developed experience in refitting of trucks and trailers, because of the need to do so for the Sidewalk Sunday School. Metro provides customized trailers built from the ground up to your specs (8-24 feet long with stages as large as 6-22 feet wide). Royal Rangers, Boy Scouts, and Royal Ambassadors are some of the previous clients. Lastly, Metro generates some revenue through the sale of books and tapes.

## **INTERNATIONAL EXPANSION**

Metro refers to itself as, “the most duplicated children’s ministry in the world.” Metro has “International Offices” in Saskatoon, SK, Canada, Dortmund, Germany, Amsterdam, The Netherlands, Selangor, Malaysia, Kvinesal, Norway, Wiler bei Seedorf, Switzerland, Taichung, Taiwan and Belfast, Northern Ireland. These offices monitor functioning operations in those countries. The initiatives of Metro vary depending upon local conditions. One notable success is the Sidewalk Sunday School in the Philippines. Staff conduct weekly training sessions with leaders from 29 churches that are partner in running several of the 46 sidewalk sites that minister to 12,000 children per week. In Eastern Europe, Sidewalk Sunday School is accompanied by a mobile bakery unit that bakes fresh food for participants. The mobile bakery will be expanding to Africa in Spring 2005.

## **FUTURE GROWTH AND EXPANSION**

Metro acquired a 700-room, 5 building facility on an entire city block in Brooklyn, NY for \$4.5 million on July 28, 2005. The building is the former “Menorah” hospital site. The Ministry had placed a \$1 million deposit on the property and the balance of the purchase price of \$3.5 million was financed by the International Pentecostal Holiness Church. The building will be remodelled and become the “Metro World Ministries Center,” to include family apartments, offices, in-house television studio, two fully operational kitchens, auditorium and chapel. Staff are presently housed in rental

accommodation; this facility will reduce operating costs. The objective is to become an international missions training center to train and equip people from around the world. In the meantime, 30 single staff members are occupying the building so that it is not taken over by vandals and squatters.

## **CONCLUSION**

Metro must effectively implement strategic planning in order to be effective in its local and worldwide ministries. Develop a three-year strategic plan for Metro Ministries that is consistent with the organization's mission. Also, answer the following questions about conducting the strategic planning process in a not-for-profit community development organization:

1. How can Metro expand its ability to source funds?
2. Can Metro be equally effective in New York City and in locations throughout the globe?
3. What are the challenges and opportunities that Metro will face as they develop the Menorah site?
4. Should Metro have a broader management team?
5. What are realistic ministry goals for Metro in terms of additional or expanded programs?

## INFORMATION

www.fedstats.gov  
www.ministrywatch.com  
www.streetkids.net

### **Mission & Vision Statements**

Our common goal and purpose as a Ministry Team is to bring the children of the inner cities of the world into the Kingdom, to love, train and nurture them in a way of life as they learn to walk with the Lord.

### **Purpose**

Metro's ultimate purpose is provide the children, youth, and adults of the inner city the means to find salvation through Jesus Christ.

### **Objective**

Our objective is to see families and neighbourhoods changed as we reach children through the power of Sunday School and Personal Visitation.

### **Vision**

Our vision is to see leaders, teachers, and pastors raised up out of the streets worldwide. Then they will in turn minister to the next generations.

### **Core Values**

- To aspire to Christian maturity through prayer and study of the Word
- To be committed to our families
- To maintain high standards of integrity
- To promote Sunday School, Sidewalk Sunday School and visitation as a means to fulfill our role in the Great Commission.

