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The missions division exists to advance cross-cultural indigenously led church planting movements.

We continue to focus on equipping and releasing indigenous leaders and workers. While providing ongoing support to the missionaries we have sent, we are also determined to increase financial support to national workers. We support national workers through our own mission operatives, and through other strategic partners. We plan to increase funding to these proven ministries and find others that will mobilize, support, and supervise effective national workers. Praise God for His hand of blessing and protection.

OVERVIEW

As of the end of 2016, we have 19 fully accredited missionaries serving in four countries (see chart on page 5). In addition, we have 21 people serving as missionaries with well-wisher status, 10 on foreign fields and 11 domestically. Through our missionaries in the field and strategic partners, we support over 130 indigenous workers.

To supplement the work God has called us to, we maintain partnerships with a dozen different organizations, ministries and local churches.

Missions Giving

In 2016, approximately $3.4 million dollars was directed to missions (or 37% of all donations to Xenos Christian Fellowship). We are incredibly grateful for this outpouring of generosity.
**WORLD MINISTRIES SUPPORT**

The Fountain of Hope completed their full year of operation. It currently work in 4 different provinces in Cambodia. We provided significant administrative support from the USA, including donor communication, partnership development and financial oversight. We look forward to how God will continue to use the FOH in 2016. Please visit www.fohcambodia.org for more information about this exciting ministry.

**SHORT-TERM TRIPS**

There were two trips to Haiti, one to Cambodia and one to our new partner church in Ecuador. 77 individuals participated in the four trips. In Ecuador, we worked with a local church in Santa Rosa to conduct a medical clinic. During the four-day clinic, we served over 1,780 people. **Leaders in the local church shared the gospel with each patient and by the end of the four days, over 480 people made decisions for Christ!** The leaders of the Santa Rosa church are diligently following-up and working to incorporate these new believers into home churches.

We plan to conduct five short-term trips in 2017. Each will provide unique opportunities to expand our partnerships with other individuals and groups interested in church planting.

This summer three couples were here on home assignment. Several of the missions staff made field visits to Cambodia, Ethiopia, Cote d’Ivoire, Ecuador and Haiti. This provided a unique opportunity to encourage our ministry partners and to observe the work God is doing first hand.

**HUMANITARIAN AID AND DEVELOPMENT (HADF) AND GLOBAL PARTNERSHIP FUND (GPF)**

In 2015, we divided the HADF into two separate funds. The HADF focuses primarily on domestic ministries working to meet important relief and development needs. For 2016, there were nine different ministry options and over $76,000 was raised. For more information about the specific ministries, please refer to www.xenos.org/aidfund.

The GPF focuses on church planting initiatives integrated with social services for the poor. Our goal in 2016 was to raise $414,000 for these ministries. **Thanks to the incredible generosity of our church, we were able to raise over $875,000!** Global Partnership ministries are funded in part from the Xenos general fund, reflecting our ongoing priority for missions.

**ACCREDITED MISSIONARIES**

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<tr>
<td>SEAsia</td>
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</tr>
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<td><strong>TOTAL</strong></td>
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The GPF supported projects this year in Cambodia, Haiti, Southeast Asia, India, Ethiopia, Ecuador and the Cote d’Ivoire (Ivory Coast). There are 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 are seeking to plant indigenously led churches. For more information, please visit www.xenos.org/missions.

GLOBAL PARTNERSHIP OVERVIEW

Our Global Partners are apostolically gifted indigenous leaders who are multiplying churches that integrate needed social services to the poor and reach the lost through home church planting. We currently have Global Partners in Southeast Asia, Cambodia, Ivory Coast, Ethiopia, Eastern Europe, Haiti, Ecuador and India. These partners represent over 130 indigenous workers and 550 home churches with over 6,700 people attending. We are incredibly grateful for the work God has done.

CAMBODIA

The Mercy Medical Center (MMC) based in Phnom Penh serves individuals from every province in Cambodia. Over 11,000 patients visited the facility. Along with the many physical needs met there was a spiritual impact as well. Over 150 people prayed to receive Christ. There are five house churches overseen by MMC staff and over 50 overseen by referring partners. The spiritual impact team now has seven full-time national staff who oversee the house churches planted by MMC. Tim and Marjie Benadum serve as the director and partnership director respectively.

The Friendship School in Kampong Cham added eighth grade bringing the total enrollment of the school to 200 students. There is one house church made up of parents from the school. The school staff oversees a junior high Bible study of approximately 50 students. The team started two student cell groups, which are led by teachers from the school.

A number of parents participate in a home church planted by the team. In addition, there are two discovery Bible studies in process. The team plans to plant two new ones in 2017.

Chris and Amy Gesler oversee the operation of the Friendship School. Bill and Amy Barson completed their language study and are an integral part of the team. Amy is using her medical background to provide a “Fit for School” program. The program will provide basic health and hygiene information for both students and parents.

The Fountain of Hope completed its second full year of operation. Each of its programs currently operates in four provinces. Programs include the Life of Hope, Joy of Our Children, Life with Value and Our Strong Village. More information about these programs is available at www.fohcambodia.org. There are 48 cell churches with over 370 adults attending. The Joy of Our Children program has 99 groups with over 3,500 attending. This represents a substantial increase over last year. Praise God for the way He is using the Fountain of Hope staff and programs to reach many people for Christ.

SOUTHEAST ASIA (SEASIA)

2016 was another excellent year of ministry in Southeast Asia with the adult and youth ministry continuing to expand. Today we have a network of house churches planted in 16 different areas of SEAAsia with over 2,000 people in attendance. We are also excited to report there are 193 indigenous people leading these groups. Please join us in prayer for protection of these leaders.
The team finished its second year of the training school. The training course provides both vocational and Biblical training. The team also commissioned and sent four recent graduates to a new area of SEAsia. Finally, over 4,900 people have come to faith during the team’s time in SEAsia. Praise God for this bountiful harvest!

ETHIOPIA

In the spring of 2016, we conducted a training seminar for over 25 in the town of Gorgora. The Lord has brought about incredible growth since Lou and Genet Kassa’s arrival. Currently, there are 33 house churches in 12 different cities.

Lou spoke in four different universities where he had the opportunity to share the vision of reaching northern Ethiopia for Christ. The response was overwhelmingly positive. Over a dozen students committed to staying in the north to plant churches after graduation.

This was a year of training for the many new workers and leaders. 187 people participated in training classes in 2016. The training covered topics such as evangelism, home church leadership, church planting and Christian growth.

Six church planters now serve in six different cities. In addition, there are two regions with great potential and plans in place to expand these works in 2017. There continues to be many open doors for the Gospel and opportunities to mobilize a large workforce to reach the north for Christ.

HAITI

We held two short-term trips to Haiti with 38 participants. The teams provided medical clinics, youth evangelism, and pastoral training programs in partnership with the Baraka church in Jacmel.

In conjunction with these trips, there were numerous training sessions held with MEBSH pastors and home church leaders. These sessions covered the strategic and Biblical priority of house church planting. They along with the leaders of their denomination are committed to developing a house church planting strategy. To that end, resident church planters were deployed to four new areas. The vision is to see a house church less than a 30-minute walk for all people in the region.

Finally, we continue to invest in the training. 19 leaders attended classes offered through the Institute Biblique Lumière (IBL). We pray that God will use these leaders in a powerful way and that they will be protected from His enemy.

INDIA GOSPEL LEAGUE (IGL)

In addition to supporting six “barefoot pastors”, we adopted the region of Gondia. The Gondia region initiative is a 5-year plan to plant 200 churches and train 70 pastors. We completed the second year of the plan and there are 25 pastors in place overseeing nearly 900 members. In addition, 75 women and 45 youth leaders received further training. Praise God for the way He is working to reach the people of this region.
In 2016, we made two trips to the Cote d’Ivoire to meet with a church planter Victor Sery. Victor and his four area directors oversee a network of 48 church planters who have planted over 300 house churches. This is an amazing work of God with many people coming to faith and desiring to grow in their walk with Christ.

