Xenos Christian Fellowship is a culturally relevant, non-traditional and non-denominational church with mainstream biblical doctrines. We develop community through home groups led by volunteers.

Xenos is known for its equipping ministries to develop Christian workers and leaders. Our multimedia Bible teachings, class materials, and essays are excellent resources to browse and download at no charge. We also offer books and other resources from Xenos leaders, many of which are available at our Study Center.

Xenos is organized by divisions. The five divisions each have their own coordinator and staff department heads. The coordinators meet with the senior pastors to form the management team. They are in turn responsible to the board of elders.

LEADERSHIP

RYAN LOWERY
Senior Pastor

BRET MCCALLUM
Elder

CONRAD HILARIO
Senior Pastor

SCOTT RISLEY
Elder

JOSH BENADUM
Elder

JAMES ROCHFORD
Elder

CHRIS HEARTY
Elder

BRIAN RUNK
Elder
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**Xenos Christian Fellowship 2019 Annual Report**

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[www.xenos.org | 1390 Community Park Drive, 43229]
2019 Review

2019 was a year of growth abroad and the development of our organization at home. We refined our communication and mobilization strategy here in Columbus and expanded our reach through our Global Partnerships. As of December 2019, we have 19 commissioned missionaries serving in four countries.

Also, we have eight people serving as strategic partners, and nine serving as well-wishers (see chart). This year we sent two couples to the field; Mark and Laura were re-deployed to work in Eastern Europe, and a couple joined our team in Southeast Asia.

We conducted field visits to Cambodia, Côte d’Ivoire, Ecuador, Ethiopia, and Haiti. We also explored a new field in the Democratic Republic of Congo. The field visits provide a unique opportunity to encourage our ministry partners, provide training, and to observe the work God is doing first hand.

Through our 10 Global Partnerships, we help support over 200 indigenous workers. Our Global Partners are responsible for the ongoing oversight of almost 1,600 house churches and 17,200 members who attend weekly.

In 2019, we directed approximately 3.1 million dollars to Xenos Christian Fellowship missions initiatives. We are incredibly grateful for this outpouring of generosity.
OUR FIVE YEAR VISION

Our five-year vision is to facilitate the multiplication of a network of 3,000 house churches with 40,000 members globally by 2025 through our Global Partnerships initiative. By God’s grace and power, we plan to accomplish this by adhering to seven core values: indigenous leadership development, partnership, house church planting, sustainable community development, the authority of Scripture, working among the least reached, and a focus on fruit.

GLOBAL PARTNERS

The Global Partnerships program connects the powerful dynamics of church planting movements around the world with resources Xenos can offer. Our Global Partners are indigenously-led ministries dedicated to multiplying house churches. Alongside our partners, we work to show the love of Christ in both word and deed. We currently have ten partners on four continents around the world. These partnerships help support 230 indigenous workers, who, in turn, are responsible for the ongoing oversight of almost 1,600 house churches and 17,200 members who attend weekly. We also have 19 commissioned missionaries on the field working to facilitate church planting and leadership development for six of our ten partnerships. We are incredibly grateful and excited about the work God continues to do through our partnerships.

The Global Partnership Fund (GPF) focuses on church planting initiatives integrated with social services for the poor. Our goal in 2019 was to raise $668,000 for these ministries. Thanks to the incredible generosity of our church, we were able to exceed our goal by over $50,000. Our Global Partners are funded in part from the Xenos general fund, reflecting our ongoing priority for missions as a church.

The GPF supported projects this year in Cambodia, Haiti, Southeast Asia, India, Ethiopia, Ecuador, and Côte d’Ivoire. There was a wide variety of projects ranging from church planter support, health education, school fees, feeding programs, equipping resources, and medical clinics. While supporting different ministries in several countries, they have one thing in common - each seeks to plant indigenously led churches. For more information about our partners, please visit the GPF web page at https://www.xenos.org/missions/globalpartners.
2019 Global Partnerships Statistics

2019 Global Partnership Fund

- Goal
- 2019 Balance

Financial Commitment

- Unreached People Group
- Least Reached

House Churches

- 2016: 723
- 2017: 1,068
- 2018: 1,292
- 2019: 1,592

House Church Attendance

- 2016: 7.5K
- 2017: 12.3K
- 2018: 13.5K
- 2019: 17.2K
PARTNERSHIP HIGHLIGHTS

Fountain of Hope (FOH) - Cambodia
The Fountain of Hope completed its sixth year of operation. FOH operates in five provinces in Cambodia: Pursat, Kandal, Tboung Khmum, Takeo, and Battambang. Their programs include the Life of Hope, Joy of Our Children, Life with Value, and Our Strong Village, which have a wide range of activities: community development, financial empowerment, health education, skill training, and church planting. More information about these programs is available on their website at https://www.fohcambodia.org. As of September of 2019, there are 140 house churches with 1,395 adults attending. The FOH staff continues to build on a well-established cell church network. They will also work with non-profits in the Netherlands and the USA to identify additional prayer and financial partners.

Joke van Opstal serves as the country advisor from her home in the Netherlands. FOH is wholly led and staffed by nationals. Praise God for the way He is using the Fountain of Hope staff and programs to reach many people for Christ!

Friendship Ministries - Cambodia
Friendship Ministries’ mission is to develop a thriving network of house churches made up of disciples that have a deep walk with the Lord and reproduce themselves in every district within Kampong Cham and Kampong Tom provinces. In Kampong Cham and surrounding villages, they accomplish this by offering community development assistance, health outreach, education through the Friendship School, and Bible study through their house churches and their central meeting.

This year they implemented the Community Health Evangelism (CHE) to provide public health information and share the love of Christ in the villages. Currently, Friendship School educates 230 underprivileged children in grades 1-9, and 120 more students participate in the recently started after school English outreach program.

In 2019, 24 people started a new relationship with Christ. There are nine house churches with over 54 people in attendance. The XCF team consists of Chris and Amy and Bill and Amy. Join with us in praying for the area high schools and villages as they expand their community development outreach plan.
Mercy Medical Center - Cambodia
The Mercy Medical Center (MMC), based in Phnom Penh, serves individuals from every province in Cambodia. MMC saw over 17,000 patients this year, and 475 came into a personal relationship with Christ; they also provide Christian counseling sessions to many patients. The Spiritual Impact Team oversees a network of 18 house churches with over 180 members. Also, there are over 100 referring partners who work to plant house churches throughout Cambodia. Tim Benadum serves as the MMC director, and his wife Marjie serves as the partnership director. Scott and Jeanne Arter also serve at MMC as staff members and mentors.

Southeast Asia
The Lord continues to grow a network of committed followers of Christ in Southeast Asia. Today there is a network of 246 house churches planted with over 2,400 people in attendance. In addition to the house churches, our team, along with their national workers, provide feeding programs, after school activities, and various development initiatives. Over the summer, several of the XCF missionaries were in Columbus for their biennial home assignment. We are also grateful for the outpouring of prayer and financial support for a family, who joined the Southeast Asia team in December. The Southeast Asia team also includes Jeff and Linda, Patrick and Melissa, and John and Ruth.

Bethel Church - Ethiopia
The Lord continues to expand the Bethel church in Ethiopia. Our missionaries, Lou and Genet, report there are now 1,000 people attending their network of 57 house churches. In March, we joined the Bethel church in conducting a medical clinic in a town where they want to plant a church. It was very successful, with over 40 people receiving Christ and many others receiving treatment for their physical ailments. We also provided training in the book of Galatians to the house church leaders and church planters during this field visit trip. This year Bethel church has begun to reach new unreached populations in Ethiopia and has provided training to some of their church planters.
Beraka Church - Haiti
In 2019, we took a short-term trip to work alongside our partners at the Beraka church, facilitating mobile medical clinics and providing equipping to church planters and youth in the church. Our Haitian partners have been able to lead hundreds to Christ by administering much needed medical care and have started new remote house churches through these clinics. Haiti has been under tremendous stress that has been ever increasing since the beginning of the year. The political turmoil has shut down much of the country’s infrastructure, schools, and hospitals. Many people are without sufficient food, water, or electricity, and the local church is having difficulty meeting together for their house churches. Consequently, cell church attendance dropped substantially in 2019. Please join us in praying for our brothers and sisters and the sustaining of this movement as they face many difficulties.

India Gospel League (IGL)
We completed the five-year funding goal this year for our partnership with IGL in the region of Gondia. At the outset of our partnership, IGL planned to plant 200 churches, train 70 pastors, as well as alleviate poverty through several community development projects. At the end of 2019, there are over 130 churches planted, 64 pastors trained, and 4 Life Centers completed to serve the local communities. Also, IGL has invested in equipping youth leaders and women; there have been over 200 women trained and over 200 youth trained. We are so grateful for how God has moved to grow the church and develop leaders in Gondia.

Mission Pentecostal International (MPI) – Côte d’Ivoire
The gospel continues to expand through our Global Partners in Côte d’Ivoire. In 2019 the church planting movement has grown substantially and now includes almost 950 house churches with over 8,200 people in attendance in 4 countries in West Africa. We visited twice in 2019 to share training materials and provide much needed equipping to the many church planters in this network. Additionally, our partners plan to reach a new area of the country for Christ. As the gospel movement grows and reaches out into different parts of the country, we are praying for their protection and safety as they come up against hostility from religious groups and the tenuous government situation. We hope to connect Victor and his team with more pastors in the other French-speaking nations of Africa to share training tools and church planting strategies.
Arco Church - Ecuador

We completed the fourth year of our partnership with the Arco Church in Ecuador. Together we were able to fund two church planters in the cities of Santa Rosa and Ponce. In Santa Rosa, there are 11 house churches with over 200 people in attendance. In Ponce, there are three house churches with over 70 people in attendance. The church in Santa Rosa oversees two house churches in Huaquillas, with about 30 people in attendance. Also, each church works closely with Compassion International to serve the students in their communities. We conducted a short-term trip in September to the city of Camilo Ponce Enriquez (Ponce). During the 3 day clinic, we served 1,264 patients.

