XENOS CHRISTIAN FELLOWSHIP

2017 Annual Report
WE PLANT AND BUILD LOCAL CHURCHES THROUGH INDIGENOUS WORKERS AND STRATEGIC PARTNERS

MISSIONS

Dave Glover, Division Coordinator

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

2017 REVIEW

As of the end of 2017, we have 19 fully accredited missionaries serving in four countries (see chart). In addition, we have 18 people serving as well-wishers—10 on foreign fields and 8 domestically. Five of our accredited missionary couples were here on home assignment in 2017. In addition, several of the missions staff made field visits to Cambodia, 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.

Through our missionaries on the field and strategic partners, we support 180 indigenous workers.

In 2017, approximately $3.3 million dollars was directed to Xenos Christian Fellowship missions initiatives. We are incredibly grateful for this outpouring of generosity. Daniel Rickett, one of the leading experts in cross-cultural partnerships, provided training for the missions staff and a review of our current partnerships. His input was extremely helpful and as a result, we implemented a number of changes to our partner vetting process.

During a four-day medical clinic in Ecuador, doctors, nurses and other volunteers from Xenos helped over 1,700 patients.
SHORT-TERM TRIPS
In 2017, we conducted four short-term trips, two to Haiti, one to Cambodia, and one to Ecuador. 86 individuals had the opportunity to participate and serve over 2,600 people. Praise God that over 1,000 people heard the gospel and came into a personal relationship with Christ!

In Ecuador, we worked with a local church in Huaquillas to conduct a medical clinic. During the four-day clinic, we served over 1,780 people. After the patients received medical attention, the leaders in the local church shared the gospel with each patient. The leaders of the Huaquillas church are diligently following-up and working to incorporate these new believers into home churches.

The Cambodia trip continues to work closely with the Fountain of Hope (FOH). The team members provided Bible training for new believers and the FOH staff, and conducted programs for children. This trip provides a unique opportunity to work closely and build relationships with our ministry partners.

The Haiti short-term teams work closely with the Baraka church in Jacmel. The team, alongside our national partners, provided medical clinics, youth evangelism, and pastoral training programs. These trips serve as a significant catalyst for the church planting efforts of the Baraka church.

We plan to conduct four short-term trips in 2018. Each will provide unique opportunities to expand our partnerships with other individuals and groups interested in church planting.

HUMANITARIAN AID AND DEVELOPMENT FUND (HADF)
The HADF focuses primarily on domestic ministries working to meet important relief and development needs. For 2017, there were nine different ministry options totaling $67,500. We exceeded our goal and were able to raise over $77,000 for these important ministries. For more information about the specific ministries, please refer to the HADF web page. In addition, our church raised $14,585 for hurricane relief efforts in the United States.
GLOBAL PARTNERSHIP FUND (GPF)
The GPF focuses on church planting initiatives integrated with social services for the poor. Our goal in 2017 was to raise nearly $529,000 for these ministries. Thanks to the incredible generosity of our church, we were able to raise over $660,000. Global Partnership ministries are funded in part from the Xenos general fund, reflecting our ongoing priority for missions.

The GPF supported projects this year in Cambodia, Haiti, SEAsia, India, Ethiopia, Ecuador and the Cote d’Ivoire. 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 about our partners, please visit the GPF web page.

INDIGENOUS LEADERSHIP DEVELOPMENT
Our Global Partners are apostolically gifted indigenous leaders who are multiplying churches that integrate needed social services for the poor and reach the lost through home church planting. These partners represent 180 indigenous workers and 1,063 house churches with over 12,000 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 14,000 patients visited the facility. Along with the many physical needs met there was a spiritual impact as well. 286 people prayed to receive Christ. There are ten house churches overseen by MMC staff and over 50 overseen by referring partners. The MMC spiritual impact team trained 20 of these referring partners in house church planting. Tim and Marjie Benadum serve as the director and partnership director respectively. Finally, Scott and Jeanne Arter were approved by World Team and hope to join the Benadums as well-wishers in 2018.

