

# Xenos Christian Fellowship

## 1994 Annual Report

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### Overview

By God's grace, Xenos recovered this year from significant setbacks sustained during 1993. After experiencing a large-scale division, including the departure of well over a thousand people, we might have expected huge cutbacks in budget, programs and ministry. Instead, we have seen actual advances in giving and very little loss of programs or ministry.

1994 was the first year Xenos experienced the benefits of a voluntary pledge program and the Fiscal Support Team. The results have been impressive. Though overall attendance was down by almost one third from 1993, our giving was stronger than ever! In fact, giving in 1994 was almost \$30,000 above budget. Also, while our giving increased, our spending was actually down from the previous year, so we ended the year with a sizable surplus which will help us to build our new facility. God has granted additional large-scale growth in Community Development, growth in course offerings and attendance, reduced deficits at Calumet Christian School, significant growth in student outreach and final pay-off of our building site--all while reaping a steady harvest in the main adult outreach meetings.

Today, we can feel confident that we stand unified as a church under God's blessing, and that we are well situated for an aggressive ministry campaign during 1995. At the 1994 Fiscal Support Team retreat last month, the team elected to increase our ministries and giving budget by 9% during 1995.

Once again, we will present our assessment of each ministry division for the past year, along with summaries of important goals for 1995. Each division will also report its budgetary needs and staffing levels. In addition to the expansion described in the following sections, the Fiscal Support Team voted to raise staff pay levels by an average of 4% and to raise elders and management team pay levels by an average of 3%.

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### OPERATIONS DIVISION

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The mission of Xenos Christian Fellowship's Operations Division is to facilitate the ministries conducted by the other Xenos Christian Fellowship divisions. This mission is accomplished by providing the other divisions with timely, accurate financial and statistical data, a mechanism ensuring effective inter-divisional communication, objective periodic evaluation of program effectiveness, human resources support, clean and comfortable facilities, and professional administrative support.

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### SUMMARY OF 1994

The Operations Division managed 1994 expenditures to ensure a positive cash flow for the year. We also developed a Ministry Assessment Process, completed our new database design, and developed a

Salary Administration Plan. Additionally, we met all of our internal reporting deadlines (monthly financial statements, budgets, etc.). As authorized by the Fiscal Support Team in early 1994, we hired Alan Burkholder as fiscal controller, which has contributed to substantial improvement in Xenos' accounting. We also hired Andy Ault, a data professional, as our new data processing manager. During 1994, Andy completed our new database design. The Operations Division itself finished the year \$45,000 or 7% below budget.

## **1995 PRIMARY GOALS**

In addition to meeting ongoing goals such as providing timely monthly financial statements, we plan to implement several new programs in 1995. The Human Resources Department will facilitate the evaluation of accredited ministry teams using the new Ministry Assessment Process. Additionally, we will implement a Salary Administration Plan and a new Employee Benefit Plans. These plans should result in greater fairness and enhanced security for our staff. The Data Processing Department will implement our newly designed, user-friendly database. This new database will reduce work-loads significantly and greatly enhance the efficiency of our organization.

## **BUDGET SUMMARY**

1994 Budget	1994 Projected Spending	1995 Budget
\$695,000	\$650,000	\$756,000

## **STAFFING DATA**

	Supervisory	Other
Full Time Equivalents	3.35	5.2
1994 Budget	\$95,390	\$128,654
Averages	\$28,474	\$24,330

## **EVANGELISM DIVISION**

The mission of Xenos Christian Fellowship's Evangelism Division is to serve God by administrating an effective witness for Christ in Greater Columbus, other cities in the United States, and to unreached people groups throughout the world. This mission contributes to the mission of Xenos Christian Fellowship in that it encourages people to respond to God's love through loving service toward Him and all people by providing effective structures that will help facilitate Xenos members in their attempts to help those in Central Ohio establish a personal relationship with Christ, by mobilizing all Xenos members to carry out their specific roles in the evangelistic task, and by administrating Xenos extra-local evangelistic projects, including cross cultural mission work.

## **SUMMARY OF 1994**

Student outreach moved ahead with approximately 30% growth and dozens of salvations. The

development of student leadership seemed to be a main contributor to this growth. High-school and junior-high groups contributed most of the growth. As always, a significant number of college graduates entered the adult meetings. As authorized by the Fiscal Support Team, we hired Tom Dixon as our part-time Student Outreach Assistant Director.

Adult Central Teaching attendance grew in 1994, even though we sustained significant departures in connection with our church division. This means, of course, that many new people have begun attending these meetings in 1994. It is difficult to determine the actual number of these new people, but we believe outreach was good, especially during the last half of the year. Attendance in recent weeks has reached 1600 adults, which represents a substantial upswing since this spring. "Moms' Play Groups" and "Conversation & Cuisine" ministry teams grew to include over 30 groups, and hundreds of guests attended their events.