SOURCE: [www.metroministries.org](http://www.metroministries.org)

**EXHIBIT  
82 SIDEWALK SUNDAY SCHOOL LOCATIONS  
(AS OF 8/10/05)**

**BROOKLYN (17 LOCATIONS)**

Commondore.Par	Park ave. between North Elliot & navy	BR
Pink Houses	Church lot/corner Crescent & Stanley	BR
Cypress Hills	Euclid b/w 610 & 730 Euclid. Baseball field.	BR
Linden Houses	B/w 190 & 240 Wortman. By flag pole.	BR
Marlboro	Ave W & W 11th	BR
West 25 th	West 27th & Surf Ave.	BR
West 33rd	West 33rd & Neptune Ave.	BR
Bay View	Seaview & 99th st.	BR
Marcy	Myrtle b/t Marcy & Nostrand Ave.	BR
R.Greene	Mother Gaston & Sutter Ave.	BR
Howard-PAL	Watkins, b/t Pitkin & Glenmore	BR
Breukelen	Williams Ave, b/t Glenwood & Stanley Ave	BR
H.Dolgon	Nostrand Ave & Ave V	BR
v.d.Veer	E 32nd st & Farragut Ave.	BR
Coffey	Verona & Dwight st	BR
Jerome	Stanley b/t Schenk & Ashford	BR
PS 106	Corner of Wilson & Palmetto	BR

**MANHATTAN (21 LOCATIONS)**

Rucker (Polo)	155th St & 8th Ave.	Man
J. Weldon	115 th & Lex	Man
174 th St	174th st. & Ward Ave.	Man
A.Lincoln (CC Moore)	Madison Ave. between 131st + 130 <sup>th</sup>	Man
J.H. Shiff	138th & Amsterdam ave.	Man
D.Hamilton (Ps194)	143 St B/t 7/8 Ave.	Man
Dyckman	W 204 st & 10 th Ave.	Man
MLK	112 th & Lenox	Man
128/Lex (AK1775)	Lex & 128th	Man
B.Hobbs	103 rd & 2nd ave..	Man
F.Douglas	104 th & Columbus ave	Man
A.Smith	A. Smith Ball field next to 180 South St.	Man
Little Flower	LaGuardia Housing @ 65 Jefferson St.	Man
Columbus	Corner of Baxter St. & Worth st.	Man
Seward	On E. Broadway b/t Canal & Essex st	Man
Metro North	102 nd st. Between 1st & 2nd ave.	Man
St.Nicholas	127th & Adam Clayton	Man
Fr.Johnson	151 th & 7th Ave.	Man
East River	104 th Street & 1st Ave.	Man
Jacob Riis	Corner of E.10th & Ave . B	Man
Baruch Housing	Corner of Baruch Pl. & Stanton St.	Man

**THE BRONX (31 LOCATIONS)**

Mullaly	164th, 164th & Jerome	BX
St. Paul	Dead end of St. Paul place, b/t 3rd ave & Wash.	BX
Lyons Sq	Corner of Bryant ave & Aldus st.	BX