During our visit, we had the opportunity to meet with several village chiefs, three of whom came into a personal relationship with Christ. In addition, they expressed their openness to see churches planted in their villages. God clearly opened a door for the gospel and we look forward to how He will continue to work.

We will finalize the details of our partnership in January 2017 and plan to take a research trip in April to explore additional ways to support this church planting movement.

ECUADOR

We completed the first year of our partnership with Verbo Church in Ecuador. Together we were able to send two church planters to the cities of Santa Rosa and Huaquillas. There are four house churches in Santa Rosa and two in Huaquillas. In addition, each church works closely with Compassion International to serve the students in their communities.

We conducted a short-term trip in September in Santa Rosa and as noted above saw many people enter into a relationship with Christ. The church leadership is following up on these individuals with the hope of incorporating them into a home church.

We have a similar trip planned to Huaquillas in 2017. These short-term trips provide basic medical and dental care as well as introducing people to Christ and to the members of the local church.

DOMESTIC MISSIONS

BHUTANESE/NEPALI MINISTRY

The Bhutanese home church and central teaching meetings saw growth in their overall attendance this year. The central teaching meeting averaged nearly 70 people and Danny and Cheryl Walker planted a new small group. There are two adult home church/small groups. We continue to see a good number of students participating in the junior high ministry. There are 36 students incorporated in cell groups. In addition, there are 16 students incorporated the high school home church.
DOMESTIC CHURCH PLANTING

Joe and Erin McCallum continued their efforts to plant churches in the smaller communities surrounding Columbus. Since 2014, there were 23 salvations, 22 people transitioned to college groups in Columbus and 34 leaders were trained as part of this ministry. They oversee a Newark high school and adult group. They also plan to start an additional group in West Jefferson in 2017. They have a solid core of students as well as adults in place and hope to build on this foundation in the coming year.

INTERNATIONAL STUDENT OUTREACH

This year Doug Patch joined missions for one day a week. His task is to establish a conduit for internationals to connect with quality Christian-workers from their first day in Columbus throughout their college experience, and finally connecting them with national disciple-making believers when they return home. In 2016, the number of Xenos volunteers increased from 440 to 496.

Doug worked closely with International Friendship Inc. (IFI) to develop a list of contacts from various sending countries. In addition to identifying potential contacts, we will work with established parachurch organizations to determine opportunities for fellowship upon a student’s return.

Finally, Doug began work on revising a few of our core classes for use with international students. We hope to offer these to interested students in 2017.

URBAN CONCERN

In 2016, we continued to labor in Christ’s name to help inner city youth overcome challenges they face and thrive in the body of Christ. The staff and volunteers also continued to enjoy clarity of purpose and unity with one another.

Urban Concern, Xenos student ministries and Youth for Christ staff formed a task force to improve the transition and retention of urban students into junior high, high school and college home churches. After careful study, we determined the best course of action is to combine the Urban Concern Bible studies with Xenos student ministries. In addition, the Renegade and Urban Concern elementary Bible studies were combined. These changes were fully implemented in the third quarter of 2016.
Lighthouse

Lighthouse was a weekly Bible study meeting for K-8 students. Some students attend Harambee; others are from the community, but do not attend the school. The meeting averaged over 40 students per week.

Middle School Ministry

Middle school cell groups averaged 28 students per week in 2016. Eleven of twelve 5th grade students successfully transitioned into a sixth grade cell group.

High School Ministry

Only four of the eleven eighth grade students transitioned well to their respective high school home churches. While we are glad for those who successfully transitioned, we are concerned with the number of students who did not transition. We are hopeful that the merge with student ministries will help mitigate against future losses.

Harambee Christian School

133 students enrolled at Harambee Christian School. Academically the students continued to do well. Our performance goal on standardized testing is the 60th percentile. This was achieved in all subject areas except for math. The percentile and years of growth for each subject are as follows.

See http://urbanconcern.org/annual-reports/ for more details.

LOOKING TOWARD 2017

Short-term Trips: We have short-term trips planned for Cambodia, Haiti, and Ecuador. In addition, we will take a small research team to determine how best to provide clean drinking water and medical relief to villages in the Cote d’Ivoire.

Mercy Medical Center (MMC): The spiritual impact team will plant seven churches within an hour radius of MMC. A concentrated effort will be made to develop the church planting efforts for this ministry.

Kampong Cham: We hope to see several church plants take place in 2017; two student groups and two adult groups. In addition to health screenings for the families in the school, the team will conduct at least two mobile clinics in village north of Kampong Cham City.

Fountain of Hope: It will continue to operate in four provinces and plan to grow the Life of Hope cell churches from 48 to 100. The Joy of Our Children program plans to grow from 99 to 146 groups.

Ethiopia: They plan to establish home churches in five different colleges. They will also continue to provide church planting training for students about to graduate from college. A high school and college group will be started in Addis Ababa. Finally, the leadership identified six cities where they plan to plant adult home churches.

Southeast Asia: A team of five national workers will be sent to start a new ministry and non-government organization in the north. The team will seek to implement their community development programs for each age group in 13 different areas. The team will continue to provide discipleship training and materials for the national workers. They will also focus on training and equipping for the burgeoning youth movement.

Haiti: Along with our church partners, we will focus on training for church planters and home church leaders. In addition, research and training will be done in the discovery Bible study method especially as it pertains to semi-literate populations. Finally, we will conduct three short-term medical trips with the goal of planting two new house churches.
India Gospel League (IGL): The existing church planters hope to identify, train and deploy ten new church planters in 2017. They will hold two trainings sessions, one for women and one for youth leaders. They also plan to disciple an additional 1,000 students.

Ecuador: We will conduct a short-term medical trip to the city of Huaquillas. The Santa Rosa church plans to incorporate many of the individuals who came to the clinic in September 2016 into house churches. There are six leadership teams in place and ready to lead new house churches. They also want to expand the Compassion children’s program from 100 to 200 students. Finally, the Huaquillas church plans to train two leadership teams and plant to house churches.

Cote d’Ivoire: We will finalize the details of our partnership with the leadership of this church planting movement. In addition to providing training, there are significant physical needs we have the opportunity to address in the villages.

Urban Concern: We will continue to reach out in the community and through Harambee School to add new students the Renegade Bible study. We will work closely with student ministries and take measures to improve the follow up and incorporation of students into middle school cell groups and high school home churches.

We will work with Xenos Christian Schools to determine the feasibility of establishing a high school.

Finally, with the recent structural changes we will need to make changes to the Urban Concern board.
EQUIPPING
Pat Reeder, Division Coordinator

THE EQUIPPING DIVISION PROVIDES EDUCATIONAL RESOURCES THAT HELP CHRISTIANS LEARN ABOUT GOD AND SERVE MORE EFFECTIVELY.

WHAT WE DO
We offer dozens of classes to prepare adults for leadership and other forms of Christian service. Home group teachers can access a wide variety of resources in our Study Center, a full-service lending library. To equip the wider Christian community, we offer an annual conference, the Xenos Summer Institute, as well as advanced training through our Master’s Degree program.

2016 REVIEW

XENOS SUMMER INSTITUTE
The theme for the 2016 Xenos Summer Institute was Love: The Mark of the Christian. We had the pleasure of hosting Drs. Larry Crabb, Ajith Fernando and Clive Calver for our plenary sessions. Xenos staff members and other pastors from around the country presented breakout sessions. More than 20 years after the first Summer Institute, we’re as eager as ever to host such an enriching and vital training opportunity for churches all over the United States and beyond.