Chris and Amy Gesler along with Bill and Amy Barson oversee the operation of the Friendship School. Amy is using her medical background to provide a “Fit for School” program. The program provides basic health and hygiene information for both students and parents. The team conducted two clinics for the parents of the students at the school. Over 150 patients came out with at least 40 expressing interest in attending a Bible study. There are 225 students enrolled in the school. A junior high
cell group was planted bringing the total number of student groups to three. Each of these are led by Khmer.

The Fountain of Hope completed their third full year of operation. Each of their programs operates in four provinces. Their programs include the Life of Hope, Joy of Our Children, Life with Value and Our Strong Village. More information about these programs is available on its website. There are 64 cell churches with 620 adults attending. The Joy of Our Children program has 115 groups with over 4,100 attending. Praise God for the way He is using the Fountain of Hope staff and programs to reach many people for Christ.

SOUTHEAST ASIA (SEASIA)
2017 was another excellent year of ministry in Southeast Asia with the adult and youth ministry continuing to expand. Today we have a network of 192 house churches planted in 16 different areas of SEA with over 2,100 people in attendance. We are also excited to report there are over 190 indigenous people leading these groups. Please join us in prayer for protection of these leaders.

The team finished its third year of the training school. The course of study provides both vocational and Biblical training. The team also commissioned and sent seven recent graduates to a new area of SEA. Please pray for the workers God has mobilized for the harvest.

ETHIOPIA
The Lord has brought about incredible growth since Lou and Genet Kassa's arrived in the fall of 2013. Currently, there is a network of 37 house churches in 13 different cities. Six church planters now serve in six different cities. In addition, there were churches planted in four new regions with great potential and plans in place to expand these works in 2018.

Lou and his team trained many new workers and leaders. The training covered topics such as evangelism, home church leadership, church planting and Christian growth. There continues to be many open doors for the Gospel and opportunities to mobilize a large workforce to reach the north for Christ.
HAITI
In conjunction with the short-term trips, training sessions were 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 three new areas. One of these church planters established multiple house churches in the city of Macary. Currently there are 27 house churches with nearly 300 people in attendance.

Finally, we continue to invest in training. Several leaders attended classes offered through the Institute Biblique Lumière (IBL). We pray for these leaders protection and that God will use them powerfully.

INDIA GOSPEL LEAGUE (IGL)
Since 2013, we supported 19 “barefoot pastors”. In May, we completed the support of the last six pastors. They are now fully supported by the churches they started. In addition, we completed the third year of our partnership with IGL in the region of Gondia. The Gondia region initiative is a 5-year plan to plant 200 churches and train 70 pastors. At the end of 2017, 35 pastors were trained and 39 churches have been planted with over 1,700 members in attendance. We look forward to seeing God build on this foundation as we enter the fourth year of our partnership.

COTE D’IVOIRE
As part of our revised vetting process, we made three trips to the Cote d’Ivoire to meet with the leadership of this dynamic church planting movement. After extensive meetings and questions, we came to a good understanding of the ministry and plans for our partnership. Based on further study and input from a cross-cultural partnership expert we will reduce our financial commitment in 2018.

Victor and his four area directors oversee a network of 60 church planters. We continue to see amazing growth in this movement with over 680 churches planted and 6,400 people attending each week. In addition, they planted churches in the neighboring countries of Ghana and Benin.

Leadership training remains the highest priority. We agree with Victor and his team that they need a more systematic approach to house church leadership training, specifically, how to teach doctrine and the means of growth. Church planters and
area directors need more developed skill in biblical interpretation, especially of the doctrinally heavy epistles. This will continue to be the center of our contribution to the partnership.

**ECUADOR**

We completed the second 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 seven house churches in Santa Rosa and three 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 to Huaquillas. During the four-day medical clinic, we served over 1,700 patients and hundreds prayed to receive Christ. The church leadership is following up on these individuals with the hope of incorporating them into a home church.

We plan to return to Santa Rosa in 2018. In addition, to conducting the medical and dental clinic we will also have an opportunity to provide training to the local leadership.

**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 75, which was a 25 percent increase. Home church attendance increased as well with over 90 people attending weekly. Ravi, a key leader in the community, joined the leadership team. There are eight home church/cell groups, four adult, two junior high and two high school groups. In addition, the Geisers provided additional discipleship and leadership classes, which are bearing fruit. Praise God for the 13 salvations they saw in 2017. We look forward to seeing how God continues to work in 2018.