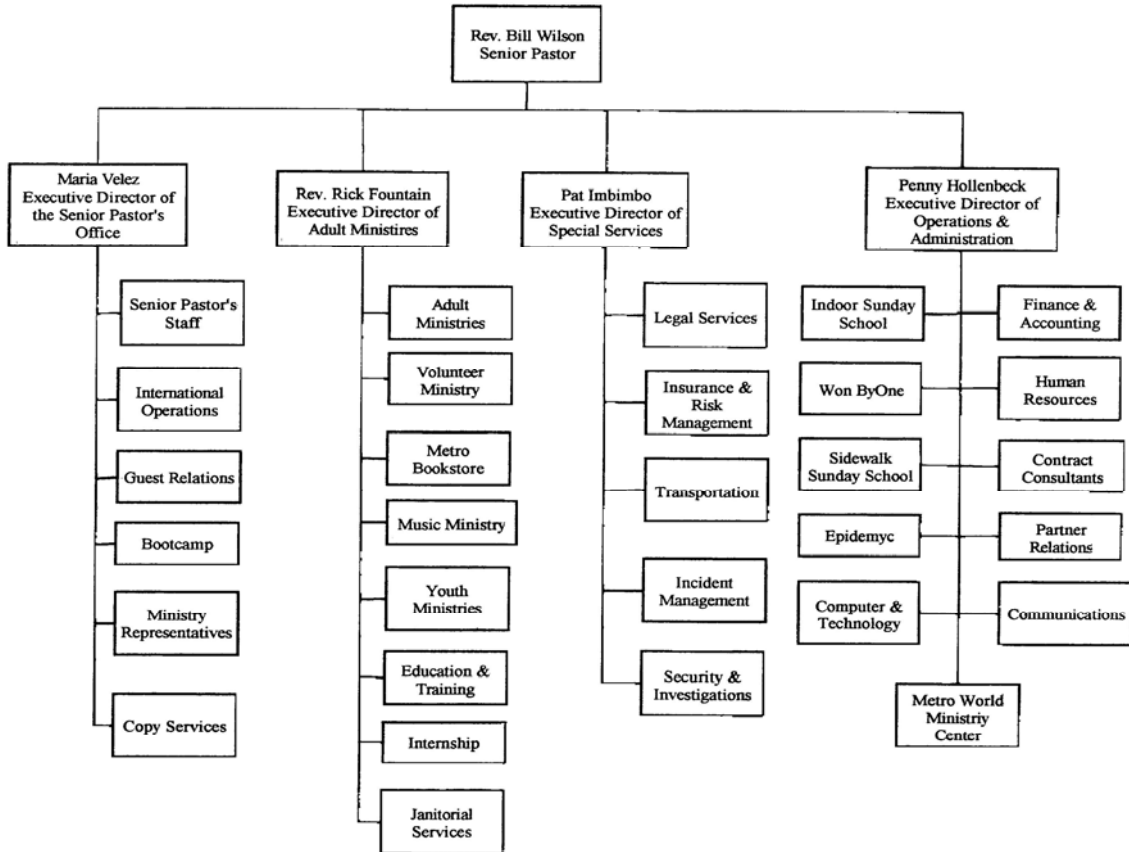
Claremont	Corner of Morris ave & Mt Eden.	BX
Lozada	Alexander Ave. & 137 st	BX
Patterson	Patterson - 145th & College Ave.	BX
Mothaven	Mott Haven - 142nd & Willis Ave.	BX
MillBrook	135th b/w Cypress Ave. & St. Anns	BX
Clay	168 th & Clay ave.	BX
Melrose Playground	681 Courtland	BX
Bronxdale	Watson Ave. B/t Beach & Theriot Ave	BX
Soundview	Seward & Metcalf	BX
Fox	Fox & 156 th	BX
Devoe	B/t Fordham & university	BX
Marble Hill	MarbleHill Ave & 230 <sup>th</sup>	BX
Castle Hill	2140 Seward	BX
Monroe	Story b/t Taylor & Rosedale Ave.	BX
Highbridge	University & 167 th	BX
Tinton	E 166 st/Tinton	BX
River Park	Richmond Plaza	BX
Mc Kinley	E 161 st/Tinton	BX
Vidalia Park	180 th st (btw Vyse & Daly ave)	BX
St Mary's	St Mary's Park, 147 th & Jackson	BX
Gun Hill	Btwn White Plains rd and Hol.Ave. & Magenta St & Gun Hill rd	BX
Murphy	175th + Crotona Ave	BX
Eastchester	Btwn Burke Ave. & Adee Ave. & Yates Ave. & Bouck Ave.	BX
YMCA	20 South 2nd Av, Mt Vernon	BX
Jackson	E158 b/h Ps 129 b/t Courtland/Melrose	BX
EdenWald	229th / Baychester Ave	BX
Boston S	Bivona St/ Boston Rd	BX
John Adams	Tinton Ave & 152 St	BX

**QUEENS (13 LOCATIONS)**

Linden	104th st. & 42 nd Ave.	Q
Hallets Cove	Vernon & Astoria Blvd. "Mets Park"	Q
Q-Bridge S-H	41 st & 12 th, 41 st & Vernon	Q
Q-Bridge N-H	40 th & Vernon - 40th & 12 th	Q
Woodside	50-19 Broadway (behind the com. center)	Q
Marconi Park	08th & 157th	Q
Baisley	164-11& 116-40 Foch Blvd	Q
Hammel	81St & Beach Channel	Q
Rochdale	Baisley Blvd, beside Ps 30	Q
A&O	109-09 Sutphin Ave	Q
Ravenswood	Cheese Park 34st/The Circle @35st	Q
S. Jam. Houses	159th & 109 Ave.	Q
Carlton Houses	138-10, 135th Ave	Q