TRINITY EVANGELICAL DIVINITY SCHOOL MASTER’S DEGREE PROGRAM
Total registrations were steady this year with a modest increase in outside registrations. Some fluctuation is to be expected for a distance education program, since students enter and leave at all times in the year. We were pleased to see the numbers hold steady and expect an increase next year due to the popularity of one of our speakers.

During the 2016 Summer Institute, Dr. Ajith Fernando of Youth for Christ–Sri Lanka, taught our wrap-around course on The Essence of Christian Leadership: Sacrificial Love. It would be hard to find a better man for the job. For four decades, Fernando has faithfully led grass-roots movements among the urban poor of Sri Lanka. Fernando is more than a salt-of-the-earth Christian servant: he has written over a dozen books over the course of his fruitful ministry.

CLASSES
Total registrations took a step backwards, but there were still 3,512 unique registrations. We will continue to closely watch these trends. We believe that this is mostly due to introducing higher standards in our Student Ministry’s Leadership Training Class sequence. The student sphere leaders decided that many students were entering this special course prematurely. So, although our raw attendance has dropped, we hope to see fewer course incompletions and to deliver better prepared graduates.
In addition to our sequence of leadership development courses, several new courses were introduced in 2016. Jim Leffel taught a new course on Teaching Old Testament Narrative, and Mike Sullivan developed a course covering the notoriously confusing book of Revelation.

**STUDY CENTER**

We have Columbus’ largest lending library of evangelical books and resources and a robust journal collection to support seminary-level research. Our study center team, Caitlin Kleinpaste and John Ross, continue to skillfully manage the study center. This year they’ve introduced a number of changes to the space, giving it a more open and inviting feel.

In 2016 we saw a full year’s use of OverDrive, a digital lending library. This enabled our users to access Christian books and audiobooks directly from their electronic devices. OverDrive increased patron checkouts by an average of 48%! Witnessing a full year of usage has demonstrated OverDrive’s value beyond the shadow of a doubt.

**2017 GOALS**

**XENOS SUMMER INSTITUTE**

The 2017 Xenos Summer Institute theme is God’s Living Word, and will feature Drs. D. A. Carson and Douglas Stuart, well-known New Testament and Old Testament scholars. We will also have a video presentation from Dr. John Lennox of Oxford University, famous for debating leading atheists, including Richard Dawkins and the late Christopher Hitchens. Dr. Lennox’s health has restricted his traveling so he has agreed to provide us with specially-made videos.

**TRINITY EVANGELICAL DIVINITY SCHOOL MASTER’S DEGREE PROGRAM**

During the 2017 Summer Institute, Dr. D. A. Carson will offer our wrap-around course. Dr. Carson is a research professor at Trinity’s main site in Chicago. He no longer spends as much time in the classroom, so we are expecting this course to be very well-attended. We anticipate Trinity students from the main campus will make the trip to Columbus for this rare opportunity.

**CLASSES**

There will be several new courses available in 2017. Liz Sweet is developing new courses on how to be a witness for Jesus Christ in the home. She and Nina Hoyt will teach the first part in the Winter Quarter on how to share our faith with our parents. She also plans to develop material on how share our faith with our spouses. Pat Reeder, the Director of the Equipping Division, is developing a two-part course on the gospels accounts of Jesus’ life and ministry. He will teach on the Gospel of John in the winter and will follow up in the Spring Quarter with a course on the Synoptic Gospels (Matthew, Mark, and Luke).

**STUDY CENTER**

The Study Center plans to prune outdated texts, duplicates and books that do not fit the Study Center’s goals and purposes.

Apart from the removal of damaged books, the Study Center’s collection has only grown, so this will be a larger scale sifting process. This will open up space for quality acquisitions. In keeping with the success of OverDrive, we will dedicate a larger portion of our budget to enhancing our digital library.
IN 2016
HUNDREDS
OF STUDENTS
BEGAN A
PERSONAL
RELATIONSHIP
WITH JESUS
CHRIST.

STUDENT
MINISTRIES
Joe Botti, Division Coordinator

OVERVIEW
The Student Ministries Division focuses on 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). Combining all the attendance of the various ministries in student, the ministry grew by 1.6% (from 3,387 to 3,440). Once again, hundreds began a personal relationship with Jesus Christ. We praise God for this work yet we are sobered with the challenge of helping these young Christians become committed followers of Christ. Please pray for the leaders in this ministry as they attempt to develop workers and leaders for Christ’s church.

Oasis Children’s Program
Jeff Risley, Director

2016 REVIEW
Oasis attendance declined again. Even with the scores of new marriages in our church, we don’t anticipate a spike in the number of kids for the next few years. Oasis facilitated a wonderful development for young mothers. It’s called the Discipleship Cafe. While screened child care workers provide safe, fun, on-sight care, moms get uninterrupted time with their disciples! Some parents use this time for teaching prep or personal study. It is a great program, with almost 70 mothers taking advantage of it. the Discipleship Cafe is offered twice weekly at two locations, the Xenos north campus and the 4th Street location and has served over 100 different kids since opening in September.
This year 338 children enjoyed their experience at Vacation Bible School (VBS). Of those who attended, 100 were non Xenos guests. Oasis took measures to better facilitate improved follow up with these non-Xenos families.

Unfortunately our staff was not able to complete the curriculum enhancements they set out to. They plan to finish by the end of 2017.

Finally Caitlin Kleinpaste led TNT’s seventh annual daytime missions camp for 55 fourth and fifth graders. This represents a 22% increase in participation from last year. At this five day camp, students discovered what life is like in Cambodia.

**Student Ministries: All Ages**

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<td>3,387</td>
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<td>2016</td>
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**GOALS FOR 2017**

- Facilitate the adult ministries Central Teaching (CT) plant and venue changes for the Warehouse by offering full Oasis programs at each of the new CTs.
- Expand the Discipleship Cafe space or frequency as needed.
- Plan an in-depth exploration of the children’s program at Real Life Ministry in Idaho, a church that has an exciting, state-of-the-art program.
- **Curriculum:** Does the Oasis curriculum present a clear message throughout the activities, crafts and lesson? Curriculum enhancements will be completed this year.
- Continue to keep budget aligned with attendance.

**Xenos Christian Schools**

**Jim Fulford, Principal**

**2015-16 REVIEW**

Calumet Christian school enrollment is 260 and Xenos Christian Pre-School enrollment is 25 for a total enrollment of 285. Classrooms remain full, which has enabled Calumet to be financially stable. Because of the sound financial position, a few capital improvements were made, such as renovating and outfitting the science room, expanding the playground square footage, and installing a new basketball hoop. The schools will also have enough cash buffer to install a new roof when the need arises and replace the 22 year old, outdated playground equipment. The state sponsored Ed Choice programs have enabled many Xenos families to attend our schools as a compelling alternative to Columbus City schools. The tuition is much more affordable than similarly sized private schools.
Curriculum enhancements have kept aggregate standardized test scores high. MAP™ (Measures in Academic Progress) scores: math = 74th percentile; reading = 80th percentile; language usage = 76th percentile; and science = 76th percentile. These are strong scores and compare favorably to previous years.

2016-17 GOALS

- More curriculum enhancements. Our principal and teachers work together in evaluating current and new curriculum for each subject, in each grade, every three years. Changes for the 16-17 school year are as follows: Math in Focus is being taught in 6th grade regular math and 7th grade advanced math. Wonders English language arts is also being used by 6th graders. Our science teachers are continuing to develop state aligned, inquiry-based science units in 4th & 5th grades.

- When will a second school open? It might not be feasible for a few more years. It is unlikely the next incoming kindergarten class will be full enough to open a second classroom, but that decision will be made after the registration period in early February. In the mean time, the administration worked with the School Board and Elders to set enrollment priorities if demand exceeds classroom space.