WE PLAN TO RETURN TO ECUADOR IN 2018 TO CONDUCT MEDICAL AND DENTAL CLINICS AND PROVIDE TRAINING
DOMESTIC CHURCH PLANTING
Joe and Erin McCallum continued their efforts to plant churches in the smaller communities surrounding Columbus. After much prayer, they decided to move to Granville in order to be closer to the work on the east side. The preliminary results of the move are very positive. Overall, they have four groups up and running. There is a Newark college and adult group, Newark FCA and a group in West Jefferson. They saw five salvations this year.

INTERNATIONAL STUDENT OUTREACH
Doug Patch continued his work with missions and IFI. His task is to establish a conduit for internationals to have connection with quality Christian workers from their first day in Columbus, through their college experience, and finally connecting them with national disciple-making believers when they return home. As a church, we have significant number of volunteers in this ministry.

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.

URBAN CONCERN
The primary goal of Urban Concern and Harambee Christian School is to equip and disciple inner city youth to become a new generation of leaders for our community and the church. We do this through providing opportunities for academic excellence and engaging Bible studies for students of all ages. We believe that these students, themselves, will be those best suited for reaching the lost in Columbus’ urban neighborhoods, as they grow and develop in their own relationship with Christ.

Harambee enrolled 131 students, 83% of whom qualified for free or reduced-price lunch. 73% scored proficient or higher on Ohio’s standardized Reading test, and 83% scored proficient or higher on the state standardized Math test.

In addition to excelling academically, 28 middle school students attended Blowout camp, as did 15 high school aged alumni. 71% of middle school students participated regularly in weekly small group Bible studies and discipleship meetings on Sundays, and 83% of K-5 students attended their weekly Bible study regularly or some of the time.

131 students regularly heard the gospel as a part of their instruction at Harambee Christian School. 133 students heard the gospel as a part of Sunday junior high small groups, and approximately 430 elementary aged students heard the gospel as a part of our Sunday K-5 youth Bible study (Renegade at Harambee).

Eight students prayed to receive Christ during Sunday Bible studies and seven others did as a part of their time at Harambee School.

2018 GOALS

SHORT-TERM TRIPS
We have short-term trips planned for Cambodia, Haiti, and Ecuador.
GLOBAL PARTNERS
We have four key result areas we plan to focus on for each of our Global Partners.

1. Work with our global partners to define and provide equipping resources
2. Complete vetting/assessment documents for all global partners
3. Improve the financial and church planting reports for all global partners
4. Raise the necessary financial support for each global partner

In addition to the above, our partners have set the following goals:

- Working through the spiritual impact team, Mercy Medical Center will plant five house churches.
- The team in Kampong Cham will plant two new student cell groups and one adult home church. They will conduct at least one community outreach clinic.
- The Fountain of Hope plans to increase the number of cell churches from 64 to 150. In addition, they will expand the children’s groups from 115 to 175.
- The Ethiopia team will develop 34 new leaders and plant 17 new house churches.
- The SEAsia team will continue with the training school and plans to deploy a team to a new area.
- We will conduct at least two short-term trips to Haiti. The goal is to plant a church for every area where we hold a clinic.
- India Gospel League plans to train an additional 15 pastors and plant 35 churches.
- In Ecuador, they plan to plant one house church in Peru and three new house churches in Santa Rosa.
- In Cote d’Ivoire we will provide additional training for the leadership team.

NEPALI MINISTRY

- Develop additional equipping and leadership development classes.
- Recruit additional junior high cell group workers.

DOMESTIC CHURCH PLANTING

- Develop new disciplers and teachers in Newark adult and student groups.
- Institute measures to reduce student turnover in the Newark group.
- Conduct a combined retreat with other extra-local church planters.

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 plan to recruit and enroll at least four Renegade students for the 2018-19 school year.
We offer dozens of classes to prepare our members for leadership and other forms of Christian service. Home group leaders can access a wide variety of resources through both our Study Center, a full-service lending library, and four separate sites that sell recommended Christian literature. To equip the wider Christian community, we offer both an annual conference, the Xenos Summer Institute, as well as advanced training through our Master’s Degree program.