# ORGANIZATIONAL CHART





**EXHIBIT**  
**Metro Ministries & Affiliated Companies**  
**Balance Sheet**  
*(Year End 6/30/2004)*

	2004	2003	2002
<b><i>Current Assets</i></b>			
Cash and cash equivalents	1,137,200	1,116,797	1,451,867
Investments	90,00	89,809	0
Pledges Receivable	88,000	87,084	0
Escrow	0	0	11,658
Marketable Securities	0	0	85,020
Donations and Pledges Receivable		0	89,683
Inventories	39,000	37,495	76,073
Due From Affiliates	0	0	0
Loan Receivable	0	0	28,008
Loans and exchanges	0	0	84,664
Prepaid Expenses and other current assets	380,000	676,420	1,161,007
<b><i>Total Current Assets</i></b>		<b>2,007,605</b>	<b>2,987,980</b>
<b><i>Property &amp; Equipment, Net</i></b>	<b>2,100,000</b>	<b>2,173,945</b>	<b>1,690,723</b>
<b><i>Other Assets</i></b>			
Deposit on acquisition of building	0	1,081,045	295,000
Security Deposits	0	29,670	14,744
Due from other related party	0	78,008	0
<b><i>Total Other Assets</i></b>	<b>1,200,000</b>	<b>1,188,723</b>	<b>309,744</b>
<b><i>Total Assets</i></b>	<b>5,034,200</b>	<b>5,370,273</b>	<b>4,988,447</b>
<b><i>Liabilities and Net Assets</i></b>			
<b><i>Current Liabilities</i></b>			
Note payable-insurance	311,200	319,916	0
Current maturities of long- term debt		11,422	12,609
Accounts payable	0	60,374	63,071
Accrued Expenses and other current liabilities	570,000	490,673	722,806
<b><i>Total Current Liabilities</i></b>		<b>882,385</b>	<b>844,486</b>
<b><i>Long-Term Liabilities</i></b>			

Long-term debt, less current maturities	100,000	100,381	110,098
Due to related party	25,000	25,380	0
Total Long-Term Liabilities	125,000	125,761	0
<i>Total Liabilities</i>	<i>1,006,200</i>	<i>1,008,146</i>	<i>958,584</i>
<i>Net Assets</i>			
Unrestricted	3,028,000	3,417,771	4,025,075
Temporarily restricted	1,000,000	944,356	4,788
Total net assets	4,028,000	4,362,127	4,029,863
<b><i>Total Liabilities and Net Assets</i></b>	<b><i>5,034,200</i></b>	<b><i>5,370,273</i></b>	<b><i>4,988,447</i></b>

**Exhibit**  
**Metro Ministries & Affiliated Companies**  
**Income Statements**

	<b>2004</b>	<b>2003</b>	<b>2002</b>
<i>Public Support and Revenue</i>			
<i>Public Support:</i>			
Contributions – cash			
a) unrestricted	9,270,000	8,768,234	8,430,339
b) restricted	1,000,000	289,343	0
Christmas Stockings	0	0	163,136
Donated time, services and gifts in kind	0	720,417	20,938
<b>Total Public Support</b>		<b>9,488,651</b>	<b>8,614,413</b>
<i>Revenue:</i>			
Sale of material	78,600	74,883	118,332
Realized/Unrealized loss from investments, net	200	(176)	17,692
Gain on sale of building		279,671	0
Interest and dividends	16,000	15,641	0
Other revenue	59,000	55,736	0
<b>Total revenue</b>		<b>425,705</b>	<b>136,024</b>
<b><i>Total Public Support and Revenue</i></b>	<b><i>10,423,800</i></b>	<b><i>9,914,356</i></b>	<b><i>8,750,437</i></b>
<i>Expenses:</i>			
Program Services	7,687,700	7,289,330	5,214,727
Supporting Services	2,417,000	3,007,111	2,456,130
Fundraising	806,000	0	0
Settlement		60,000	0
<b><i>Total Expenses</i></b>	<b><i>10,910,700</i></b>	<b><i>10,356,441</i></b>	<b><i>7,760,857</i></b>
<b><i>Change in Net Assets</i></b>	<b><i>(486,900)</i></b>	<b><i>(442,085)</i></b>	<b><i>989,580</i></b>
Net Assets Beginning of Year, As Restated	4,514,900	3,859,856	3,040,283
<b><i>Net Assets End of Year</i></b>	<b><i>4,028,000</i></b>	<b><i>3,417,771</i></b>	<b><i>4,029,863</i></b>