- The school is putting tuition dollars to work by installing a new playground at Calumet school. The current equipment is 22 years old, outliving the warranty by 10 years. Some pieces need replaced but can’t because the replacement equipment has become obsolete. The new equipment is designed to improve exercise and activity as well.

Junior High
Brian Runk, Director

2016 REVIEW

Junior High attendance grew by 3.9% this year (from 305 to 317). This increase is due to Renegade and Urban Concern integrating into our junior high ministry (see Renegade section for more details). Without these groups, attendance would have been much lower, due to smaller numbers of children in our church. The Junior High ministry is in fact the best growing ministry in the Xenos. Each incoming class has been growing between 50%-100% from 6th grade to 8th grade. We also know of at least 40 students who prayed to receive Christ as their savior in 2016.
We feel good about transitioning the majority of cell groups from bi-weekly to weekly. This change has added continuity in friendships, improved teachings, and spurred on more outreach. Eighteen cell groups meet weekly while 6 meet bi-weekly. This year, weekly cell groups grew 20% more than bi-weekly cells.

Unfortunately, participation at Friday night Blow Out and Sunday JAM has been lower in recent years. These meetings are analogous to Central Teachings. About 240 students enthusiastically attend their cell groups, yet only half of them attend these larger meetings! Why? It has been difficult to get the hundreds of non-xenos cell students out to these meetings. Rides are an issue because the majority of our cell group leaders don’t go to this meeting and therefore can’t give rides to the scores of non-Xenos cell group kids. Yet we also realize that many of our own Xenos families won’t bring their kids to these meetings. We are currently researching a car pooling approach, but it is complicated. We also plan on surveying our Xenos families to see what ideas they might have. Should we change the time, frequency or day for the meeting?

69 students are mentored by 39 leaders. 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. It’s encouraging to see almost as many students being mentored this year compared to the previous year, even with fewer students in the ministry. This is a mark of quality.

A higher percentage of cell group students attended summer camp than the previous year (from 72% to 111%). This is an answer to prayer and a goal which God met! But how could camp attendance be 111% of cell attendance? That is because almost all of our cell students attended camp in addition to many urban kids who don’t attend our cell groups.

**2017 GOALS**

- Maintain high contact coaching. With the number of groups meeting weekly, Cell group leaders will welcome more help in developing weekly activities, teaching series, and teaching rotations. Therefore, we must assist our leaders with adequate support and coaching.

- Facilitate multi-age group, co-ed groups and bush groups. With smaller incoming transitions we have been more creative with our groups. We need to oversee and plan for these groups to survive and thrive after 8th grade students transition out.
Renegade has been drawing low-income students to Christ for the previous five years.

- Maintain high participation in summer camps. Blow out camp is a time for our students to grow with God and each other. We will continue to help cell group leaders by surveying barriers and by again offering the *How to Get to Camp* workshop.
- Collaborate with the HS Ministry to host an event for parents about technology and pornography. We need to utilize our knowledge and resources on the negative effects of pornography to empower, equip, and mobilizes our xenos families (and the large community of non-xenos parents whose children attend our ministry) to support and give their children life changing support to the daunting cultural epidemic.

**Renegade**

**Mike Sullivan, Director**

**2016 REVIEW**

Renegade is a ministry that draws urban students towards Christ through bible teachings, fellowship, and fun activities. In 2016, the ministry declined in attendance slightly, by 5% (from 133 to 126). As reported in the previous year, this ministry is struggling to retain high school upper classmen. Since 2015, just 9 of 23 (39%) Renegade high school seniors transitioned successfully into our college ministry. Xenos urban leaders met several times in 2016 to discuss the retention problem and what can be done. One idea is to start a private Christian urban high school. This could give students the environment they need to build a core group of committed Christian students who move through high school together. This goal is not fixed, but it is under serious consideration.

Secondly, the Urban Concern (UC) and Renegade elementary and junior high programs merged. UC’s Lighthouse combined with Renegade Central to form Renegade at Harambee. Chris Reeder and Alex Steinman are leading this ministry and have begun reporting to Renegade director, Mike Sullivan. Meanwhile, UC’s junior high clubs transitioned into cell groups. Those groups along with Renegade’s Junior High cell groups merged into our long standing Xenos Junior High program, led by Brian Runk.

These urban cell groups will stay intact and be coached by Brandon Grant and Patty Young, who will join Brian Runk’s coaching staff. One of the main reasons for this reorganization was to pool resources together. The ministries are similar and so are the goals and strategies. Therefore, why continue to operate separately? Pooling leadership, ideas, and facilities together seems like a wise move. Renegade high school home churches will remain under Renegade leadership, directed by Mike Sullivan. Our leadership continues pondering how to approach
urban high school and post high school ministry. Please pray for God’s direction here. More news: Mike will begin teaching adult CTs in early 2017. He will remain the Renegade director, but with the additional CT role, Mike has replaced his direct leadership role in the Pack, high school group.

At this time, 17 students are receiving life coaching. This is the same total Renegade had in 2015. Several students began life coaching while others graduated out. Life coaching helps upperclassmen learn how to successfully master life skills, such as securing a driver’s license, getting a job, purchasing a car, etc. Life coaching makes a big difference in whether spiritually minded students will live healthy functional lives. We believe in this program and look forward to mobilizing many more coaches and students in 2017.

Renegade is working to improve overall quality. To that end, Renegade offered a weekend training retreat in the winter as well as an all-day workshop in the Fall. Both were led by experienced leaders. Secondly, the number of available meetings for Junior High expanded from one time per week to one and a half times per week. Increasing this Bible and relational time will give God another regular opportunity to get His message through. Thirdly, the three former Renegade students who returned to serve younger kids in this ministry are still at it and doing well. Our desire is to raise up urban young men and women to lead younger urban students. Fourthly, Renegade toughened eligibility for camp participation in order to improve the quality of experience. Finally, we are thankful that four students graduated out of life coaching and are tackling the functional and spiritual areas of their lives within the college ministry.

2017 GOALS

- Graduate out five students from life coaching and add 14 more for a total of 26 students in life coaching.
- Launch four junior high cell groups from South Side Renegade and Renegade 29 by the Spring of 2017.
- Improve the fourth and fifth grade ministry by moving to a separate location from the younger elementary ages and launching “mini” cells for the most promising kids.
- Work with the Missions division in determining whether or not to start an urban high school.
COLLEGE AND HIGH SCHOOL

Dennis McCallum, Director and Sphere Leader

Other sphere leaders: Scott Risley, Conrad Hilario, James Rochford, Chris Hearty & Bret McCallum

2016 REVIEW

The college and high school ministry combined for a home church attendance growth of 2.2% (from 2,462 to 2,515). Looking at the ministries separately, college ministry grew by 3.9% (from 1,707 to 1,773) while high school ministry declined slightly by 1.7% (755 to 742). CTs are growing in both high school and college. It might not be very long before a fifth college CT is added. We are thankful to God who enabled Xenos to purchase and renovate the Warehouse, which enabled the college CT ministry to expand. As mentioned in the Operations Division section, Xenos purchased the neighboring business property. Not only will this property give additional parking, but the structural spaciousness could provide another auditorium, classrooms, and maybe even an urban high school!

OTHER ACCOMPLISHMENTS IN 2016

- 760 students attended Epic, our high school summer camp. Knowing that hundreds enjoy devotional readings, corporate teachings, and fellowship is incredible and ties into our vision of raising up workers and leaders for Christ’s church.