The World Ministries (missions) Department accredited our Brazilian missionaries for field work in Southern Brazil and established a Missions Mobilization Team. In a year of financial uncertainty, the Evangelism Division operated frugally, ending the year 10% under budgeted spending.

### **1995 PRIMARY GOALS**

Again, we will prioritize outreach to students. This year we will clarify our high school strategy to accommodate the rapid growth on the north end. We will continue to emphasize student leadership, and develop a tracking program for all students. The investment in these young people should bear fruit in the future leadership needs of our church.

In our Adult Special Outreach Department, we hope to mobilize another 10-15 outreach groups, such as "Moms' Play Groups" and "Conversation & Cuisine." We also plan to implement a tracking program that will help improve our follow-up efforts with guests.

In the World Ministries Department, we hope to form a World Ministries leadership team, develop a common strategy for foreign teams, and orient all the department's ministry teams around that strategy. We also hope to place our Brazilian missionaries on the field by June, 1995.

### **BUDGET SUMMARY**

1994 Budget	1994 Projected Spending	1995 Budget
\$202,000	\$189,000	\$222,000

### **STAFFING DATA**

	Supervisory	Other
Full Time Equivalents	3.4	0.125
1994 Budget	\$131,940	\$3,000
Averages	\$38,805	\$24,000

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## PASTORAL DIVISION

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The mission of Xenos Christian Fellowship's Pastoral Division is to assist Xenos members in drawing close to God by providing an environment suitable for long term growth and service to them and their families. This mission is accomplished by providing home fellowship groups, various ministries which strengthen family life, Christian education for children, and pastoral counseling and support to members in times of need.

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### SUMMARY OF 1994

The Home Fellowship Department facilitated increases in home group attendance--from 685 in 1993 to 835 in 1994. (Home groups do not include grounding groups or ministry teams.) But overall home group involvement is down significantly from previous years. Unfortunately, a substantial number of people who completed grounding groups have not yet joined a new home group. This situation stands as a challenge for 1995. On the bright side, many new members joined home groups in 1994. We planted one new small group in 1994 from an existing small group, and grew overall last year by seven groups. In order to meet this growth, we increased our supervision of home groups and added Doug Patch to our staff. We also experimented with the "Meta-church" supervision model and will evaluate it soon. This model assigns experienced volunteers to help in the oversight of home groups. "Home Group Enhancement Night" is a new meeting for leaders and assistants, offering leaders encouragement, training, and new ideas. It has been a big success.

In the Family Ministry Department, OASIS continued to offer the quality ministry typical of recent years. We also introduced our own elementary children's curriculum and launched a Vacation Bible School program during 1994.

The Counseling Department ministered to about 500 lives this year through a counseling class, counseling-oriented ministry teams, and actual counseling. We changed the focus of our individual counseling to short term, issue-directed counseling. Surveys show that counselees view this new approach as helpful. Katey Downs, the Counseling Department director, provides supervision to 6 ministry teams that offer help in many areas, including marriage communication, pre-marriage instruction, pregnancy loss, post abortion issues, and substance abuse. Kevin Furno was also added to the counseling team. Finally, we completed the formation of a Grievance and Mediation team.

At Calumet Christian School, we hired Dave Glover as our principal early in 1994. He continued the work of streamlining the school by reducing costs and administrative staff (begun earlier by interim principal Cindy Grover). As a result of their work, Xenos enjoyed subsidy savings and parents also experienced a reduction in tuition. We repaired the deteriorating facial wall and sidewalks for far less than anticipated. The administration stabilized the atmosphere of unrest at the school with an influx of ministry-oriented speakers and prayer meetings for staff and students.

Overall, the Pastoral Division finished 1994 11% under budgeted spending. The cost of pastoral ministries fell for the third consecutive year without sacrificing quality ministry. In 1992, the division spent \$339,000. 1994 costs will come in about \$100,000 less than that amount. This savings has been realized for the most part by enhanced fiscal management at Calumet Christian School and OASIS. We also decreased spending by making changes in the Counseling Department and terminating the Christian Community Meeting.

## 1995 PRIMARY GOALS

This year, the Home Fellowship Department will attempt to enhance home group placement services for those who are not currently in a home group. We are concerned for the several hundred Xenos members who are no longer involved in home groups as they once were, and we want to do everything we can to help them resume this important feature of their Christian walks. We will call on the home group leaders to help us "roll out the red carpet" to these folks as well as to new members. We also hope to plant more home groups this year so that everyone who wants to be in a home group has a place.