Eastern Europe

We had the privilege of sending Mark and Laura back into the field this year to start a new work in Eastern Europe, working with local college students. Their goal is to disciple and train these students so that upon their return to Central Asia, they can share the love of Christ and plant churches in these previously unreached areas. In their short time on the field, they already made many contacts with students who are eager to learn about discipleship and church planting. In addition to this work, Mark and Laura still play a significant leadership role with their sending agency.
OTHER NOTABLE ACCOMPLISHMENTS

Humanitarian Aid and Development Fund (HADF)
The HADF supports ministries that are working to meet significant relief and development needs, these ministries work at home in Columbus and abroad. In 2019 we added a new partnership with She is Safe, who works in Southeast Asia to empower women and prevent human trafficking. In 2019, donors could select from nine different ministry options totaling $100,000. We exceeded our goal and were able to raise over $130,000 for these critical ministries. For more information about the specific ministries, please refer to the HADF web page at https://www.xenos.org/missions/aidfund. Finally, due to the generosity of our many donors, we sent $15,000 to relieve the Bahamas after Hurricane Dorian. We also sent $10,000 to Kings Hospital in Haiti to provide much-needed relief in a time of extreme political turmoil.

Mobilization
This year we implemented a quarterly Missions Night, where we shared updates from our Global Partners and spent time in prayer for them. These Missions Nights were a great success with roughly 170 people in attendance at each of our three meetings. This year we featured and prayed for Fountain of Hope, Friendship Ministries, Mercy Medical Center, Southeast Asia, Ethiopia, Haiti, and Ecuador.

At the beginning of 2019, we debuted our Vision for International Missions class. In this class, we presented God’s call to make disciples of all nations and how Xenos is working to accomplish that goal through Global Partnerships. Over 150 people took the class, and there were excellent discussions on mission strategy and philosophy.

We made efforts to improve our mobilization of Xenos members to engage in missions this year. We increased our communication with folks in Xenos through our regular Missions Newsletter, creating new printed material for the Mission Booth, as well as the Xenos News and Facebook. This year we mobilized Advocacy Networks to raise awareness for our Global Partners. The Advocacy Networks proved to be a tremendous help and it was exciting to see many people motivated to advocate for our partners. We also held several events to raise awareness and funding for our partners, including Ecuador, Côte d’Ivoire, Ethiopia, and Fountain of Hope. Additionally, several missionary families gave update presentations to their supporters.
Short-Term Trips
In 2019, we sent short-term teams to Haiti, Cambodia, and Ecuador. Overall, 66 Xenos members had the opportunity to participate in a short-term trip. These trips served over 1,500 people. Praise God, 370 people heard the gospel and came into a personal relationship with Christ.

In February, we took a small medical team to Haiti and held several medical and dental clinics. The team served dozens of needy patients. Additionally, the team held training sessions for house church leaders on discipleship, house church meetings, and marriage and family. This trip was eye-opening to see how quickly the country is destabilizing politically and economically. For this reason, we were unable to send a second short term team in the summer. It is unclear if we will be able to visit for a short term trip in 2020. Please join us in praying for our brothers and sisters in Haiti.

In August, a team of members from the college and adult ministry spent a couple of weeks working with our partners in Cambodia. During their stay, they worked with Fountain of Hope (FOH) and Friendship Ministries. The team assisted in a vacation Bible school (VBS) program where several students came to Christ. They also assisted Friendship Ministries with health clinics in rural areas. The team provided training in inductive Bible study for many of the FOH staff, including 150 cell church leaders and members and 45 teens.

In September, we visited Ecuador and worked with Arco Church in Camilo Ponce Enríquez (Ponce) to conduct a medical clinic. During the 3-day clinic, we served 1,264 people. Throughout the clinic, the leaders in Ponce shared the gospel with each of the patients and reported that 364 people prayed to receive Christ. The leaders of Arco Ponce are diligently following-up and working to incorporate these new believers into house churches. In addition to the medical clinic, we held several training sessions for local church planters and youth group leaders. We offered training to the leaders in the El Oro region about the New Testament picture of the early church, a vision for a house church movement, and the essential qualities of a home church leader.

Bhutanese/ Nepali Ministry
While we had a setback with the adult ministry in 2018, the six student groups remained intact in 2019. Chip and Kim Geiser oversee five student groups, which grew by 9% to just over 30. Danny and Cheryl continue their outreach among a traditionally hard to reach part of the Hindu community, and each has a couple of individuals they are mentoring. Due to the changes in the ministry over the last year, we will restructure the staffing 2020.
Domestic Church Planting
Joe and Erin McCallum continued to faithfully serve in their efforts to plant churches in the smaller communities surrounding Columbus. Overall, they have four groups established (one adult, one college, one high school, and one junior high group) with almost 40 in attendance. They also have another four outreach groups they oversee. This year they saw six people come into a personal relationship with Christ. Finally, Erin is playing an increasingly significant role in leading the adult house churches on the Eastside.

Urban Concern
The mission of Urban Concern and Harambee Christian School is to help our youth overcome the challenges in their lives and to prepare them to thrive in the body of Christ. Our vision is that at least 50 urban background alumni would graduate from high school and be engaged in a Xenos house church by the year 2025.

In 2019, the leadership team at Urban Concern continued to roll out the Entrepreneurial Operation System (EOS) to the rest of the staff. The training helped the team to refine our shared vision and planning processes.

Staff and volunteers made progress in incorporating Harambee students in the Renegade Bible study for elementary students and school cell groups for middle school students. About one-third of Harambee students in Grades 3-5 attended consistently. Middle school participation was slightly higher than elementary, with 46 percent of the middle school students at Harambee attending Bible study consistently. We are also increasingly focused on alumni tracking, outreach, and incorporation in the body of Christ as we seek to fulfill the vision of the Fantastic 50.

2018-2019 was also another strong year academically for Harambee students. The overall performance index on the Ohio Achievement Tests was 95.3, which was comparable with the best suburban districts.

Enrollment reached 155 this year, which is the highest to date. We are also excited to report that 98% of our students returned this year, also another historically high mark. We are grateful for the opportunity to serve the students and families who are part of the Harambee community.
Global Partnerships
By the end of 2020, we desire to see a 20% increase in house churches and attendance, bringing us to a total of 1,800 house churches with 19,200 members globally. In order to accomplish this, we will work with our Global Partners to identify and develop equipping resources, conduct at least 8 field visits, continue to enhance financial reporting, ministry oversight, pastoral care, and reporting for all our partners and missionaries, and raise the necessary financial support to meet our commitment to each Global Partner. We also plan to implement the Community Health Evangelism initiative with one additional partner.

Operational Support
Besides overseeing, equipping, empowering, and serving partners and workers all over the world, the Missions Division also concerns itself with behind the scenes, functional aspects for the ministry in order to free our partners and missionaries to accomplish their ministry. To this end, we will continue to take measures next year to improve our policies and procedures, such as completing the Missions Handbook for employees, missionaries, and church leaders. We will also ensure that each partner completes and submits a Quarterly Progress Report and an Annual Strategic Plan. We will provide monthly income statements for Xenos missionaries. To better inform our donors and church members, we plan to increase our reporting capacity. We will implement a new centralized application process for short-term trips to ensure the procedure runs more efficiently than in past years. Finally, we will determine a partnership renewal agreement with Ecuador and India Gospel League and also complete the vetting process for the Tumaini Christian Fellowship in the Democratic Republic of Congo.

Mobilization
We desire to mobilize the local church to be involved in missions at Xenos. To this end, we plan to conduct two short-term trips in 2020, a trip to Cambodia in August, and Ecuador in September. We will design, develop, and implement graphics illustrating essential metrics for each of our partners. We will conduct the Vision for World Missions class again in the fall.

We look forward to hosting the quarterly Missions Nights on Wednesday evenings. Additionally, we hope to focus on mobilizing more house churches to be involved in missions.
Our Mission
The Equipping Division provides educational resources to help Christians learn about God and serve Him effectively.

Xenos Summer Institute
The theme for 2019 was Christ Over All, highlighting Christ’s leadership over all areas of life. To this end, we had Dwight Smith and Nancy Pearcey. Dwight Smith is the president of Saturation Church Planting, an international missions organization. On top of offering plenaries to our general audience, he also taught our summer wrap-around course for our Trinity extension. Nancy Pearcey hails from Houston Baptist University. She presented on content from her books *Total Truth* and *Love Thy Body*. Dr. John Perkins was also scheduled to come but was unable to make it due to illness. Dr. Perkins was a civil rights activist and served as a major inspiration for Xenos’ ministry among the poor and for the establishment of Urban Concern. The bad news is that he was not able to speak; the good news is that he’s now feeling better and speaking again—an impressive feat for a near nonagenarian!

WHAT WE DO
We offer dozens of classes to prepare our members for leadership and other forms of Christian service. Our members can access a wide variety of resources through both (a) our Study Center, a full-service lending library, and (b) four separate sites that sell recommended Christian literature. To equip the wider Christian community, we offer both an annual conference, the Xenos Summer Institute, as well as advanced training through our Master’s Degree program.
Classes

From 2014-2017 our class registrations declined. This was almost entirely due to a shift in priorities for our leadership training. 2018 and 2019 both witnessed modest increases in class registrations, no doubt due to the introduction of some fresh courses. These included:

- Discipleship for Adults - The concept of discipleship is central to the DNA of Xenos. One of our Senior Sphere Leaders, Ben Foust, offered a vision for discipleship in Adult ministries.
- Interpreting and Teaching… Series - At Xenos, we have hundreds of lay Bible teachers, which requires teaching them how to faithfully interpret and to teach the Bible! Jim Leffel, one of our more popular course instructors, offered a pair of practical courses on teaching from the Bible: one on the book of Philippians and one on Old Testament narratives.
- The Kings of Israel - The stories concerning the kings of Israel occupy almost as much biblical real estate as the entire New Testament. In spite of the large mark it makes in Scripture, these texts are often ignored or read warily by contemporary readers. Pat Reeder taught two of the three courses.
- Leading Passive Men - Doug O’Malley piloted this timely course concerning male passivity. There is a long history of men abdicating God-given responsibilities, but certain technological factors in the present day have exacerbated these issues.
- Men in Friendship - Lee Campbell reintroduced and refined an earlier course on friendship for men, previously named Under the Hood.
- Rediscovering Biblical Counseling - Amy Moreno, the clinical director of WellSpring Counseling and Xenos Servant Team member, developed this eight-week course on integrative counseling. This course was also accredited by the State of Ohio to count towards continuing education credit for licensed clinical counselors.
- Spiritual R&R: God's Restoration and Renewal - In 2018, Liz Sweet developed a course directed at leaders who want to help restore their members to spiritual vitality. This past year, Liz pivoted this content to directly minister to those who have struggled in their spiritual walks.
- The Thrilling Study of New Testament Grammar - Ryan Weingartner taught students to appreciate the way that the New Testament authors used language to communicate the Good News. In spite of (because of?) its ironic title, this course was a hit!
- A Vision for International Missions - The Missions Division introduced a brand new course to educate the wider membership of our church about (a) Xenos’ current philosophical vision for missions and (b) what projects and programs Xenos is undertaking in missions.
Classes (continued)
One of our Senior Sphere Leaders, John Ross, also piloted courses ideal for new Christians. To keep the content fresh and lively, each class session went no longer than one hour.