- High school CT attendance declined for the first time in years by 1.2%, South CT grew by 2.6% while North CT declined by 7.7%. Participation continues improving, from 85% to 86% of home church attendance. These meetings are vital to the spiritual health of our high schoolers. Here they absorb a high quality Bible teaching that applies directly to their lives. And they get to experience this within an awesome community of close friends and leaders. Christian students who don’t attend CT regularly have a more difficult time navigating the tumultuous teen years and to tend to experience more defeat in their Christian lives.

- The College CTs grew by 3% (from 1,282 to 1,321). Participation in CTs remained at 75% of home church (HC) attendance.

- Although several college home churches planted, the net total home churches declined (from 56 to 55). How is that possible? One of the College-High sphere leaders, Ryan Weingartner, transitioned to the adult ministry along with about 80 others from his sphere. The remaining 200 members of his sphere were absorbed into existing college home churches. This simply means that many home churches are now full and will plant in 2017.

- An important accomplishment was planting an adult home church from our college ranks. In cooperation with Doug Patch’s sphere, the college ministry planted a young adult home church into Doug’s sphere. This home church is bearing fruit.

- The high school ministry shrunk by three home churches (42 to 39). Although three churches were planted, five folded and one transitioned to become a college home church.

- 39 college leaders were raised up this year, but the actual net growth of college leaders was 12 (271 to 283) because twenty seven leaders transitioned to the adult ministry.
The high school ministry transitioned in 89% (99 of 111) incoming freshman while the college ministry transitioned in 87% (139 of 160).

375 students received theological and leadership training through the college Leadership Training Class (LTC).

The non-Xenos portion of attendance remains strong. This metric is important because it shows whether our students are sharing their faith with un-churched people. In high school, the percentage of non-Xenos students grew (from 62% to 64%). In college, the percentage remained the same as the previous year—at 72%.

**2017 GOALS**

Leadership training and classwork is an important aspect in raising up leaders for a church planting movement. In keeping with this, two more LTC class trainees are targeted to start. The trainee will complete almost two years of apprenticeship before they teach their own Leadership Training Class. Because the apprenticeship is lengthy, it is important to plan ahead, before the class room growth becomes unmaneagble.

Internet pornography is ravaging hundreds of students, from pre-teen all the way through college. We plan on providing another workshop to help parents and students against this new, secret drug of choice.

Plans are being made to transition another college home church plant into the adult ministry.

Please pray for God to raise up many more leaders this year, ones who are growing in maturity, depth, and ministry competence. Pray that God will reach hundreds more through Xenos Student Ministries.
The Adult Ministries Division consists of spheres (or groups) of home churches under the leadership of a Senior Sphere Leader, who pastors the home groups in that sphere. All Senior Sphere Leaders work under the leadership of the Adult Department Head.

2016 IN REVIEW

Two big changes happened for Adult Ministries in 2016. First, elder Ryan Lowery was named Adult Ministries Department Head. In this new position, Ryan will work closely with the other Senior Sphere Leaders to coordinate home church coaching and other important aspects of oversight through Adult Ministries. Ryan has been meeting weekly with the Senior Sphere Leaders to share ideas and collaborate in different aspects of leading the spheres.

Secondly, under the leadership of Ryan, Adult Ministries has also honed the vision for adult home church ministry. There has always been and will continue to be an emphasis on the great commission ministries of evangelism and discipleship amongst peer group demographic. Along with this vision, home churches were encouraged to focus on one or two other ways that they could impact their community for Christ. This has been very successful thus far, with hundreds of members serving in nursing homes, free clinics, caring for Internationals in America for the short and long term, and many others. We developed a ministry catalog for sphere coaches to guide home church leaders from. Better reporting of fruit borne through these ministries will serve to encourage and bring vision to home churches. Adult Ministries looks forward to more home churches jumping on board with this vision in 2017.

Plans are underway for more changes in 2017 with the de-coupling of spheres from their Central Teaching (CT) location. For the last several years, CTs have been made up of home churches from the same sphere. This will change in 2017 when home churches from several spheres will be together in the same CT. These changes will facilitate the raising up of new Senior Sphere leaders, new CT teachers and better fellowship opportunities since all Home
Churches will be able to linger after the CT meeting for meals together since there will be no meeting directly after them. A new morning and evening CT will begin at the Warehouse building. There will only be one morning meeting at Main Campus and 4th Street. And the fifth CT will be on Sunday evenings at Main Campus. Home churches that have been asked to make a switch to a new CT location will do so at the beginning of January 2017.

The number of adult home church’s first time guests decreased by about 4% from the prior year. However, hundreds of adults received Christ as their personal Savior this year, not only through the ministry of adult home churches, but also but through other initiatives of the home churches as described above.

A total of 149 people transitioned from a college home church to a post college home church in 2016. Of these, there was one large group that came up in mass from the college sphere led by Ryan Weingartner. Ryan, along with the others from his college sphere, merged into different groups in Gary DeLashmutt’s sphere. 2017 will see an increased organic approach to helping transitioners through a more hands-on model involving sphere coaches and home churches.

Currently we have 6 adult spheres led by Scott Arnold on Columbus’ West side, Kendal Triplett on East side; Doug Patch, Jim Leffel, Ryan Lowery and Gary Delashmutt. Mike Woods and Ben Foust will be added as sphere leaders in 2017. Here are a few words from the Department Head, and from current adult senior sphere leaders on progress in 2016:

The first year of the new leadership structure in Adult Ministry was filled with challenges and exciting opportunities. We’ve made great progress in putting together an integrated vision. Over ¾ of all adult home churches are participating in ministries from our new catalog of ministry opportunities. Hundreds of adult are getting involved in IFI, Refugee, Renegade, Student Ministries and more! We are also excited to raise up Ben Foust and Mike Woods as new Sphere Leaders. Jim Leffel will be stepping down as a Sphere Leader so that he can expand and continue his great work in world missions with Global Partners, CT teaching, and providing incredible class content. Our new CT rotation is on-track, and we are looking forward to see how God uses our efforts to prepare Xenos for another generation of faithful service to His kingdom.

2017 will be a big year where we hope to complete the CT changes we’ve set in motion, and focus intently on doing more to lift up and support our amazing home church leaders with better coaching, more tools, and more support. Look for more efforts to improve communication in Adult and Student Ministries. We want to bring more information and pastoral care to parents with students serving in our fellowship. We will be implementing new ways for student leaders and adult parents to connect and work prayerfully together as one body.

**SPHERE UPDATES**

**RYAN LOWERY**

God has continued to lead and strengthen the 27 home churches (HCs) that make up the Lowery Sphere this year. 2016 has proven to be a big year with exciting progress and many developments. The *Honing Our Vision* initiative has bolstered a wide range of ministries across the HCs. At least 13 groups have now partnered with one or more ministries from the Xenos Catalog. We’re looking forward to seeing how God develops and uses these ministries in the coming year. Outreach has remained strong, and overall HC attendance has remained steady despite several disbanded groups this year. Coming off of a big round of planting in 2015, we did not plant any new HCs this year. God, however, has continued to build and strengthen many groups, and with several HCs now poised to plant, we are anticipating another round of planting in early 2017.
We’re pleased to announce one more major development for 2017—a sphere plant! Ryan Lowery will continue to serve as Senior Sphere Leader, but will also be sending off Ben Foust as Senior Sphere Leader of a new sphere, supported by Paul Alexander as Sphere Coach. Please pray for this new sphere! We’re trusting God and looking forward to an exciting 2017.

GARY DELASHMUTT

The 4th Street Adult Sphere had a productive year in 2016. Ryan Weingartner came up from the college ministry, along with about 80 people from his college sphere. This enabled us to plant a home church and to solidly reinforce several other home churches. It has been great having Ryan join our sphere leadership team.