Kathy Steinman, our OASIS Director, will go to full time status in 1995. We plan to increase the number of OASIS classes and reduce crowding by acquiring more space and recruiting additional classroom volunteers. We will continue to develop our own curriculum, and we plan to offer another Vacation Bible School.

Calumet Christian School plans to keep the tuition cost to parents at a minimum. Although a slight increase is planned (typically less than \$3 per month), tuition will still be lower than two years ago for grades 1-8. We have just begun supplementing both remedial and advanced learning by adding an educational van funded by state money. We expect that educational scores will remain high or even climb again this year. We plan to form a new school board in 1995. We also plan to establish a marketing task force early this year for maximizing enrollment.

In the Counseling Department, Katey Downs will again offer the course "Biblical Framework for Human Emotions." She will be developing some new class material on "Marriage Readiness" and on "Resolving Divorce."

## BUDGET SUMMARY

1994 Budget	1994 Projected Spending	1995 Budget
\$273,000	\$241,000	\$259,000

## STAFFING DATA: CALUMET CHRISTIAN SCHOOL

	Supervisory & Professional	Other
Full Time Equivalents	14.3	7.6
1994 Budget	\$276,675	\$89,850
Averages	\$19,375	\$11,732

## STAFFING DATA: PASTORAL DIVISION

	Supervisory	Other
Full Time Equivalents	4.4	.4
1994 Budget	\$127,300	\$4,600

Averages	\$28,934	\$11,500
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## **EQUIPPING DIVISION**

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The mission of the Equipping Division is to provide the educational resources necessary for Xenos members to understand and apply biblical truth. This mission is accomplished by offering diverse approaches and course offerings for our adult education program, providing information resources for the church and relevant publics, developing programs for training leaders and workers, and facilitating the development of new and existing ministries.

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### **SUMMARY OF 1994**

This year, we completed the majority of grounding groups and began a new emphasis on the Christian Principles Class. We have enhanced the content level in this course and assigned some of Xenos' best teachers to communicate this content. Currently, we have 90 students enrolled in three classes.

Academic Resources exceeded its projected 1,000-person enrollment in adult education course offerings. Response to the 5-week class structure was positive. This structure allowed us to offer more courses each quarter.

The Study Center expanded services, including book lending and a monthly "Critical Concerns" series. Membership remained stable this year.

We formed the "Crossroads Project," an apologetics ministry, in cooperation with the City Gate ministry team. This ministry's first project will focus on postmodernism and current scientific challenges to the Christian world-view. In order to launch this ministry, we completed a substantial body of research, offered an 8-week class, and submitted a manuscript on postmodernism for publication.

We exceeded our budgeted expense by 4%. This was due mainly to a substantial shortfall in anticipated revenue from Ministry NetWorking.

### **1995 PRIMARY GOALS**

In the coming year, we intend to build on ministries that took shape in 1994. We will continue to offer services of general interest to the fellowship at the Study Center. These services will include both the "Critical Concerns" series, and the addition of word-processing software, two new computers and a printer. We hope to enroll 1200 in our numerous adult education courses. The "Crossroads Project" will be a central focus for the division in 1995. We will complete two manuscripts for publication, and present at least two apologetics conferences. The first conference will be held at Eastern Michigan University on March 9-11. An additional conference is scheduled for Ohio State University in early May. The ministry will also begin production of a documentary-style video series on "Apologetics for the 21st century."

### **BUDGET SUMMARY**

1994 Budget	1994 Projected Spending	1995 Budget
\$130,000	\$137,000	\$150,000

## STAFFING DATA

	Teaching & Supervisory	Support Staff
Full Time Equivalents	2.6	2.8
1994 Budget	\$88,967	\$61,875
Averages	\$34,218	\$22,098

## SERVICE DIVISION

The mission of the Service Division of Xenos Christian Fellowship is to serve God by providing practical service to the Xenos, non-Christian and broader Christian communities. It contributes to the mission and vision of Xenos by encouraging its servants to respond to God's love through loving sacrifice toward him and all people. This mission is accomplished by creating and administering in-house service ministries, carrying out Xenos' strategy for community development, and building working relationships with other organizations, especially churches.

### SUMMARY OF 1994

World Vision also presented their annual "Mustard Seed" award to Xenos Christian Fellowship as the single most outstanding American church in community development ministry. Urban Concern was able to exceed their fundraising goal by \$74,000. They obtained and remodeled a laundromat and a house in South Linden for use in the expanded After School and Bible Study ministries. Jim Swearingen taught a Poverty Seminar and was chosen for the board of directors for the well-known national organization, the Christian Community Development Association.