2017 REVIEW

XENOS SUMMER INSTITUTE

The theme for the 2017 Xenos Summer Institute (XSI) was God’s Living Word, featuring Drs. D.A. Carson and Douglas Stuart, well-known New Testament and Old Testament scholars respectively. We also featured a video presentation from Dr. John Lennox of Oxford University, famous for debating leading atheists (including Richard Dawkins and the late Christopher Hitchens). Numerous Xenos staff members and other pastors from around the country presented in our workshops to over 3,000 attendees. Even after 20 years of organizing XSI, 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 MASTER’S DEGREE PROGRAM**

Total registrations were steady this year with a modest increase among Xenos students. Some fluctuation is to be expected given that distance education does not strictly follow the academic year: students enter and leave throughout the year. During the 2017 Summer Institute, Dr. D.A. Carson, a research professor at Trinity’s main site in Illinois, offered our annual wrap-around course. The class was very well-attended, just short of our all-time attendance record.

**CLASSES**

Total registrations took another step backwards for a total of 3,021 unique registrations. A close study revealed this is almost entirely due to two factors: introducing higher standards to our Student Ministry’s Leadership Training Class sequence and shifting needs in Adult Ministries. The Student Ministry sphere leaders decided that many students were entering this special course prematurely. Student selection has improved and completion rates are now over 90%. Under Ryan Lowery’s Adult Ministry leadership, Equipping is attempting to provide courses that fit more with the growth pattern found in Adult. We do not view the lowered class registration trend as problematic given that our elective course attendance has remained steady.

Several new courses were introduced in 2017. One of our new instructors, Liz Sweet, developed two new courses on how to be a witness for Jesus Christ in the home. The Director of the Equipping Division, Pat Reeder, taught two-part course covering fifteen weeks on the four gospel accounts of Jesus’ life and ministry. Bev DeLashmutt has also developed a course on teaching children healthy sexuality—a much needed course to help parents navigate the internet-age. Finally, Jim Leffel revived an old course he used to teach on logic and reasoning, aptly entitled it, Critical Reasoning in a Post-Truth Culture.

**STUDY CENTER**

We have the largest lending library of evangelical books and resources in Columbus and robust digital library of books and academic journals. The most significant news for the Study Center in 2017 was the exit of Caitlin Kleinpaste. Caitlin’s hardworking attitude and creativity will be missed. In her place, we’ve hired Doug O’Malley, who comes to us with an education background. Doug has hit the ground running.

This year was the second full year of OverDrive, a digital lending library. Its use has continued to grow, adding more checkouts overall. OverDrive checkouts alone grew 56% from the previous year. The total number of Study Center checkouts grew by 54% since OverDrive was introduced in mid-2015.
BOOK STORE
In 2017 all of the bookstores across four separate Xenos sites unified under a single department within Equipping. The primary purpose was to eliminate redundancy in ordering and inventory, and to streamline promotions across all venues. We’ve introduced Staff Recommendations, where top leaders point members towards their favorite literature. This provides an equipping opportunity for our elders and sphere leaders to steer readers to premier content.

2018 GOALS

XENOS SUMMER INSTITUTE
The 2018 Xenos Summer Institute theme is The God Who Is There. The conference will feature keynotes from J. Warner Wallace and Sean McDowell. J. Warner Wallace is an LAPD cold-case homicide detective who writes apologetics literature from the standpoint of criminal evidence. His books include the popular Cold Case Christianity and Forensic Faith. Sean McDowell is an assistant professor at Biola University and the son of Josh McDowell, also a well-known Christian apologist.

TRINITY MASTER’S

DEGREE PROGRAM
Our partnership with Trinity has long been valued for its training potential for our own leaders. Along these lines, we have been recently attempted to make more counseling courses available at our site. In recent years, our Counseling Department has seen a spike in counseling sessions, raising the need for more counselors. To offer training to our counseling staff, we plan to host a counseling class in Spring of both 2018 and 2019. Also in 2018, pending approval from Trinity’s administration, Xenos’ Director of the Equipping Division will teach the annual wrap-around course on the topic of the Problem of Evil and the Bible.