- Getting Grounded - This was a five-week course with each week covering one of the five means of growth: prayer, Bible study, fellowship, service, and suffering.
- Always Being Ready - This was a four-week primer on apologetics, with basic talking points to 4 issues: God, Jesus, the Bible, and the church.

Trinity Master’s Degree Program
In recent years, we have seen a historically large number of Xenos staff members graduate. This is bittersweet news. On the positive side, this means our many members of our top staff have advanced theological training. On the negative side, the registration in our classes has dropped due to people completing their course work.

Our site coordinator, Keira Williamson, has been creative in developing novel promotional materials, working with designers and videographers. In 2019, a multi-year effort to develop a video promoting our extension site drew to a satisfying close. The results were well-worth the wait. This concise minute-long snapshot provides a crisp and compelling portrait of what the program provides in general and what our site offers in particular. The completed video can be viewed at: [https://www.xenos.org/teds](https://www.xenos.org/teds)

Book Store
We provide literature for our members to purchase at four different venues (4th Street Café, Warehouse, Main Campus Atrium, and Study Center). Our own Xenos authors’ writings are for sale at these locations, but also several hundred other titles from some of our favorite authors. The primary purpose is to provide convenient access to books at a competitive price for our members. We also use Staff Recommendations, where top leaders point members towards their favorite literature. This provides an equipping opportunity that both narrows the focus of choices (by pointing to specific books among the hundreds we sell) and also widens the overall options (given that our leaders are often the most aware of new and best writing).
Study Center
This has been a big year for the Study Center. The largest news for Study Center in 2019 was the opening of our new facility adjacent to our Warehouse location! Given the centrality of this new facility, the Study Center saw a considerable spike in foot traffic, especially in the evenings. Aside from this favorable geographical shift, the new Study Center contains five spacious study rooms available for reservation. Furthermore, Study Center management worked together with Dan Branaghan, Xenos’ café manager, to make high quality coffee available for sale.

2019 also witnessed the first full year of our new assistant director, Kevin Zahler. On top of some of his leadership experience from his work in home churches, Kevin also brings some promotional experiences from his previous employment. This year, Kevin introduced some mechanisms to regularly promote the Study Center to the whole church. He also has many more ideas that we hope to develop in the future.
2020 GOALS

Classes
A transition is underway in our leadership training. 2020 will be the last year we offer the Christian Ministry series, which has been the staple of Adult ministry’s leadership training for over a decade. Adult ministry’s leadership has been impressed with the outcomes of the Leadership Training Class (LTC) sequence. As a result, they will be teaching LTC to integrated classes containing members of Adult and Student ministries. Such a transition is all the more natural, given the increased overlap and cooperation between Adult and Student ministry. Starting in 2021, LTC will be the only leadership training sequence available. Some of the courses developed last year will be refined and taught again.

We hope to continue introducing new courses as well. Here are a few we hope to see developed this year:

- **Friendship** - This course is an expanded version of Lee Campbell’s course Men in Friendship, widening the application points to include women.
- **Keys to Lifelong Faithfulness** - It’s tempting to allow our spiritual life to sag when our faith is no longer fresh. Liz Sweet will develop a course on how to enjoy a vital walk with God for decades.
- **Kings of Israel III** - This course is the final installment of the three-part series mentioned earlier. This course will cover the particularly elusive books of I & II Chronicles.

Here are a few more courses for new members that we plan to teach in our short-but-sweet format of one hour per session:

- **How to Read the Bible** - This course will be a perfect companion to our Introduction to the Bible, offering basic hermeneutical principles for people opening their Bibles for the first time.
- **Introductory Theology** - This course will give people a theological framework for interacting with what they see in the Bible and the world around them.
**Xenos Summer Institute**

2020 marks the twenty-fifth anniversary for the Xenos Summer Institute. The theme for 2020 is Last and Least: The Heart of Biblical Leadership. We have a dynamite line up this year with Dr. Crawford Loritts, Dr. Eric Mason, and Jay Pathak. Dr. Loritts is the senior pastor of Fellowship Bible Church, located in the Atlanta area. Dr. Loritts has written 9 books including *Leadership as an Identity*, from which he’ll be drawing to teach our Trinity wrap-around course. Dr. Mason is the founding pastor of Epiphany Fellowship in Philadelphia. He is the author of several books including a local favorite, *Manhood Restored*. Finally, Jay Pathak is the Lead Pastor of Mile High Vineyard in Denver. Jay co-wrote the book, *The Art of Neighboring* with Dave Runyon. Even though he lives in Colorado, Pathak is a Buckeye! A graduate of The Ohio State University, he worked with Rich Nathan at Vineyard Columbus until 2001 when he left to plant his current church. We’re delighted to mark our silver anniversary of this great program.

**Trinity Master’s Degree Program**

In 2020, our site coordinator, Keira Williamson, will continue to promote our extension to area churches and Christian organizations. We have a good catalogue of courses coming up as well:

- **Gospel of God** - This course is one of the two Systematic Theology courses required for the degree of Masters of Theological Studies.
- **Gospel of John** - This course examines the fourth gospel with an eye to application in everyday life and in personal ministry.
- **Leadership as an Identity** - This will be our wrap-around course in conjunction with XSI. The content will be inspired by and will draw upon Dr. Loritts’ book by the same title.

We also hope to see a course offered on counseling in the near future.

**Study Center**

With the new facility open, Study Center management will be spending time ensuring that people are aware of what is available to them in both resources and facilities. Doug and Kevin will continue to refine their promotional tools as well as introduce new ones.

We also expect continued growth from OverDrive, a digital lending library to which the Study Center subscribes. Every year is a record year for OverDrive. Due to its popularity, we will continue to allocate funds to make this great resource available to our users.
Overview

The Student Ministries Division serves God by ministering to infants through college age. God has entrusted our church with thousands of kids and students who enjoy large fellowship gatherings (Central Teachings) and smaller home group fellowship (home churches & cell groups). Overall attendance in Student Ministries declined by 6.5% (3,445 to 3,227) during the planning year (October 2018-September 2019). The decline was spread throughout Student ministry.

This, along with the slight attendance decrease last year, could be more of the norm for the coming years due to fewer elementary and junior high kids in our church. Our leadership is thinking regularly about creative ways to engage our culture with the Christian message. We are grateful to God for this ministry and the thousands of students He has entrusted to us and we are encouraged that God has used our team to reach hundreds for Jesus Christ in 2019.

In previous years, the annual report showed calendar year figures. From now on, this report will show planning year figures (October 2018-September 2019).
College-High School Ministry
Department Director: Conrad Hilario
Sphere Leaders: Conrad Hilario, Scott Risley, James Rochford, Bret McCallum, John Ross, Josh Benadum and Chris Hearty

2019 Review
Conrad Hilario has done a great job transitioning into his new role as College-High Director. As you will recall, Dennis McCallum transitioned out of his leadership role here as he began partial retirement. Dennis continues teaching college CT and a Leadership Training Class (LTC).

The slow-down in our college-high ministry has continued in 2019. Combined home church attendance declined by 132 people or 3.4% (from 2,574 to 2,443). Looking at the ministries separately, college ministry declined by 3.0% (from 1,897 to 1,839) while high school ministry declined by 10.8% (677 to 604). We expected this decline as our junior high classes have been smaller and our outgoing senior classes have been large. The college and high school CTs declined similarly: College 4.7% (1,421 to 1,354) and high school 12.3% (563 to 494).

Remarkably, 372 college and high school students came to faith in Christ this year! This ministry continues to reach the lost but we fight hard to retain these new Christians and ground them in their new faith.
2019 Review (continued)

Due to age demographics in our church, the declining numbers in junior high ministry is having a ripple effect in Xenos’ high school and college ministry now. With the declining jr. high population, we have been thinking of creative ways to reach more non-Xenos jr. high students.

One such idea was initiating new sibling and friend groups in late 2017. We continue to see success with these initiatives. This year, one new sibling & friend group began while the other existing sibling and friend groups successfully transitioned 20 of their outgoing eighth graders into the high school ministry! This is a great victory. We pray God will continue opening in-roads to more sibling and friend groups.

Community service! Almost 140 high school and college ministry students came together to participate in 15 community service events in 2019. The students had fun cleaning up several neighborhood parks and neighborhoods, helping with home repairs, snow shoveling, raking leaves, and preparing food for the homeless. In addition, many participated in the church-wide campus clean-up event. We seek to make an even greater effort in the community in 2020.