The Internal Service Department conducted successful fellowship-wide and Servant Team retreats, and assumed supervision of the Servant Team. The External Relations Department helped provide four projects, including the "Veritas Forum" and the Dan Allender Conference. The Service Division ended the year under budget in spending by about 10%. Unfortunately, we were unable to accredit four additional ministry teams we had planned to accredit in 1994.

### 1995 PRIMARY GOALS

This year, the Community Service Department is planning expansion in several areas. Urban Concern will be attempting to launch a low-income housing project while remodeling a twin single in South Linden for use by the Bible Study and After School ministries. They will also introduce a Job Readiness program for inner-city youth.

The External Relations Department hopes to provide three projects such as Veritas Forum, while participating in the Crossroads Project (Xenos' apologetics ministry), where they will provide logistical

support. The Internal Service Department will again seek to provide enjoyable Fellowship and Servant Team retreats while managing the Servant Team for efficiency and quality.

**BUDGET SUMMARY: SERVICE DIVISION**

1994 Budget	1994 Projected Spending	1995 Budget
\$128,000	\$121,000	\$138,000

**BUDGET SUMMARY: URBAN CONCERN**

1994 Budget	1994 Projected Spending	1995 Budget
\$354,000	\$329,000	\$421,000

**STAFFING DATA: SERVICE DIVISION**

	Supervisory	Other
Full Time Equivalents	.8	.2
1994 Budget	\$25,700	\$3,600
Averages	\$32,125	\$18,000

**STAFFING DATA: URBAN CONCERN**

	Supervisory	Other
Full Time Equivalents	3	6
1994 Budget	\$104,180	\$130,200
Averages	\$34,726	\$21,700

**SUMMARY & VISION**

Xenos members and leaders have never viewed our group as "a nice place to hang out and raise a family," although it certainly is. The point of our existence is beyond that which is pleasing to us. We exist to serve God and to accomplish a mission he has entrusted to us. We live in an ocean of lost people desperately in need of Christ and his love. We cannot save the world or bring to an end the trials even of our own community. But we can do the part that God has called us to--reaching lost people, serving them with God's love and raising up disciples who understand why serving God is important.

In a day when virtually every institution in society, including churches, exists to please their constituency, Xenos stands for a completely different reason. We are not here to please either our own members or those outside the church, but to equip and facilitate those who want to serve God according to his calling. Today, Xenos fields a large Servant Team of highly committed Christian



workers; workers who have understood the stakes in spiritual warfare, who have made the commitment, who have done the work, who have said "no" to self, who have received the training, and who stand ready to accomplish ministry to others, even of the most sophisticated sort. This year we look forward to expanding our Servant Team by adding new qualified members.

During the past several years, Xenos has explored, in a deep way, the concept of the church as a place of healing. But while we have seen the need to help members find God's healing, we have consciously turned away from that definition of our church. Whatever healing or comfort we receive is not the main point. Today, we realize we are here to accomplish our mission, to give ourselves up in love for the sake of others, just as Christ gave himself up for us. We are here to come out of our cultural niche to meet the lost world in their niche. We are here to learn to speak the language of the people in our field of ministry. We are here to love others for the sake of Christ. As Jesus himself said, ". . . whoever wants to save his life will lose it, but whoever loses his life for me and for the gospel will save it."

This year, we will likely break ground on at least part of our facility. We need a facility to headquarter our ministry and to welcome more people to join us. Our journey to this goal has been a painful one, full of self-sacrifice. God will use this journey not only to teach us what self-sacrifice is, but to bring in people from all over the country to learn apologetics and evangelism. Our "Crossroads Project" and our nationally published books will open the door for new types of ministry for all of us, just as Urban Concern and related community service ministries have opened doors for wonderful ministry during their eight-year tenure. Let's pray that, eight years from now, we are able to look back at the formation and launching of Crossroads with the same sense of gratification and thankfulness.

We call on all believers who attend Xenos to join us in our mission. God has brought you here so you may take one of the oars and begin to pull. No matter what your gifting or capabilities, God can use you as a vital part of the mission of this important church.

One area where we can all help is in our prayer support for ministries in the church, including those in which we are not personally involved. Another is by joining in the financing of these crucial ministries. Unless 70% of our budget goal is pledged by the end of February, the elders are authorized to cut the budget accordingly. Please consider making your personal decision today to join the rest of us by making out a pledge for the coming year. Your pledge says you are truly aboard, you believe in our vision, and you want to help. Your pledge is not a promise written in blood, but a goal and an intention, undertaken in faith, to do your part as the Lord prospers you.

Thank God for the opportunity to serve him!