CLASSES
2018 will largely be a refining year. Many new classes were introduced last year and our hope is to see these taught again, in some cases with more class sessions given their popularity. There are two larger scale projects for 2018. The first is to introduce a training sequence for people serving in home churches populated with retirees. As Xenos’ first generation ages, the need for leadership over these groups will inevitably increase. The second project involves streamlining our Core Course sequence, aligning it closer with the College Ministry’s Leadership Training Class sequence. This will
have the dual purpose of strengthening the content of Adult training materials as well as simplifying course structure.

**STUDY CENTER**
The Study Center is going to try improve hospitality in 2018. The Study Center has a large space for study and several small study rooms. In an effort to increase usage of this excellent space, we plan to offer free coffee and play music to improve privacy for mentoring sessions. 2018 will also see the introduction of a new role: Media Resource Comptroller (MRC). Each week dozens of teachings are recorded, but not all of them are carefully archived and prepared for distribution. The MRC will help to facilitate and streamline this process.

**BOOK STORE**
In 2018, we will continue to use the Staff Recommendation system, placing our members in closer contact with our leaders’ favorites. We also hope to deploy the information we’ve gathered over the past year to better manage our inventory. On the positive side, this will help us monitor what people buy, enabling us not only to reorder those books but also make available similar books. This will also include maintaining a fresh inventory by removing books that don’t sell, and preventing the purchase of lower interest texts in the future.
IN 2017

HUNDREDS OF STUDENTS BEGAN A PERSONAL RELATIONSHIP WITH JESUS CHRIST.

STUDENT MINISTRIES

Joe Botti, Division Coordinator

The Student Ministries Division serves 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 attendance of the various ministries in Student, the ministry had -0.1% (from 3,440 to 3,438). Although hundreds began a personal relationship with Jesus Christ, retaining them in a committed walk with Christ was more challenging. Please pray for the leaders in this ministry as they attempt to improve their follow up efforts while developing workers and leaders from among the many kids and students Christ has given into their care.
College-High School Ministry
Dennis McCallum, Director

Sphere Leaders: Dennis McCallum, Scott Risley, Conrad Hilario, James Rochford, Bret McCallum and Chris Hearty

2017 REVIEW
The ministry has been going into a period of much slower growth, both in college and high school ministry, and the leadership may need to adjust to the changing conditions. Combined high school and college home church attendance growth was only 1.2% (from 2,515 to 2,544). This represents a significant slow-down from previous years. Looking at the ministries separately, college ministry grew by 4.1% (from 1,773 to 1,845) while high school ministry declined by 5.8% (742 to 699). College CT actually grew pretty well, by 7.6% (from 1,321 to 1,421). A fifth college CT could be needed in the near future! As we continue to fill out space in the Warehouse, we are also preparing for use of the additional building next door that we purchased from RDP, which will allow for additional parking and further ministry. 550 people came to Christ between the college and high school ministries this past year! However, it has been difficult to incorporate a large percentage of them. Pray for their continued involvement in fellowship.

OTHER ACCOMPLISHMENTS IN 2017

- God blessed Epic, our summer camp for high school students. While attendance at camp declined by 80 students (760 to 680), the quality of the trip was much improved. In addition, 31 students came to Christ.

- College CTs are continuing to grow at a high rate. CT participation moved from 75% in 2016 to 77% in 2017. That means 77% of students who go to home church are attending CT.

- Several home churches planted in 2017 for a total of 59, up from 55 last year. As noted in 2016, several home churches which were absorbed many folks from the Weingartner sphere, planted in 2017.
The college group also helped contribute to an adult home church plant in November 2017. They collaborated with Vanguard and Scenic adult home churches. This was one of our goals from last year and God accomplished it! This effort took quite a bit of communication and coordination.

The number of high school home churches totals 39, which represents no net growth in planting. However, two new home churches planted, one of them in West Jefferson! A few other fledging groups combined, which proved fruitful as those groups are now growing and seeing students won to Christ.