Other Accomplishments in 2019

- Groundwork has been laid to open Akili Christian High School in summer 2020. We are excited about this new initiative and feel our Principal, Ari Adkins, is the perfect fit for this new position. Pray for this exciting ministry.
- John Ross, Joey Francisco, and Mateo Williamson led successful classes for new believers to help them in their new faith.
- In coordination with the counseling department, a new marriage mentoring program got under way to help with the abundance of new marriages among our young adults.
- Four college home churches planted; however, the total number of college and high school home churches declined (98 to 96) as other groups folded. The college ministry also coordinated with the adult ministry to plant an adult home church from several members graduating out of the college ministry.
- This year, 74% of students who go to our college home churches attend CT each week. Both meetings (home churches & CTs) are important as illustrated in the book of Acts, where believers met in homes and in larger gatherings at the temple (Acts 2:46). High School CT participation declined by 2% (84% to 82%) despite the larger overall decline (12.3%) in attendance.
Other Accomplishments in 2019 (continued)

- 683 different students benefited from the college Leadership Training Class (LTC), which represents a 49% increase from 2017 (459 to 683). The large increase was due to opening up the first half of LTC 6 to non-leaders, something we have not done in years past.
- 8 college leaders transitioned to the adult ministry this year, another 16 were raised up into college ministry leadership.
- The college ministry now has official student organization status at The Ohio State University! At the Spring and Fall student involvement fairs, about 150 new contacts were made with college freshman. We will continue this initiative in 2020 with more involvement from our top-level leaders to make our participation even more fruitful.
- The college ministry sponsored two successful Cleveland Browns “tailgate parties.” Strong teachings on the gospel were given and over 110 first time guests attended, many of whom have come back to home church.
- The high school ministry tackled tough questions by sponsoring a well-attended apologetics series called, “No Easy Answers.” Several non-Christians attended these teachings and many came to Christ.
- Long time leaders in the college ministry were sent off from the college ministry to begin preparations for the Southeast Asia mission field.
- Josh Benadum organized an important ministry-wide Mental Health Wellness session for leaders in our church and several local area churches. Greg Schad, LISW-S, IMFT-S discussed the growing number of students plagued with anxiety and depression. He gave helpful tips to leaders for assisting students. Furthermore, the college CTs featured a series on mental health illustrating some of the more pertinent issues and how the Bible has answers.
- The college sphere leaders organized and led a three week class for leaders entitled, Marginal Gains. Most of our leaders participated in this important class and felt the content was quite helpful in their ministries.

2020 Goals

- Akili Christian High School! Pray for Ari and team as they finish preparation for a July start date.
- Trauma training. We are seeing a growing number of students dealing with serious trauma in their lives with few resources to handle it. Although we refer many students out to professional counseling, we want to equip leaders to help students whenever possible and appropriate. In light of this, we will partner with a local counseling organization to see what the possibilities are.
- Prayer. Our sphere leaders feel a strong burden for our folks to grow in this vital area. College spheres will focus on this in 2020 while starting new sphere-wide prayer meetings.
Jr. High Ministry
Director: Quest Shannan
Assistant Director: Brad DuFault

2019 Review
The junior high ministry is a place for students to learn about God and His message of grace, while having a blast with their friends. We aim to make this a great environment for them to bring their un-churched friends.

Attendance declined by 5% this planning year (from 302 to 288). As mentioned in previous reports, the decline has nothing to do with the health of the ministry but rather everything to do with church age demographics. We simply have fewer students transitioning out of 5th grade Oasis. In fact, the jr. high ministry has been one of the best growing ministries in Xenos when accounting for the smaller incoming 6th grade classes, which typically grow 50-75% during their three years in jr. high. Our jr. high students are very excited to bring their friends and introduce them to Christ, as evidenced by the 325 first time guests who attended meetings this year. Although this number is smaller than 2019, we know that many of these first time guests return and have become a part of the group. 61% of cell and home church attendance is comprised of non-Xenos students! We are also pleased to report that 52 students came to Christ in 2019, up from 46 last year. Most of these students are coming from an unchurched home. We feel the ministry is healthy.

One of our main goals was to improve the quality of the larger gatherings (Blow Out and JAM). Unfortunately, the efforts didn’t effect more attendance. These meetings actually declined in attendance and participation (from 36% to 29% or from 98 students to 81). This negative trend needs to be reversed. We think these larger gatherings are an important meeting for jr. high students. New plans are being made for 2020. See on page 26.
2019 Review (continued)

A larger percentage of students were mentored this year (from 37% to 61%), which is a good measure of quality. 120 leaders mentored 174 students in 2019. Mentoring is simply when a leader meets with one or two students to study the Bible, pray, have fun, and discuss ways to bring quality into the cell group or home church. We know that mentoring students will pay strong dividends in the future.

We studied home church and cell group dynamics. The leadership also developed quality metrics for each type of meeting. The home church model is co-ed and multiage; whereas, cell groups are same sex and usually the same grade. We now have 7 strong home churches and just over 20 cell groups. After studying the metrics and results, our leadership doesn’t feel that one model is better than the other. Rather, the most important factor is determining which wineskin will be best for leaders, students, and specific opportunities.

2019 was a year of transition as Quest replaced Brian Runk as the new Jr. High Director. Brian has since become a Sphere Leader with the adult ministry. Quest has moved into this role quite nicely and we are pleased with his work.

Other Important 2019 Accomplishments

- Our director found a bigger and better camp that will allow Blow Out camp to be held on the same week as Epic! This should be more convenient for parents and help with summer vacation scheduling.
- The new outreach groups (bush groups) received good coaching and support.
- Over 90% of graduating fifth graders transitioned successfully into our jr. high groups.
- Additional online resources and training were made available for our newer leaders.
2020 Goals

- Blow Out Meeting Change! Beginning in early spring, the Friday night Blow Out will move from Friday to Tuesday nights and will meet at Calumet Christian School from 7pm to 8:30pm. After surveying the parents and jr. high leaders, we learned this new day and time will be more convenient for families and leaders. We also learned that 50-75% more jr. high leaders will attend this meeting. Students will be more apt to attend if their leaders are there and give them rides. We foresee larger bunches of students attending from each group, enabling students to experience more of their friend group at this meeting. We would like to try this new day and venue. If it doesn't work, we can try something else.

- Offer a class to leaders on how to mentor jr. high students.

- Set up a community service program and promote to groups for their involvement. This should be a great opportunity for students to focus on helping those less fortunate.
Renegade
Director: Bob Fisher

2019 Review
Volunteers serving in Renegade seek to draw elementary urban students towards Christ through Bible teachings, fellowship, and fun activities. Renegade is solely focused on elementary (pre K-5) students. Bob Fisher became the new Renegade director effective January 1, 2019 as Mike Sullivan transitioned to his new Sphere Leader role in the adult ministries. With help from Joe Botti and Katie Melvin, Bob has made an excellent transition, working well with all the three sites (Renegade Central, Renegade 29, and South Side Renegade).

Although Renegade attendance declined by 9.3% in 2019 (from 63 to 58) all three locations are stable and well led. Renegade has creative outreach ideas they will pursue in 2020. We praise God that 11 students came into a living relationship with Jesus Christ in the planning year. Pray for their incorporation into fellowship with other kids and for solid friendships to form.

Renegade continues striving to improve overall quality. To that end, 18 Renegade leaders attended a weekend training retreat last January, joining 69 other urban ministry leaders across Xenos. We are excited to report that eight caring adult leaders are mentoring eight spiritually minded fourth and fifth graders! We believe mentoring brings about character change for the students and leaders, while injecting quality into the fellowship gatherings.
Other Accomplishments in 2019

- 85% of fifth graders transitioned into our jr. high ministry. The goal was 80%.
- 62 kids enjoyed a week-long day camp in July, which included relevant Bible teachings, arts, music, sports, and lots of friendship building. At the camp, six students received Christ as their savior! Of the 12 first time guests, 11 returned to a subsequent Renegade meeting, which indicates how many caring adults followed up with the students and their families.

2020 GOALS

- Increase outreach opportunities by holding three outreach days at neighborhood parks
- Distribute Renegade flyers to four neighborhoods
- Approach families from Harambee school who might want their child to attend Renegade
- Mentor 10 fourth and fifth grade students (from 8 to 10)
- Transition 80% of graduating fifth graders into our jr. high program
Oasis Children’s Ministry
Director: Jeff Risley

2019 Review
Oasis CT attendance declined this year, which was a bit surprising. We thought more children were coming into our church and that demographics were changing. The ministry declined by 12% (505 to 438) in 2019 after declining only slightly in 2018. However, 2019 was, however, a banner year for growth in young married couples (30% growth from 2018 to 2019). We believe this will eventually lead to more children in our program. However, the older ministries in the Student Division will need to wait quite a bit longer before they see this impact.

In a continued effort to increase after CT quality for parents, Oasis teamed up with adult ministry to expand on the successful 2018 playground initiatives. Two indoor play spaces were researched and built. They provide volunteer-supervised play areas for children ages 0-11 at our Warehouse and Fourth St. locations. The play areas give adults and guests uninterrupted conversational time after CT knowing their children are in good hands, having a fun time. These spaces have been well loved and used since opening in May of 2019.

Oasis attempted to fix critical staffing issues in our Home Group Oasis Program as well as the Discipleship Café. Several ideas were put into practice. In both programs, Oasis raised the base pay to attract quality workers. Additionally, a referral bonus for current HOP workers was set in place. A regular communication schedule was set for contact with home group leaders and parents. Finally, a HOP scholarship program was initiated for jr. high and high school students. All of these efforts helped stabilize both programs, but fell short of meeting the goal of three new HOP teams.
2019 Review (continued)

Several security enhancements were made this past year. Oasis staff worked with facilities to plan next steps for safety. An emergency phone was installed between Building X and the Main Campus Oasis booth to facilitate better communication. Additionally, plans for increasing the visibility of room numbers are under way. This will greatly assist first responders in the case of any emergencies.

Oasis summer camps were successful. Vacation Bible School was well attended, with more than every spot filled! 355 children enjoyed their experience at this annual summer camp for preschool through third grade students, with an additional 40 kids attending our nursery classrooms. Finally TNT held its ninth annual daytime missions camp for 77 fourth and fifth graders. At this five day camp, students discovered what life is like in Haiti.

2020 Goals

- Make additional security enhancements. Research and consider installing reflective film for windows at Mains Campus. Establish a clear and sensible written training program for our volunteers.
- Monitor upcoming child populations. Oasis will continue to monitor young family demographics in order to adequately prepare for higher children populations.
- Pursue online registration for VBS and TNT camp, including payment options. This can and should be available through the Rock database.
- Absorb Parent Meeting childcare. Other than HOP pay, standardize pay across childcare positions.
- Increase the quality and quantity of HOP workforce. Enact regular coaching for team leads. Make and promote employment and scholarship opportunities via highlight video to be shown at student and adult CTs.
- Assist adult ministry home group childcare assessment. This report will analyze important metrics and other roster impacts of childcare and HOP.
- Research Oasis attendance losses. Determine patterns.
Xenos Christian Schools
Principal: Jim Fulford

2019 Review (July 2018 to June 2019)
Our schools exist to provide an alternative to Columbus City Schools by offering a strong academic environment within the context of a spiritually nurturing community at an affordable tuition.