SOURCE: Miceli & Koenig CPAs, P.C.

**EXHIBIT**  
**DEMOGRAPHICS OF NEW YORK CITY BOROUGHES**

Metro Ministries operates primary in the four boroughs of Bronx, Brooklyn, Manhattan and Queens in the greater New York area (and not the fifth borough of Staten Island).

	<b>Borough of Bronx</b>	<b>Borough of Brooklyn</b>	<b>Borough of Manhattan</b>	<b>Borough of Queens</b>
Population, 2000	1,332,650	2,465,326	1,537,195	2,229,379
White persons, 2000	398,003	1,015,728	835,610	982,725
White persons, percent, 2000	29.9%	41.2%	54.4%	44.1%
Persons of Hispanic or Latino origin, 2000	644,705	487,878	417,816	556,605
Persons of Hispanic or Latino origin, percent, 2000	48.4%	19.8%	27.2%	25%
Asian Persons, 2000	40,120	185,818	144,538	391,500
Asian Persons, percent, 2000	3.0%	7.5%	9.4%	17.6%
Black or African American persons, 2000	475,007	898,350	267,302	446,189
Black or African American persons, percent, 2000	35.6%	36.4%	17.4%	20%
Language other than English spoken at home, pct age +5, 2000	52.7%	46.7%	41.9%	53.6%
Median Household Income, 1999	\$27,611	\$32,135	\$47,020	\$42,439

SOURCE: [www.fedstats.gov](http://www.fedstats.gov)



**EXHIBIT  
COMPARISON WITH OTHER  
COMMUNITY DEVELOPMENT ORGANIZATIONS IN THE U.S.**

<b>Organization</b>	<b>Description</b>
Metro Ministries International	Their mission is to find and rescue the children left behind in this battleground of drugs, violence, abuse, and filth through a Sunday School program and other ministries
The Evangelical Association for the Promotion of Education (EAPE)	The primary purpose is to promote and establish Christian education and development in underdeveloped areas such as the inner city of Philadelphia, PA, Camden, NJ, Los Angeles, CA and underdeveloped countries
Circle Urban Ministries	To provide quality professional services in a Christian environment by developing and fostering Christian service programs committed to assisting low income individuals and families primarily on the West side of Chicago.
The Salvation Army USA	A religious and charitable organization seeking to meet the spiritual and physical needs of hurting individuals

	<b>Metro Ministries International</b>	<b>The Evangelical Association for the Promotion of Education</b>	<b>Circle Urban Ministries</b>	<b>The Salvation Army USA</b>
Chairman	Bill Wilson	Mr. Allan Beverly	Rev. Abraham L. Washington	Comm. W. Todd Bassett
President /CEO	Bill Wilson	Dr. Anthony Campolo	Mr. Glen Kehrein	Comm. W. Todd Bassett
Board Size	5	10	10	61
Year Founded	1980	1972	1974	1865
Headquarters	Brooklyn, NY	Philadelphia, PA	Chicago, IL	Alexandria, VI
Web Site	<a href="http://www.metroministries.org">www.metroministries.org</a>	<a href="http://www.tonycampolo.org">www.tonycampolo.org</a>	n/a	<a href="http://www.SalvationArmyUSA.org">www.SalvationArmyUSA.org</a>