High school CTs attendance continued last year’s trend of decline, by 10% from (637 to 573)

380 different students received leadership training through the college Leadership Training Class (LTC), which is a slight increase over 2016 (375 students). In addition, two new LTC class trainees were added to our teaching staff.

College Connection was an incredible success, with 1,933 students attending.

14 college leaders transitioned to the adult ministry this year, while another 50 were raised up into leadership. In addition, 44 leaders of the college group were added to the servant team.

31 STUDENTS CAME TO CHRIST AT EPIC, OUR SUMMER CAMP FOR HIGH SCHOOL STUDENTS.
Both high school and college are reaching out to non-Xenos students in their classes and jobs. We know this because a high percentage of the ministry is comprised of non-Xenos students, most of whom are non-churched. We know our students are sharing their faith with un-churched friends, giving them the good news of Jesus Christ. In high school ministry, the percentage of non-Xenos students grew from 64% to 69%, while in college the percentage remained at 72%.

2018 GOALS

- High school ministry growth is in decline and we have been searching for answers. Many students are meeting Christ through our ministry but most of them are not taking the next step towards discipleship. The story is not over with many these students and we believe God will turn around this trend. Jesus said, “If anyone wishes to come after Me, he must deny himself, and take up his cross daily and follow Me.” This is a radical call and many will not choose to follow. However, we believe God would have us do better in our follow up and discipleship efforts.

- In the college ministry, unlike last year, we look for a strong year of home church planting. We foresee at least seven larger home churches planting. Pray God will grant this kind of home church multiplication.

- Plans are being made to continue improving our process of transitioning committed believers from the college group into the adult ministry.

- Because Xenos’ junior high ministry has been declining in attendance, we understand the ripple effects that will have on our high school and college ministry. To that end, we are trying to make stronger efforts to win younger siblings of our non-Xenos high school students. We hope this will bolster up our inflow of incoming high school and college students in the years to come.
Jr. High Ministry
Brian Runk, Director
Brad Dufault, Assistant Director

2017 REVIEW

The Junior High ministry attendance decreased by 8.5% this year (from 317 to 290). When factoring in the transitions (graduated 89 to High School, received 41 from Oasis), the Junior High actually grew by. This ministry has historically been one of the best growing ministries in Xenos, with incoming classes growing between 50% and 75% from 6th grade to 8th grade. However, with smaller incoming classes from Oasis, we anticipate a smaller ministry. This past year, some 42 students prayed to receive Christ as their savior!

We know that outreach is still going strong. Our students brought 319 first time guests to cell groups this year (up from 285 last year), even though the number of junior higher attending the ministry is smaller. It is wonderful to see such young students already active in sharing their faith while inviting friends to Bible studies.

Something new! Two coed multi-grade junior high home church meetings were launched in summer. Both groups meet in the Worthington area. Junior High leaders Brian Runk and Brad Dufault are leading these new meetings and they are off to a good starts. 82 different students have attended these gatherings but on any given week about half of them attend. In these specific home churches, at least three students came into a relationship with Christ! We don't know if the home church model is necessarily superior to the cell group wineskin, but we are seeing promising signs. The leadership is not ready to establish home churches for the whole ministry, as the cell group model has worked quite well in previous years. However, it can be wise to try new wineskins from time to time. Both cell groups and home churches have their strengths and weaknesses. The home churches were initially started to help strengthen efforts with Worthington students, hoping to improve incorporation into Sunday night high school home churches when they graduate eighth grade.

We are seeing an exceptionally high percentage of Blow Out summer camp participation. In each of the previous two years, the participation rate is much higher, actually cresting over 100% (110% in 2016, and 108% in 2017). Summer camp is a vital experience of fellowship and fun, building powerful comraderie and momentum for the small groups throughout the year. Our camp dates in 2018 are much earlier (June), so our leadership will need to start early with creative camp promotion and fundraising.

Unfortunately, the percentage of students being mentored this year declined for the first time in many years (28% to 18%). This is concerning. 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. Most of this decrease is due to the addition of urban groups into the ministry. It has been tougher establishing mentoring with these groups. We will take measures to increase the number of students being mentored, especially in our urban cell groups.