Good news! The schools added a second Kindergarten class to accommodate the large number of students and families who requested enrollment. Although future enrollment in Kindergarten may not be sufficient for two classes, the current Kindergarten classes can still progress through the grades as normal.

A new STEM class (computer science & coding and engineering & design) was added in 7th and 8th grades. Curriculum enhancements have kept aggregate standardized test scores high, improving from the previous year. MAP™ (Measures in Academic Progress) scores: math = 73rd percentile (up 3% from 2018-19); reading = 81st percentile (up 1% from 2018-19); language usage = 78th percentile (up 3% from 2018-19); and science = 80th percentile (up 1% from 2018-19). [See chart on next page]. When comparing Calumet school aggregate scores to other school aggregate scores, Calumet ranked in the top 90+ percentile.

Regarding spiritual development, 95% of the middle school students attend our jr. high cell groups and home churches. These gatherings help students build strong relationships, receive good Bible teaching, and enjoy lots of fun while giving them a great place to bring their unchurched friends.

We are pleased to report that once again, tuition levels are competitive with other similar sized private schools in our area. Total enrollment stands at 283 (Preschool: 81, Elementary: 147, Middle School: 55)
2019 Review (continued)

The school made several enhancements to the facility. The aging roof, well past the warranty period, was replaced as it has been pooling and just started to leak in a few spots. The school has been saving for this expense for years. Security cameras were upgraded and a new copier replaced old one which was also beyond the warranty period.

The state sponsored Ed Choice programs (voucher program) have enabled many Xenos families to attend our schools as a compelling alternative to Columbus City Schools. For 2018-19, voucher students comprised 67% of total enrollment.

Finally, Josh Keegan transitioned successfully into his new role as finance director, replacing Andy Steinman who retired. Many thanks to Andy for leaving the school in excellent financial shape.
2020 Goals (July 2019 to June 2020)

- Review the core values and strategies of the school and determine if any changes are needed. It is important for ministries to go through this process every several years to avoid missional drift.
- Undertake a new Principal candidate search and hire for the 2020-21 school year. Jim Fulford, our trusted Principal will retire in June, 2020 but will help transition the new Principal into this role into the summer and fall of 2020.
- Add a new STEM class for 6th grade advanced math students along with a new edition of Math in Focus curriculum.
- Research and acquire a new student information system that will replace our current system, eliminate paper registration, and provide other on-line services, such as assignment deadlines. It will be easier for families and save school admin time.
- Work with adult ministries by facilitating opportunities for parents who would like more equipping in regards to sharing their faith.
Coffee Bars: 4th Street, Warehouse and the Study Center
Manager: Daniel Branaghan

2019 Review
The study center coffee bars are used by God to facilitate an appealing atmosphere of studying and socializing for the community inside and outside Xenos. This means providing space for personal study, mentoring, and church-wide meetings, while providing quality coffee products at affordable prices. This is the perfect place where students can learn and grow in their relationship with God and others!

The café staff has the honor of representing God and our church to outsiders. This year, we gave hundreds of free drinks and copies of Discovering God to first-time guests at Central Teachings! We continue to offer premium coffee roasted locally by Andy Luck, a wide range of syrups and teas provided by Stauf’s, and Sammy’s New York bagels delivered fresh daily. Members and visitors enjoy a full-service espresso bar and our house-made Cold Brew is a customer favorite. We also installed equipment and provided training for the new RDP Study Center to serve Luck Bros’ coffee.

Our team of 18 highly-trained baristas worked hard this year to maintain high standards of service. New hires underwent policy and procedure training and were assessed on their understanding. Baristas attended quarterly staff meetings to revisit the mission and collaborate on solutions to relevant issues. We toured Andy Luck’s coffee lab and received hands-on professional espresso training. Every member of our team sacrificed to ensure quality service for customers while staffing important ministry-wide meetings and events. Finally, new manager training materials were created to help guide future management transitions.
2020 Goals
For 2020, high-quality products will continue being offered with great service!
- A new point of sale system and employee time-keeping application will be implemented in order to save our church thousands of dollars in fees.
- We also plan to make small changes to the menu, introducing a smaller sized drink option and adding an incentive for bringing your own mug, with an eye to increase efficiency and reduce waste.
Overview

The Pastoral Support division spans several departments including Adult Ministry, Pastoral Counseling, Ministry Teams, Communications, Evangelism, Central Teaching (CT) Hospitality, and Servant Team.

Adult ministry has thousands of members who enjoy large fellowship gatherings (Central Teachings, or CTs) and smaller home group fellowship (home churches & cell groups) weekly. The other departments within Pastoral Support exist to strengthen crucial initiatives which lead others into a deeper relationship with God.

2019 was a significant year for Pastoral Support Division Coordinator, Keegan Hale. He married his wife, Mikie. Both lead in college and high school ministries.
2019 Overview

Xenos has over 2,000 adults attending home churches weekly. Many of our members in adult ministry have been serving faithfully for several decades. We saw three new home churches arise in 2019 but five disbanded with members joining existing groups. However, in 2019 we saw overall adult ministry attendance grow! We view this as very significant as it is the first time in the last four years that it has grown, and we are grateful to God for Him bringing more people to Bible teachings to hear His Word taught. 225 people came to know Christ in adult ministry in 2019. We are overjoyed for God moving so powerfully in our midst.

2019 was a year of significant change. We re-organized many of our adult spheres to accommodate changes in leadership personnel. Mike Sullivan became a sphere leader in adult ministry and took on oversight of many of the home churches in Gary DeLashmutt’s former sphere. Also, Brian Runk stepped up to co-lead a new sphere with Ryan Lowery. Both Mike and Brian did exceptional in their first year of adult sphere leadership. Ryan Lowery continues to lead the adult ministry department. Our quarterly CT teacher rotation has continued to serve our adult home church members well. Our groups report really enjoying getting to hear from all 5 of our excellent teachers. Our regulars CT teachers in 2019 were: Gary DeLashmutt, Ben Foust, Jim Leffel, Ryan Lowery, and Mike Sullivan.

Food options at CTs took another leap forward in 2019. Stefanie Wicks joined the CT Hospitality team to provide her expertise with after meeting food options. A year after Main Campus enjoyed playground improvements, 4th St. and Warehouse CT locations were provided creative solutions to enable extended post-CT play time for children so that adults could enjoy longer fellowship and conversation.

The student/adult liaisons continued to meet to navigate difficult cases and foster unity between ministries. There were 21 cases in 2019 compared to 14 in 2018. We hope that this can continue to build trust and communication between student and adult ministry.
2019 Overview (continued)

While we did extensive research and development on a future seniors ministry in 2019, it did not launch. This was expected after the module at the 2019 Vision & Stewardship Meeting did not pass. While, we were disappointed to delay the start to 2020, we did secure a leader for the seniors’ ministry as it begins in 2020. Ben Foust has been selected to spearhead the ministry. We are very eager to get work started in 2020.

We also did a large amount of research and development for our Next Steps program. This will launch early in 2020. It will provide a venue for new believers in adult ministry to get involved in serving, learning, and deeper community early on in their walk with God. We look forward to seeing how this aids adult ministry!

Each sphere put forward representatives to help organize community service projects. We ran two small cleanup projects in 2019. We also did a large cleanup project on July 28, 2019 which turned out over 1,000 members to clean the OSU campus area. We partnered with the City of Columbus to make this possible. We hope to do larger projects like this in the future to serve our community more and more.

2019 Review Adult Spheres

RUNKLOW

- In 2019, Brian Runk joined Ryan Lowery to lead the “RunkLow” sphere. This sphere encompasses 22 different adult home churches, which is the largest sphere in adult ministry. Also, John Cleary joined the sphere coaching team and did a great job overseeing home churches. Over the year, RunkLow took in 37 members from college ministry who transitioned to adult ministry. Most groups saw improvements on things like first timers attending home church meetings and following up with those first timers. RunkLow also planted out one new home church in 2019 which is a huge success.
2019 Review Adult Spheres (continued)

MIZCON
- MizCon is a composite sphere led by Kate Mizelle and Conrad Hilario. MizCon has 15 different adult home churches which have over 300 adults attending weekly. 2019 was the first full year for Kate and Conrad leading this sphere after taking over halfway through 2018. There was great growth as they helped 10 different college ministry members transition to adult groups in their sphere. Also, they saw the largest growth of any adult sphere (8.4%). Doug Patch continued to serve as a sphere coach to bring continuity to his transition from formerly leading the sphere. Also, Chris Risley joined the sphere coaching team partway through 2019 and will continue to work in MizCon in 2020.

MIKE WOODS
- Woods sphere contains 15 different adult home churches. In 2019, groups within Woods sphere saw over 200 first time guests to teachings. This is the second highest total of first timers for any adult sphere, even though it is the fourth largest adult sphere in overall attendance. 18 people in Woods sphere made a decision to start a relationship with God. Exciting work is being done in these groups! 9 members from college ministry transitioned to join adult ministry in Woods sphere. Partway through the year, Chris Risley also joined the Woods sphere coaching team to help provide adult home church leaders additional input and direction. This was a great help to the sphere and great experience for Chris in adult ministry. That will continue in 2020.

BEN FOUST
- Foust sphere is holding strong at 16 home churches. The groups have an incredibly wide range of average ages ranging from 34 to 74 years old. Many peers were won to home churches in Foust sphere in 2019. The sphere had one of the highest rates of adults joining each group in all of adult ministry. The sphere coaching team changed partway through the year. Liz Sweet left her role coaching in Foust sphere to help take on a different vacant role. Bob Zimmerman stepped in as a part-time employee to help coach in the sphere. He has done a great job and will continue to coach in 2020.
2019 Review Adult Spheres (continued)

EAST
- Erin McCallum continued to lead East side ministry network which is comprised of 4 different adult groups. It is part of the Trident composite sphere. This group of people led 10 people to Christ this year and are serving in the church and the community. On top of home church ministry, various members of the East Side lead Bible studies in retirement communities. We are hoping to see some more exciting initiatives, but at the core the mission remains the same; the East Side is committed to taking the Good News out into the community.