Mike Sullivan has done a great job teaching CTs monthly for the last couple of years. Beginning in 2017, he will teach weekly as one of our rotating adult CT teachers. We have committed to an ongoing presence in Haiti, and our team took its second trip in 2016. We had a productive and exciting retreat for our home church leaders. We also had a great sphere baptism, and our second annual sphere fun day at Hoover Y Park.

Now we are gearing up to help start the new CT’s at 4th Street and the Warehouse!

JIM LEFFEL AND MIKE WOODS

2016 was a fruitful year for the 20 home churches making up the Sunday night sphere. The dynamic mix of twenty-somethings and older groups proved again to be productive and edifying. Our younger groups continued to prosper with great evangelism, growth and new home group plants, while our older groups continued to expand their strategic focus in important community and global ministries. Working with marginalized populations locally, peers, and a number of Global Partners, the home churches on Sunday night where able to help more than 400 people enter the kingdom of God, while meeting real pressing physical needs as well. This is the work of His Spirit and an extension of His mercy toward us. It was also a year in which a number of groups were redeployed and we are hopeful that these transitions will produce greater unity, edification and kingdom growth.

DOUG PATCH

Our sphere continues to marvel at the privilege God gives us to serve Him and pursues growth in His grace. The new “Adult Vision Honing” helped all groups to evaluate how each life stage provides unique opportunities to serve God. Although we had a substantial number of people already involved in serving in the community, this process helped us further engage the Columbus community, showing and sharing about Christ’s love. We have a substantial presence in Hope, Renegade, and IFI. God worked through many people in this sphere in those and other ministries to lead countless people to an eternal relationship with Jesus Christ. Home churches continue to develop depth in their discipleship relationships—what was a weakness not many years ago is now beginning to reflect the New Testament vision for this part of the Great
Hundreds of adults have started a relationship with Christ through the ministry of adult home churches. We saw fewer guests to home churches this year and will keep a prayerful eye on this element of His church’s vitality. One of our annual highlights, the baptism, was well attended and there was a palpable presence of the Spirit as people gave their testimonies. Our monthly Prayer Concerts (first Sunday of the month) continue to remind us what our mission is and helps us be strong in His grace so that we represent Him well – we continue to pray for this meeting’s growth. Folks in this sphere have been asked to make substantial changes by adjustments in our wineskins and it has been encouraging to our staff to see how everyone has responded with great trust in the Lord to do so.

SCOTT ARNOLD

The West side sphere has focused on an urban people group through our 5 home groups from the West side and one urban group from the East side. We are grateful for how God is at work in the development of young workers from urban backgrounds. Raising these workers to serve in the neighborhoods from which they came is our long term goal. For many years the leadership and Christian work efforts were driven by older workers who moved into this field. Since 2015, we have seen an increase in engagement in ministry and equipping opportunities from our young urban members, and anticipate several new urban leadership couples being able to help us plant at least one new home group in the next 12 months. While we have not grown much numerically over this last year, there is a maturing in our work force that we believe will lead to future ministry growth.

KENDALL TRIPLETT

The people in the East side sphere have had positive can-do attitudes from day one and nothing has changed. We lost a couple of leaders a year ago, and this year has seen other people step up to fill their roles in a big way which has been refreshing for the rest of the body. Some have completed the leadership classes and others are on their way to doing the same. Outreach to the lost has been good and many people are involved in various ministries outside the fellowship. We are involved in three facilities on the East side that are homes for the elderly—teaching Bible studies and serving them in other ways. Many of those older folks have gotten saved, and some not long before they left to be with the Lord. In this coming year we plan to focus more on discipleship and seeing people mature, while at the same time not ignoring the need to reach the lost.

The new adult vision honing helped all groups to evaluate how each life stage provides unique opportunities to serve God.
“THE TRUE CHARACTER OF MINISTRY IS A SERVANTS HEART.”

– HAROLD WARNER

SUPPORT SERVICES
Phil Franck, Division Coordinator

Internal Services, Kathy Hoffer

SERVANT TEAM (church deacons) We ended 2016 with 795 Servant Team members. (Up from 758 in 2015). Our annual retreat was held in Northern Kentucky.

ACCESS MINISTRY (Serving people with disabilities, integrating them into fellowship)

- ASL interpreting was provided consistently for 11 major events and 5 ongoing meetings (Central Teachings, home groups, classes). There are currently 10 ASL interpreters and 9 deaf recipients.

- Access Oasis: We ended 2016 with 19 volunteers providing individual care for up to 14 students each week (2 more than in 2015) via the HUB (special low-stimulation room) or in-class volunteers.

- Saturday Night Bible Study averaged 20-25 people.

FINISHING WELL (mobilizing people 55 years and older for ministry) This ministry is still in the process of restructuring. Long-time leaders stepped down this year, and new plans are being laid to equip and fortify people who are empty-nesters and beyond, and also those 70 and over.

- The Grief Share course was offered 4 times this year (Two 10-week sessions, plus 2 special holiday sessions). A total of 82 people took the course (down from 125 in 2015). New in 2016 is the parent loss support group for people under 30; it will meet quarterly. 13 people attended the first session in October.

- Sixteen families were served through Helping Hands ministry, investing over 43 hours of house repairs and labor.

HARDSHIP FUND 34 individuals, couples or families received funds for counseling or assistance paying bills.
XENOS FREE CLINICS

VOLUNTEERS
There are a total of 603 registered volunteers, of which 117 are active (volunteers frequently ask to become inactive, but subsequently reactivate when their schedules permit). This is down slightly from last year’s 145 active volunteers.

This past year, there were a total of 68 clinic sessions, down from 117 in 2015: 12 legal, 32 dental, and 21 4th Street medical. Approximately 884 volunteer shifts have been served in 2016.

PATIENTS
For 2016, there were 321 patient visits (not including dental), up significantly from 2015. We are seeing the medical clinic numbers rise again from last year. Legal clinic visits were at 41, up slightly from 2015.

Since the start in 2008, there have been a total of 2,823 patients served, at 7,431 visits to the clinics, with at least 2,041 prayer team sessions and at least 94 patients reporting they received Christ during these sessions.

This year there have been at least 46 prayer sessions and 3 patients have indicated to us that they received Christ during these sessions.

DENTAL
In 2016 the dental clinics were reduced in frequency from every Thursday and 2nd Wednesday to just the 1st and 2nd Thursdays and second Wednesdays. This reduction was due to a shortage of dentist volunteers. In addition, the location of the dental clinics was shifted from the Vineyard 5th Ave. facility to the Vineyard Cooper Road facility.

Communications, Diane McGuire

The new home page was launched in January 2016 with the other sections quickly following. A new menu and new features (such as a sliding banner on the home page) have been added. The design is responsive, allowing people to view the site on their phone, tablet or desktop device.

Website traffic tracking was down for over a month in 2016 making it difficult to determine the overall traffic for the year. Traffic appears to be down overall. The free mobile app has increased in traffic with over 470,000 impressions in 2016. The app has been downloaded over 9,600 times since its launch in 2014.

The graphics team created hundreds of signs, book and program covers, PowerPoint templates and website images in 2016. Some new one-page sheets were developed to tell more about the good that Xenos does in the community.

Most Fridays, an email newsletter is sent out to those who choose to subscribe. There is a variety of information shared about upcoming events, church news, inspiring stories and more.
In 2017, we will be implementing a new ballot for VST voting and for pledging to support the financial needs of the church. We will also be producing a short video about all of the great things that financial giving supports at our church, in the community and around the world.

**Evangelism Impact Ministries, Sherri Fojas**

This department offers ideas and venues for adults to reach out to friends and community with the good news of Christ.

**EVANGELISM CONSULTATIONS**

Phil Franck and Sherri Fojas met with 16 home group leadership teams for Evangelism Consultations that addresses practical tools for evangelism as well as heart issues that affect evangelism.