WEST
- Scott Arnold continued to lead the seven home churches in the West side sphere. God did some amazing work through this sphere in 2019. They saw the 2nd largest growth of adult ministry (7.9%). 9 people started a relationship with God as a result of the evangelism in this sphere. 3 people successfully transitioned from college ministry to adult ministry in the West side sphere. Additionally, many in this sphere continue to faithfully serve in ministries like YFC and Gracehaven.

MIKE SULLIVAN
- The Sullivan sphere started afresh in 2019 with brand new sphere leadership. This sphere had 15 total groups at the end of 2019 as a result of adult-wide sphere reorganization. There were two new home churches that planted within the sphere and two that folded. Great strides were made in follow up in Sullivan sphere. It resulted in growth for the sphere. 12 members from college ministry transitioned successfully into adult ministry within the Sullivan sphere in 2019.
- This sphere continued to support ministries it has started over the last 10 years: Renegade (low-income elementary students), Hope (addiction ministry), Redemption (pornography), Faith (mental illness), and our medical clinic. They also provided numerous middle school cell group leaders and hosted many high school home churches. Additionally, members continued to provide training for leaders in the Collective, a church in Northern Ireland that has Xenos-style home churches.
2019 Overview

1,997 paid counseling sessions were conducted in the planning cycle of September 2018 through August 2019. This number was down from 2018, and we hope to see it increase to meet the need for counseling members in our fellowship. In 2019, the Pastoral Counseling Department had 12 part-time counselors. They were: Cindy Botti, Lee Campbell, John Cleary, Bev DeLashmutt, Ben Foust, Tracy Glover, Nick Hetrick, Bryan Jones, Chris Risley, Connie Rue, Barbara Silverman, and Liz Sweet. Barbara Silverman was hired at the beginning of 2019 and has done an excellent job in her new role. Despite numerous meetings with candidates, we did not meet the goal of hiring an additional female counselor in 2019.

At the end of 2019, we completed a standardized counseling training track to provide a foundation of equipping to our future counselors. Lee Campbell and Nick Hetrick spent time compiling this together. We are very eager to implement this for future counselors.

Our Pastoral Counseling department offered three enhancement workshops for home church leaders. The topics were:
- Ministering to the Addicted by Kaitlin Casassa, LISW, and Daniel Rogers, LPC
- Helping the Body of Christ Heal by Chris Risley
- Black and White Thinking: What Should We Do About It? by Nick Hetrick

Audio recording and handouts can be found on the Workshops page in the Counseling section of the Xenos website at: https://www.xenos.org/counseling/workshops

Tracy Glover began her role of overseeing marriage mentoring within the church. This was a needed role and much was accomplished in 2019. She trained 30 different couples to utilize Prepare & Enrich’s marriage assessment tool to assist our members in their efforts. We continue to anticipate a surge of marriages in our ministry due to the large student population, and we want to be prepared to meet the need for mentoring.
2020 Goals

- Utilize counseling candidate scoring matrix
- Hire 2 new counselors
- Continue training for possible department head for counseling
- Continue to enhance marriage mentoring (train mentors in each sphere, pilot group workshop, follow up with current mentors)
**Servant Team (church deacons)**
We ended 2019 with 893 Servant Team members. (Up from 872 in 2017). Our annual retreat was held at Sawmill Creek, in northern Ohio.

**Ministry Team**
A list of ministry teams currently accredited by Xenos:
- **Gracehaven**: seeks through Christian love to provide shelter and rehabilitation to girls under the age of 18 who have been victims of commercial sexual exploitation. Also works to raise awareness among young women about the issues of domestic minor sex trafficking (DMST) in order to educate and equip them so that they can avoid being victims themselves.
- **Access**: creates and improves accessibility to the Gospel for people with disabilities by providing specific support to adults, students, and children with disabilities and their families in several distinctive ways.
- **Free Clinics**: provides free basic healthcare, dental, and legal services to the working poor and homeless as an expression of the love of Jesus Christ.
- **Freedom (CATCH Court)**: Provides support services by supporting CATCH Court and adult survivors of human trafficking.
- **GIFT**: Through individual counseling, classes, and seminars, GIFT’s goal is to deepen the Christian’s understanding of Biblical and financial principles on a practical basis.
- **Navigating Your Grief (formerly GriefShare)**: offers seminars and support groups for people grieving the loss of a loved one. It features biblical perspectives on grief and recovery topics.
- **Hope**: Christ-centered recovery group whose goal is to reach persons who struggle with alcohol and/or drug addiction.
- **IFI**: serves OSU’s international students through social events, meeting practical needs, and Bible studies.
Ministry Team (continued)

- **Urban Concern**: helping inner city youth overcome challenges and thrive in the body of Christ. Recognized in 1991 as one of George H. Bush’s “Thousand Points of Light”.
- **Helping Hands**: provides general home maintenance and repairs for Xenos members or their families within the greater Columbus area who are single parents, have physical impairments, have unusual circumstances, or are senior citizens.
- **Divorce Care**: helps people reflect on reasons for the divorce, and to consider a biblical perspective for building a new life in the Christian community. Sharing about the difficulties of divorce with others who are going through the same thing can bring resolution and hope for the future.
- **Never Alone**: helps people struggling with drugs and alcohol discover and experience the hope God offers.
- **GRACE**: workshop that helps women resolve the damage of sexual abuse. The process involves honesty, a change of mind, yielding to God, and restoring trust in God.
- **HEART**: mothers and fathers who chose abortion need help to resolve the shame and guilt. It is the privilege of the community of believers to serve them in love and to help reconcile them to God and others.
- **Promise**: Bible-oriented support group for people who have or have had relationships with a loved one who is an addict, alcoholic, or substance-dependent. Our mission is to provide tools and encouragement to be God-dependent rather than co-dependent.
- **VICTORY**: ministry to help women who have been raped begin to understand how their rape has affected their relationship with God and others, to encourage healing, to move them toward freedom to love others, and to serve the Lord more effectively.
- **Faith**: Bible-oriented support group for people with mental illness to offer hope, encouragement, growth, community, and progress.
- **Renegade Ministry**: provides students living in low-income neighborhoods, age pre-K – 5th grade a place to learn about and to follow God.
- **Serving Single Parents**: Providing help with childcare, house/lawn care, car maintenance, or anything else to ease the strain of single parent households in central Ohio.

Additionally, we partner with many local organizations for community service. For a list of these organizations, visit: https://www.xenos.org/ministry/community
2019 Overview

Access Ministry:
(serving people with disabilities and integrating them into fellowship)
- Saturday Night Bible Study continued to average 21 people this year.
- Student Liaison Dani Shaffer only consulted with 1 group (either via email, phone call, or home group visit). We hope to see this number increase to totals comparable to previous years.
- Access Oasis had 36 volunteers at year end. This is a large increase from 2018’s 20 volunteers. These volunteers provide individual care for 19 students each week via the HUB (special low-stimulation room) or in-class volunteers.
- ASL Interpreting was provided for 4 ongoing meetings as well as many events including XSI and a 5-week class. There are currently 9 ASL interpreters (increase of 1 from 2018). There are 8 deaf or hearing-impaired members regularly attending interpreted meetings.

Benevolence Fund:
- Individuals or couples received $4,605 in total for counseling or assistance paying bills.

Finishing Well:
(mobilizing people 55 years and older for ministry)
- We hosted four “PaceSetters” (subset of Finishing Well) meetings in 2019.
  - Caring for Aging parents while Balancing Other Commitments by Cliff & Cathy Treyens
  - Understanding Hospice by Jill Waterman
  - Caring for Friends or Family with a Terminal Illness by Dave DiPietro
  - Waxing Spiritually as You Wane Physically by Gary Delashmutt

Navigating Your Grief:
- 42 people attended the “Offering Support to the Grieving” class done for the Equipping Division. The grief ministry also provided information and counsel to 42 people regarding grief matters and lead discussions in multiple home groups or cell groups.

Military Ministry:
- We have named our military ministry “Call Sign”. It is a multi-pronged approach with a weekly outreach Bible study group, a ministry serving deployed families, and a ministry to help with veterans’ employment. There were 15-18 workers involved in Call Sign in 2019. We hope to establish leadership in 2020. Also, we hope to see this grow to be an avenue for more outreach as it has not yet borne significant fruit in that arena.
2019 Overview (continued)

Free Clinics:
- The Xenos Free Clinics saw a slow start at the beginning of 2019. With a decreased attendance, there were questions as to whether the clinic should continue to operate with the same regularity. However, it rebounded, and even exceeded, the patient visit total from 2018.

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Community Festival
- We hosted our first Xenos Community Festival on September 28, 2019. It was a massive success. The turnout was estimated at over 2,500. The Festival was made possible over 350 volunteers and organized by 3 key staff members: Sherri Fojas, Phil Franck, and Amanda Hoyt. Numerous organizations and vendors from the central Ohio area participated to make the event a huge hit. There were kid’s games, carnival food, smoked meats, craft beer, and more. While it was not budgeted for at the start of 2019, we managed to run the entire festival for a cost of less than $5,000. With more planning and experience under our belt, we look forward to hosting our community again in 2020 for another great festival.

Life Coaching
- Life coaching continued to grow in 2019 with over 60 coaches by the end of the planning year. Paul Alexander joined Liz Sweet to assist with recruitment, training, oversight, and content development in life coaching as this critical ministry continues to rapidly grow. We had a few life coaches attend South CT tutoring sessions to give small demos for the students who attend. We did not host a career fair for our coachees, as we had hoped. We are unsure if we will do this or encourage our students toward existing fairs already offered. We see this ministry continue to grow in need as God brings more young believers with an urban background into our midst.

2020 Goals
- New location for 2020 ST Retreat
- Host 2020 Community Festival
- Establish leadership for Call Sign ministry
2019 Overview
Phil Franck and Sherri Fojas met with 9 home group leadership teams and worker teams for Evangelism Consultations that address practical tools for evangelism as well as heart issues that affect evangelism. One specific tool that has shown recent success are Conversation & Cuisines. We saw a large increase in 2018 and again eclipsed the number in 2019. 48 guests attended our 11 Conversation and Cuisines this year. We did not meet our goal of developing 3 new Conversation & Cuisine topics. For additional information regarding Conversations and Cuisines, check out https://www.xenos.org/outreach/conversation-cuisine or contact Sherri Fojas (fojasS@xenos.org).

Additionally, 2019 will be the final year that the Evangelism Department organized the Xenos Softball League. We view it as a fun league, but not mission critical to Xenos as a church.

Parenting Meeting (Formerly Care Group)
This is a monthly meeting for parents to learn how the Gospel makes a positive difference in parenting. This year we moved back to Main Campus the first Wednesday morning of the month during the school year. An average of 48 people attended Parenting Meetings in 2019.

Teachings are online at http://www.xenos.org/parenting.

Pub Nights
The Drowsy Lads played twice to full house and raised $2,000 toward Cambodia and Haiti.

2020 Goals
- Develop 3 new Conversation & Cuisine topics
- Run 10 evangelism promos per year
- Move Parenting Meetings to Equipping Division
2019 Overview
After Main Campus saw upgrades of play areas in 2018, it was decided by the FST (Fiscal Support Team) that 4th St and Warehouse locations would be given play areas as well. Due to the multiple uses of the space at both locations, it was difficult to find solutions. However, Jeff Risley (Director of Oasis) helped research and implement many different permanent and mobile solutions for play areas at both locations. They were launched in 2019 and have been very successful. Hospitality continued to improve food options offered at adult CTs. They also assisted with all of the food options at the 2019 Xenos Community Festival. Stefanie Wicks stepped in to take on the Main Campus kitchen oversight and has done a phenomenal job. The Operations Division purchased an additional, smaller smoker to meet the demand across different ministries, and to provide a more mobile option for smoking food.

Below is a list of hospitality events that took place at different adult CT’s in 2019:
- International Potluck
- Chili Cook-off
- Superbowl Party
- Valentine Bake-Off
- Wild Game Smoke
- St Patrick’s Day Celebration
- Easter Service
- Grand Opening(s) at 4th and Warehouse play areas
- Cinco De Mayo
- Touch a Truck
- Columbus Zoo
- Farmer’s Market(s)
- Numerous Smoker Events
- Chicken & Waffles

2020 Goals
- Transfer CT Snackbar & Grill from Operations to Hospitality
- Transfer 4th Street Snackbar oversight from Sullivan Sphere to Hospitality
- Continued events/improvements at each CT
2019 Overview
- Our website continued to generate a large amount of traffic even though it declined 10%. We had over 1.3 million page views. 30% of our unique visitors to our website are from outside of the United States.
- Our Xenos teaching app saw over 46,000 plays in 2019 which was up 4% compared to previous years.
- We continued to expand our social media presence in 2019 as well:
  - Our Facebook followers grew by 74%
    - Average post reach
      - 2018: 442
      - 2019: 1,612
  - Our Instagram followers
    - 2018: 0
    - 2019: 1,835
- We completed five different large video projects on numerous topics.
- Reed Costello was hired to fill a vacancy for graphic design.
- We did not hire a new web developer with the money that was allocated in 2019. However, we were able to get numerous urgent projects completed with that money through contract work.
- We spent extensive time researching rebranding for the church. This will be completed early in 2020.

2020 Goals
- Shoot and produce four new videos
- Implement rebrand across web, social media, print media
- Support new V&S Meeting/annual report approach
2019 Review

Issues of transition consistently marked 2019. At year-start, our founders and senior co-pastors, Dennis McCallum and Gary DeLashmutt stepped down from their leadership roles after almost 50 years of ministry to God’s church. The prior 2+ years of planning laid the groundwork for very smooth process of putting new senior leadership into place. At the same time, we spent a good deal of time during the year revisiting past policies and programs in light of changed leadership. Digging into the details and addressing “we’ve always done it this way” thinking was a very productive procedure that reaped good changes in the way we do many things.

We will continue to spend time on addressing the way we do things today that are carry-overs from the past. It is important to be willing to challenge the way we operate and question our processes. We want to be better stewards of the many resources God has given us, and better staff time utilization and use of materials are key areas to continually improve.

WHAT WE DO

Our goals in the Operations & Administration Division revolve around two primary decision-driving directives – we are called to provide excellent support for today’s ministry, and to plan and act for the healthy future of the church.
**2019 Review (continued)**

Our new Co-Senior Pastors, Conrad Hilario and Ryan Lowery took on their new roles on January 1, 2019. Their work addressing the overall needs of administering the church and overseeing our Management Team is budgeted in our Division (hence the “Administration” element of our name).

We feel that the well-planned transition to their leadership allowed them to take on the details of running the church with very few glitches. We cannot truly point to any major setbacks in our transition. We knew that a change of this scale could be filled with potential pitfalls, so we look at 2019 as a gift from the God we serve - He answered a myriad of prayers.

Our division’s departments had very full plates for the year, between transition related processes and a pair of large building renovation projects involving several Operations departments working across church divisions. At the same time, daily support of all that is happening in our dynamic ministries within our communities did not lessen. The incredible behind-the-scenes staff we have in Operations make it possible to serve the needs of thousands of people impacted by our work in central Ohio and around the world. Much more work was completed in 2019; the following are some highlights from each department.

**Administration**

The detail work of church-wide Administration falls within our division. We cover Senior Pastor oversight of the church, Board-of-Elder meetings and retreats and projects called for by the Elders, within this area. There is also staff time specifically allocated toward administrative support of the Elders.

We were able to move an ideal long-term staff member into the key role of Executive Assistant to our Senior Pastors. Kim Geiser moved into a critical much-needed position where she is providing solid professional support for our senior leadership. We are blessed to have a resource in Kim who has great capacity for work matched with proven character that is so critical to providing support in an often-chaotic environment.

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God is clearly at work and He uses our work to affect eternity. Our ability to take part in His great works is a blessing and a calling unlike any other.
Administration (continued)

As in every year, we deal with the unplanned issues and situations that arise in a broad lay-based ministry involving thousands of people. We have incredibly diverse ministry to support as we engage across many geographic and demographic lines. We have a very young church overall, and with such diversity and youth, opportunities abound for issues to arise despite our best intentions and hard labor. We addressed numerous legal-related issues during the year, as specific ministry challenges presented themselves. Property ownership always comes with the need to address legal and governmental issues, and we had a few tax challenges to grapple with this year. Overall, we ended the year having experienced, perhaps, a higher degree of challenges than usual in ministry that required our attention, but we are also experienced in what we need to do and have great resources to navigate such issues. Our division helps navigate such situations to the best end outcome.

We have a solid Human Resources function supported by the focused work of Dawn Burkholder, who has been in this role for years. Dawn has developed, adapted, and grown our HR processes to great effect. We always seek to provide processes and tools that meet what the law requires and are helpful to managers in their work with staff, while not being cumbersome and “overkill” when it comes to managing staffing related decisions.

Facilities Support Services

We own and operate multiple venues around central Ohio that exist to serve the needs of our many ministries. Our facilities would not be needed without all of the work engaged in by the other divisions of the church. This may seem straightforward, but it is an important ethos we reflect on, ensuring the focus is on the right things – ministry drives use of our spaces. People should have well-appointed spaces in which to do ministry and such facilities have to be recognized as resources focused toward the goals God has set before us.

The details related to supporting work in our venues falls to the Master Scheduling, Sound & Light, and Facilities departments. In addition, we are continuing to develop our Safety Services Department, with increasing focus on the many aspects of safety within our spaces.
Facilities Support Services (continued)

Our Master Scheduling area is the first contact people have for getting an available space for use outside the normal schedule of classes, Central Teachings, and other church uses we support. We provide space for accredited Ministry Teams of the church as a priority. We hold weddings for Xenos Home Church members almost every week (~50 each of the last 3 years). We also provide good conference settings as a resource to church ministry partners, other charitable organizations, governmental groups, and other community-based organizations. In 2019, we had a big change as we replaced a 20+ year veteran in this area with Kate Sullivan as department manager. Kate has hit the ground running, brought in new technology tools, and changed policies while undertaking the scheduling of three main venues with multiple usable spaces. Kate specifically oversees our provision of our wedding services, a large undertaking on its own, with key assistance from Jillian Nielsen.

The team that provides support for Sound & Light in five different community settings has exceptional professionals at work. With 12 Central Teachings each week, Wednesday and Saturday classes across multiple venues and many other weekly uses of meetings spaces, they have a tough but incredibly critical job they accomplish. We could not get this job done without dozens of volunteers who step up to fill technical roles every single week, allowing us to leverage our technical staff to great effect. Gale Flowers heads a staff team with Charlie Lancaster, Scott Malone, and J.P. Otero-Meacham. This group of servants has to meet many uses, addressing user needs while managing inevitable fixes and failures that come with technology. Our goal is 100% coverage of all primary church needs (i.e., 0% failures for all key meetings), and our sound & light team works hard and intelligently to think ahead and respond quickly whenever needed.

Our Facilities Department is able to make sense of hundreds of uses on an ongoing basis providing ministry spaces that are maintained, cleaned, and provisioned properly for each use. Our group of dedicated facilities management professionals rise to the challenges presented in our diverse communities. Dave Bucklew has over 40 years of experience in all the areas required in meeting facilities and grounds needs, and with 22 years at the church, Dave is now focusing on passing his breath of knowledge to a next generation of professional staff who will carry the work forward.

Over time, we have added property to the mix of resources we are able to use to meet the needs of our church and communities. We now manage over 260,000 square feet of facilities on over 80 acres of land. Key staff like Conner Martin are the future of this department and we continue to develop staff to meet the long-term needs in this key area.
Facilities Support Services (continued)

There are always a myriad of smaller facility and grounds related projects that enhance ministry each year, we will mention a few here. Facilities was integral to the implementation of play areas for children at our 4th St. and Warehouse venues, early in the year. We enhanced the Main Campus patio with seating and direction-setting installations. A patio with an installed fire-pit has provided new ministry space at Oakland Park (we’re planning another outdoor fireplace for 4th Street in 2020). We spent extensive time working through design and use issues related to one of our partners, Youth for Christ, to use part our building space at Oakland Park for their YFC Wheels trade program. This partnership will provide a great resource for training young adults with mechanic skills, which creates opportunities for people in the church and beyond.