**INTERNATIONAL FRIENDSHIPS**

There are at least 479 Xenos members who served hundreds of international students. This ministry has an incredible need for volunteers to help with hosting, airport pick-ups, conversation partners, etc. There are at least 77 foreign students who discovered faith in Christ this year. There are still many more students who are waiting for a conversation partner.

**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 our previous schedule; meeting the first Wednesday morning of the month during the school year. We also changed the format to allow for discussion groups. Teachings are online at [http://www.xenos.org/parenting](http://www.xenos.org/parenting).

**HIGH SCHOOL PARENT NIGHTS (OPEN HOUSES)**

At least 22 out of 44 high school groups hosted a parent’s night in the calendar year. This helped promote good will with parents and gives them a vision for how Christ changes people’s lives.

**COUNSELING**

Six new part-time Biblical Counselors came on board in 2016. They are: Tracy Glover, Liz Sweet, Ben Foust, John Ross, Chris Risley and Kelsey Shannan. Each of these are taking on 2 or 3 counseling sessions/week. In 2017, two more are coming on part-time to counsel—John Cleary and Nick Hetrick.

Funds were approved to provide increased training for counselors. Five new counselors took the *Marriage and Family* course from Trinity Evangelical Divinity School offered at Xenos.

77 students discovered faith in Christ because of International Friendships, Inc., a ministry for foreign students attending central Ohio colleges.
COUNSELING HIGHLIGHT:

After 26 years as a counselor on the Xenos staff, Katey Downs retired in September. She performed close to 15,000 counseling sessions during that time, and many received helpful guidance for their lives and relationships. Katey is developing ways to mobilize seniors in Xenos to a continued life of ministry for God.

COUNSELING ORIENTED MINISTRY TEAMS

Divorce Care is still searching for new leaders and did not offer a group in 2016.

Never Alone substance abuse group (meets at Main Campus, 1340 Community Park Drive), led by Bob Graham and Ron Verrilla.

Hope substance abuse group (meets at 4th Street, 1934 N. 4th Street), led by Scott Foster, Rob Nugen and Adam Simon.

Griefshare (helping people who’ve suffered great loss in the death of a loved one) Randy and Lynda Jones and John Montgomery have been very active and offering two 10-week workshops per year.

Final Hope (helping the terminally ill find hope for the future)

VICTORY (helping women dealing with rape) is led by Ann Augur and Barb Hulett.

HEART (resolving issues related to abortion) is led by Barb Hulett, Michele Nugen and Jill Waterman.

GRACE (for women recovering from abuse) currently led by Ann Augur and Barb Hulett.

The above 3 ministry teams saw marvelous testimonies from participants about their lives changing due to these 10 week courses. Victory had a participant reach out to her parents who both accepted Christ after seeing the change in her.

Four new ministries are being explored, including dealing with families of addicts, men’s GRACE group, and soldiers returning home.

Quarterly Enhancement mornings started for Home Church Leaders with audio and handouts on the Counseling Resources portion of the website. Offerings included: Listening by Lee Campbell, Praying for Stuck Christians with Gary DeLashmutt, Dealing with People’s Shame Issues led by Lee Campbell and Forgiveness with Bev DeLashmutt.

Our Marriage Mentoring program is maintaining success, with 35 couples being mentored by the end of 2016 (up 4 from last year). Kim Geiser is in charge of intake.

ADULT AND CT ADMIN

Ann Augur and Kim Geiser’s team is gearing up for new Adult CT at the Warehouse.
The Operations and Administration Division has worked to be responsive to ministry needs and strategic in improving ministry effectiveness. In 2015 we opened the new Warehouse venue and over the last year it has become a well-used facility. At the end of 2015, we solidified staff in Sound & Light and Facilities, which positioned us for a great year in 2016. In 2015 we also initiated several studies that helped us in 2016, and will impact our coming year. Finally, we acquired a key new property for the future.

Information Systems is a department that touches on every aspect of ministry in the church. Our group of professionals support all systems that allow our leadership to lead and manage the church and that support our members and other church’s access to information and communications via our web site. Greg Lawless leads a team that provides Xenos staff with computers and other systems, that helps ensure our facilities have all they need to help people communicate and attend to daily details. Dan Walker is an incredible resource for

**BIG EFFORT TO FIND A CHURCH-WIDE DATA AND COMMUNICATION SYSTEM**

We have always strived to get the most out of technology and investments in systems, but have now stretched our current home-grown church-wide database management system beyond its useful life. After a difficult search for a comprehensive solution, we were introduced to a widely used church system that, after extensive analysis, we believe will be a foundation for our future needs.

We are well-positioned now to implement a new “front-end” user interface this coming year, enabling us to take advantage of smart devices in getting data to-and-from users seamlessly. This system will allow individualized user log-ins, getting people to information and communications specific to their needs and roles in the church. Matching that to a “back-end” processing system that is open and highly customizable, we have a system plan that
our networks and telecommunications, and Byron Tobe is a proven servant to our users in their day-to-day technology needs, and in helping the department plan for the future.

**Technical Services** (Sound and Light) is headed by Gale Flowers, and in 2015 handled the difficulties of setting up the new Warehouse venue. With less on its plate in 2016, it has been able to spend some time ensuring basics are covered, providing both staff and equipment enhancements where there is the greatest need. It covers the technical needs at eight venues each week for multiple meetings, including Central Teachings and many other uses.

We are positioned well for 2017 with a competent staff. Supporting us is our backbone of dedicated sound and light volunteers. Without these servants, we would need many more paid person-hours to support meeting and event needs.

Our **Facilities Department**, headed for 19 years by Dave Bucklew, provided outstanding service in 2016, thanks to solid staffing and more time for planning after a very busy 2015. We have approximately 83 acres of property owned and maintained by the church, with over 265,000 square feet of facilities to look after. These incredible assets provided by God are the locus of a great deal of ministry that is changing lives.

Xenos’ **Accounting and Finance** department is blessed with a committed, competent staff. Alan Burkholder, CPA, leads with support from long-time senior accountant Catherine Gilbert. Josh Keegan joined the department in late 2015 and his impact has been evident in 2016. Their work grows in importance each year as the number of funds, ministries, and transactions has grown. They have also dealt with regulations that require more in-depth reporting. This group provides a solid, godly foundation of trust and professionalism in their work, which, along with responsible policies and procedures, allow us to feel confident in handling of our finances.

We saw people continue their generosity in many areas in 2016 (covered in greater detail in the Finances section of this report). Our 2014-2017 building fund remains on target to eliminate the debt from the Warehouse acquisition and renovation project by the end of 2017. We will retain some debt for a new 2016 acquisition, discussed above, but the outpouring of generosity remains an incredible blessing to the church.

Our **Office Services** staff members are some of the most inspiring and hard workers in our division. They are often charged with making sense of murky situations and bringing order to chaos. Cathy Kaiser is a long-time warrior (22 years in her roles at Xenos) we count on every day to meet the needs of our office environment.

we believe will take us into coming years with great flexibility. We are facing a huge year of change in 2017, rolling out this new system. It will affect virtually everyone involved in the church, and the work will have a great effect long-term.

We’re excited and a little apprehensive about the process, as change is always difficult. It is time for our church to replace an obsolete system with one that takes advantage of modern technology. We will be able to deliver information and communicate through multiple interfaces, bringing us up to date. Our biggest focus in 2017 will be its implementation.
The Master Scheduling and Event Support department is headed by Michelle Houston, who has to juggle many conflicting priorities for various venues across central Ohio. In many ways, she operates a large conference business, spread across three main venues with multiple options and spaces in each. We look forward to better tools for this area as we progress toward a new system in 2017. This area will particularly benefit from the new data management implementation.