Along with daily work related to maintaining multiple campuses, and enhancements work to support ministries on our properties this year, we completed two renovations of space in existing facilities.

The first of two 2019 building projects allowed us to set up a new Study Center on our Oakland Park campus. This location is much better situated between our Main Campus location and our Ohio State University District locations than our prior location. We took old office space at the site we own, and some attached warehouse space to create a new location for study. We worked closely with the Equipping Division on design and implementation of the space, and then on the move into new quarters for this key ministry of the church. The opening of this new center in May allowed us to proceed on a larger project at our main staff office location.

We realized a few years back that we needed new office space, but we did not want to break up our staff into multiple locations, which we felt would be difficult in maintaining unity. To meet multiple goals in bringing our leadership staff together in one productive space, we focused on the existing main office building and came up with a creative design to take over the large upstairs auditorium for offices. Once we moved the Study Center from its lower level location, it freed that space to become a new meeting space while the first level location was being renovated. We opened the new offices at the beginning of October and the results have exceeded expectations! The space is nicely appointed and highly functional, but much more importantly, we have a space, for the first time, where our pastoral leadership can share a common location on daily work basis. That was the primary goal from the start, but to see the fruits of our labor meet the hoped for results has been faith building.
Facilities Support Services (continued)

What we gained with our Office Auditorium Move and Senior Leaders Office Renovation Project:

- Provided for a large but intimately appointed meeting space with improved A/V features and enhanced kitchen facilities for classes, ministry team uses, and other church uses.
- Addressed growing office space needs as no new office space has been added in any venue since 1996 for our staff, even as the church grew.
- Provided office space for seven senior sphere leaders who had no other office available. This is especially critical to teaching preparation and study, but also for fostering privacy in communication.
- Maintained our stewardship ethic with 2-3 staff in each office space, with attractive finishes but done with eye to minimize cost while making our investment count.
- Created collaborative spaces for leadership to work across ministry areas, giving leaders better opportunities to gain and maintain unity and more actively pursue common goals for the church.
- Designed with a reception function allowing leadership to control interruptions and maintain a productive working space.
- Completed the project and the Study Center move with use of savings held in reserve, no debt was taken on and no call for a capital campaign was required.

It is important to note our growing focus on safety and security for our meetings and venues. We are blessed to have many volunteer resources who have stepped forward to be part of our church Safety Team. We have Del Allen (retired, Columbus Police Dept.) helping us define and refine policies and procedures related to best practices in venue safety management, along with some staff oversight time from Gale Flowers. We do look forward to growing our capacities in this area, but we are also pleased to see new strides taken to improve safety at our facilities with limited effort. We have held multiple training sessions related to responding to site safety considerations. We have raised the profile of safety team volunteers with simple things like shirts and vests that identify them better. We will continue to augment our team and policies, improving our capabilities over time.
Division Support

In addition to the Facilities Support areas above, we have other departments that exist to support the work of the church’s other divisions as they minister to the church and our communities. Often referred to as “back office” functions, the staff in these areas work tirelessly to provide staff and member services that are so critical to effective organizations, but which remain behind-the-scenes. Our staff in these areas are true servants and continuously seek to improve work flows and delivery of services. The managers-of-chaos in Information Services/Technology, Accounting & Finance, Office Services, and Human Resource Management are key to helping other areas shine in their work.

We seek to use technology as a tool for ministry without it becoming the focal point that it often can become – the latest-and-greatest tech can become a distracting force. We do not desire to be on the cutting edge of technology use, but instead we seek to create a highly productive environment, making use of solid, proven technology and getting all we can out of our investments in such tool-sets. We provide support for hundreds of devices across our church staff, our venues, at our inner city Urban Concern ministry, and with our schools.

Our Information Services/Technology team is a gifted group of techies, but we clearly recognize them as servants who want to meet needs and get our staff productive. Greg Lawless directs the work of Dan Walker and Tim Nunn as they provide a deep-and-wide network support and server oversight. Byron Tobe is the go-to-resource for user needs across all locations.

Because of an incredible team we have been given in IT, we were able to move a large portion of Greg Lawless’ time into our Data Services department in 2018. In 2019 we experienced the results of that move as we converted basic functions and data into The Rock RMS system. Church staff received extensive training (that will continue). Not only will the tool grow in what it provides in running the church, it provides what is needed to support collaboration across disciplines.

We are very excited about being on The Rock RMS, a broadly used, open, user supported system that will take us into the future. We are already seeing good impacts on leadership analysis of our ministries and we are clear that this move has poised us to do more, quicker and better studies in the future. That was a huge win in 2019 even as there was some pain in converting to the new platform and initial system start-up (as there always is with major system conversions). We will move off the antiquated MS Access system entirely in the coming year, which will be a milestone for the church.
Division Support (continued)
We said goodbye this year to a key team member who retired, Andy Ault. Andy’s 25 years on staff saw an amazing blur of change in technology and in the church. Andy directed our technology efforts for over 20 years and worked the last few on maintaining our legacy systems and being a critical part of the design team for the new system we implemented. His skills helped shape our systems, but his servant heart was what always shined through to all he worked with. We are quite sure that his retirement from church staff has not impacted his taking new ground in service to Christ and we miss his prayerful and optimistic presence, but we are thankful he is freed for greater service.

As stewards of financial resources entrusted to the church from hundreds of families, we take our Accounting & Finance functions appropriately seriously. From the start of our church, we have had a focus on full accountability and full transparency. We talk openly about finances (check out the annual State of the Church and Vision & Stewardship meetings) and we back that up with an “open book” policy, allowing those interested in: seeing how the church’s finances are used, seeing detailed budgets, and viewing transactions. It is important with ministry that spans the world and is funded so generously, that we provide openness in accounting.

Our asset guardians have been headed by Alan Burkholder, CPA, for over 25 years. Catherine Gilbert is our remarkable senior accountant who makes sense of all-things-related-to-budgets with and for our managers and pulls the details together that we need to make decisions and track our progress. This year we have Tom Edgar on board, addressing all of the transactions needed to keep our church paying bills, while ensuring staff receive their wages and answering a host of questions about what is where and when. We celebrate this remarkable team.

Our Office Services department is the back-bone of an effective office environment. Cathy Kaiser leads a team with Joyce Weeks that provides a great experience in our offices. Whether you’re a visitor, church member, or staff member, you know that they will always seek to serve. The team was critical to outfitting our new office space for productive use. We also have so many volunteers who provide support to meet ministry needs that rely on our office as the place they serve. We deeply appreciate the servants at our main office for what they do, but also very much for how they do so.
2020 Goals

As we look toward the coming year, we can be sure of a few things. We will continue to seek ways in which to take new ground and support new directions in the work of the Operations & Administration Division. We will continue to be blessed with incredible servants across our staff and volunteer corps. God will make His plans known as we seek Him out. What is at stake in our work is huge and eternal. We will take our charge to serve seriously.

We provide service day-in and day-out with recurring events. Then much of what we accomplish in the division is reactive, responding as needs arise. The key things we will be working on in the midst of providing excellent service include:

- Continue development work in our church data system, especially focused on management reporting, data integrity and sub-systems that cut down on staff time.
- Provide upgrades to our facilities to support ministry in our spaces. Work with leadership on enhancements at our Main Campus facilities, related to programs encouraging engagement and volunteerism.
- Enhance our overall facility safety with program-based and facility improvements, including administrative help for safety team coordination and venue changes centered around children’s program space.
- Maintain and grow our established support provision in the division, determining new ways to do our work to better support ministry and to reduce time in communications in general and in paper-based processes in particular.
- Study work-management approaches and systems and provide input on best practices and approaches under a staff-wide tool-set.
We exceeded Our General Fund budget for 2019. For the first time in 4 years, it wasn’t clear in late December if we would make our goal. We had an aggressive 7.5% increase in budget for 2019 over 2018 budget, the highest increase since 2010. By year-end, we had covered that target increase and added to the church’s cash reserves.

As we seek to give more to Missions around the world, we know we first need to take care of needs in the church at home. We can now move ahead into 2020 knowing we are on solid footing to meet the core requirements of our domestic ministry.

Management of the church seeks the most frugal ways to accomplish our annual goals, and in 2019 we were able to under-spend authorized budget by over $200,000. This is not a goal, but reflects doing the right things as the year unfolds, including not spending when we see the opportunity to accomplish our goals in different ways. We are able to maintain a healthy cash reserve for the church, giving us flexibility and the knowledge that we can weather some financial variations if ever called to do so.

We charge our managers with making the most of the financial resources we are stewards over, but also to make calls on whether spending is actually needed if alternatives to completing work are available. This amount then goes “in the bank”, where we are able to maintain a cash reserve that can be allocated to meet needs that come up or to follow direction God places on us.

The people who support our church are to be celebrated as they set new heights, year-after-year, in generosity. We have covered the financial needs of the church while we have taken global giving to new levels. We enter the coming year with great hope, founded on faithful experience.
2020 Finances Overview

We will continue to look for ways to make the best use of the resources God puts in our hands, while taking new ground for His Gospel. We will seek an increase in budget for 2020 over 2019. It will not be on the scale of the aggressive increase we received for last year, but the budget will support the direction of excellence in ministry we pursue.

As part of our planning for 2020, we had all of our managers determine ways to cut our base budgets from 2019 going into next year. This is an annual exercise, but this year we put more focus on it. The results were good, as we cut our overall base budget while including some key program increases in certain key areas. We now plan to bring forward some strategic programs and plans to the church for funding.

We keep in mind that everything we discuss financially has its roots in the eternal. We do not use the money God puts under our stewardship for anything less than the clear progression of His plans. This way of thinking permeates our planning and then our spending as the year unfolds. We look forward to the impact that God will make through our efforts to bring His light into the world.
thank you