In 2016 we made a number of new policy decisions related to a new issue for our church—planning for our leaders retirements. We spent a good deal of time the last few years preparing for when our founders will hand the reins of our work to the next generation. Many steps in that work have already been implemented, with new leadership coming on-board in new roles and with transition plans taking more precise form. We are well on our way to seeing a solid and edifying transition to our next generation of godly leaders in Xenos. We praise God for the people involved in our leadership and the way they have worked toward such plans, given that the result is that their life work will change radically in time.

2016 SUMMARY

During 2016 we were able to get a better grasp on issues facing our support of Xenos ministry. We've analyzed how we interact and communicate with Xenos members, and have been looking at new technologies as we plan for 2017. Recurring review of our facilities helped us implement some targeted enhancements. The sound and light team has changed its staffing plan to meet new and expanded needs at key meetings. Accounting has responded to new giving opportunities with changes to online giving mechanisms. When the opportunity for a new property came to us, we were ready.

In all, we have been able to remain responsive and flexible with needs and opportunities that came our way. We’re blessed to have the staff that we do and the resources to meet ministry needs in our service roles in the division.

LOOKING TO 2017

We’re excited about the work set before the Operations and Administration Division for the new year. We are intimately involved in Central Teaching changes, with new venues for our adult groups. These ministry enhancements will affect the work of multiple departments in our division, and we will work to help ensure the new meetings glorify God. We have planning to do for our new site, even if there is no hurry to implement any changes soon. Attention will need to be paid toward retirement planning, working with our elders on specifics.

Our team’s focal point will be the implementation of the church-wide database system. It is time for this change, but the implications are daunting. Even though the people of Xenos are motivated, cohesive and flexible, a large ship is not so easily turned. We will be stretched and we will make some mistakes. But in the end, we will be poised for greater efficiency and effectiveness than ever before. We need to be praying and working as to our Lord for months to come in this specific area.

Our division’s staff has kept its annual budget growth below 1.9% on average from 2011 through 2016, with the same pattern applied to 2017 proposed budget. We want to do all we can to see ministry grow while providing all the services needed for those ministries to be fully supported. We press hard to squeeze every bit out of investments we make in technology, equipment and facilities, and that focus will continue in the future.
A GREAT NEW MINISTRY SITE

We had one big property acquisition that God basically dropped in our laps this year. The owners of a property next to the Warehouse facility on Oakland Park approached us to buy their land. They said we had been great neighbors and they wanted to see their site come to a good use, in our hands, as they needed to move elsewhere to allow their distribution business to grow.

There were several things that made this a very attractive offer:

- The Warehouse (opened in 2015) has seating for almost 800, but due to parking constraints we cannot get more than 700 on site. The new site’s parking allows us to maximize use of what we already have.

- The existing structures on the proposed contiguous site—warehouse space and offices—are very flexible in terms of their future use. The warehouse areas can be built out to 2 stories, providing potential space for both an auditorium and for multiple classrooms. We anticipate needing both a meeting space and classes in the future.

- We have talked about expanding our Xenos school system to include a small inner city high school in the future. This space would meet our needs for such a use, unlike any other space we currently own.

- Office space on the site could be used right away for multiple uses.

The offer also addressed some other issues:

- This new property was granted a permanent access easement across our existing property via deed restriction decades ago. There is daily, large truck traffic across our property that is eliminated under our ownership of the entire area.

- Competitors for the space had no opportunity to bid up the price of the site. We prevented developers, who are currently making huge investments to sites along Indianola, from building right next to us while retaining traffic through our current property.

We clearly felt that God helped land this new site and earned us a highly favorable view from the prior owners. Since we are in no hurry to develop the site, we were able to enter into an agreement with the prior owner to retain their business on the site and compensate us for that use for several months into 2017. Once they move out, we will have unrestricted access for the future on a great addition.
We feel humbled by the generosity of God’s people in Xenos, and edified by how He continues to meet and exceed the financial needs of the church. It shouldn’t surprise us, but whenever God opens a door for our work to expand, the finances come together to accomplish the work He has in mind.

With continued growth in missions funding, we were still able to slightly raise 2016 General Fund budget. This was at a time when we have a multi-year building fund program in place, raising over $4.5 million toward a pledged goal of $5.4 million thru 2017. In total, Xenos families provide over $10 million in annual funding to the targeted funds of the church.

In 2016 we realized with a new sense that our General Fund giving must continue to grow, as the basis of all else we do is founded on solid funding of the core functions of the church, reflected in the General Fund budget. The General Fund covers all expenditures related to administration of programs (i.e., all staff costs), local ministry costs, commitments to long-term missions partnerships and church property related expenses – “core” church work. So our focus needs to be on covering needed increases to the General Fund as a priority, then seeing other funding grow.

We exceeded our General Fund budgeted giving by $241,000. Over $7.3 million was donated to God’s work thru Xenos, just in the General Fund.
The frugality of management is shown year-after-year, as we have never had a year in which what we spent exceeded what we took in for core ministry work. We have taken on sustainable debt for building projects, with payments for debt also paid within annual spending. The point is, we plan and spend within our means, and God provides year after year.

Increased spending in international missions is covered in greater detail in this report under both the Global Partnerships and Humanitarian Aid & Development funds. We have been blessed to help fund more and more indigenous leaders around the world, making new forays into South America and Africa in 2016. We have come alongside work God is already doing through local leadership, providing training (one of Xenos’ clear areas of strength) and some funding for apostolic workers to go into their own areas, fully ready for the work at hand.

In the end, we continue to seek out God’s mind in all of our work. We need to come alongside where work is going on already, where God’s workers just need some assistance to excel all the more (2 Corinthians 8:7). We are prepared and funded to help to those in need.

We see that a clearly defined mission and a budget that matches it with clarity and focus ensure that people can get behind the monetary needs of the church. We have seen the General Fund budget grow every year since the 2008-09 recession, while we have funded missions work at new heights and funded a new facility in that same time. God’s generosity through His people abounds and humbles us.

2017 FINANCES OVERVIEW

We expect to grow our General Fund budget substantially in 2017. At this point, each 1% growth in budget exceeds $70,000, so we have lots of ministry involved in every percent growth our leadership proposes and our people fund.

We want to focus on the need for a church that wants to do more and more in missions work and elsewhere—but we have to fund the core needs of the church, especially, but not limited to, the administrative staff that does the work behind-the-scenes to direct work and funding to the proper end goals.

We have prioritized several areas for inclusion in next year’s budget, which will be presented to the church in January and covered by pledges early in the year. We only know our final budget after people have weighed in on their pledges to funding the church for the year.

We expect to provide a raise for our staff in 2017, to augment staffing in our adult and student ministries with a key new hire in a pastoral trainee position and add some other hours to a couple key positions. We will provide additional counseling resources and other ministry support, all funded thru the General Fund budget. And while we have debt and also envision building related projects coming up, we will use any additional funding for debt service or to build a reserve for future use in such building expansion efforts.

If we fund everything we will propose to the church, we could see a 6% increase in 2017 General Fund budget over 2016, and that would be a great step forward in ministry. We feel such a level of generosity is reachable given the incredibly sacrificial members of our church, from college-aged students giving money that could go to school expenses or food, to adults taking steps of faith in attaining to new levels of simple living to support the Gospel financially.

We will press ahead in a big way in Missions, outside the General Fund budget, thru our Global Partnerships and Humanitarian Aid & Development funds. We have decoupled Missions giving from “core” General Fund budget in order to focus more resources in Missions. Over time, we expect our Missions budget to grow much faster than our General Fund budget, as has already been true the last 3-4 years.

Overall, 2016 was a solid year with a solid ending and 2017 looks to carry some momentum forward as we follow God’s lead in all things.