2018 GOALS

• Be ready to replace Brian Runk as director. If things go according to plan, Brian will become an adult ministry sphere leader in 2019. That means we will need to find an adequate replacement.
Many of our non-Xenos high school students have younger siblings in junior high who don’t know anything about our junior high cell groups. We think these older siblings can have influence in helping their younger siblings get involved in a junior high group. So, plans are being made to incorporate these younger siblings into traditional Xenos middle school groups or new junior high “bush” groups.

The follow up of new guests needs improvement. About 320 first time guests attended cell groups and home churches, yet just a few dozen have continued attending. The leadership is laying out plans for improvement.

As mentioned earlier, we are not satisfied with the decline in percent of students being mentored. We believe the health of the ministry depends on mentoring relationships; therefore, the leadership will take additional measures to teach adult volunteers the value of mentoring and provide practical training.

Internet pornography and over use of technology is plaguing junior high culture. Studies show the damage it causes and we have seen the effects within our own ministry. Therefore, the junior high leadership will sponsor a meeting for parents to discuss this most important issue and how to dialogue about it with their children. We hope many parents will attend, especially our Xenos parents.

Renegade
Mike Sullivan, Director

2017 REVIEW
Renegade is a ministry that draws urban students towards Christ through Bible teachings, fellowship, and fun activities. Overall attendance is down by 8.7% (from 126 to 115). The main reason for this decline is due to the Renegade and UC re-organization in late 2016.
Renegade sent off more junior high students into the junior high ministry than it received from Light House elementary ministry. We are pleased that about 30 students reported putting their trust in Christ. Currently Renegade serves 70 elementary students and 40 high school students. In addition, our life coaching program serves 28 students. These young men and women meet one-on-one with mature, caring adults in Xenos who help them develop a variety of life skills.

Retaining students as they grow older continues to be our biggest challenge. Of the 34 junior high students who entered our high school home churches over the previous four years, 16 (47%) are still attending. During that same period, only seven of twenty of high school seniors (35%) are still attending. Our research shows that we lose most of our high school students during their junior and senior year. To address this, we are exploring the possibility of starting a private Christian high school. Putting our students in a healthy peer environment during this crucial phase of life will give them a better chance of continuing to follow Christ into young adulthood.

2017 was a transition year for Mike Sullivan, the director of Renegade. Mike began teaching our adult central teachings each week in January and was no longer directly involved in Renegade high school ministry; although he provided coaching for these groups. Mike also coached the leaders of three elementary meetings located at Franklin Adhesives (South Side Renegade), Harambee Christian School (Harambee Renegade), and Building X (Ren29). Katie McCormac was hired to provide administrative support. At the same time, she and Tyler Hughes replaced Mike’s leadership.

Patty Young, our life coaching director, helped the program continue to expand. Life coaching connects caring adults in Xenos with promising upperclassmen help master life skills, such as securing a drivers license, getting a job, purchasing a car, securing student loans and grants for college, etc. Life coaching makes a big difference in whether spiritually minded students will live healthy functional lives. In 2017, Patty worked with Mike McCormac to recruit several new coaches from across Xenos. We believe in this program and would like to double or triple the number of students who receive life coaching. As our involvement in low-income areas in Columbus grows, so will our need for coaches. See the 2018 goals below for more information. To date, eight students have graduated from this two-year program.

One of our most important long-term goals is to bring graduated Renegade students back into the ministry to serve in the junior high and high school groups. To date, three returning graduates serve in junior high cell groups and we hope to see many more do the same. Five Renegade graduates are living in college ministry houses.

Renegade continues striving to improve overall quality. To that end, Renegade offered a weekend training retreat for 125 urban ministry leaders across Xenos. Because it has been difficult to engage urban students in discipleship, we provided high school leaders with more focused feedback and coaching in this area. The leadership tightened restrictions on summer camp participation, both in Blowout Camp (junior high) and Epic (high school) in order to build a better camp experience. Increased efforts were made to enroll more Renegade elementary students in Harambee Christian School. This effort proved effective as eleven Renegade students are now receiving an outstanding education in a supportive, Christian environment at Harambee.

Finally, all three Renegade graduates who began serving in junior high two years ago continue to do so, thanks, in part, to support from their college home churches and life coaches.
2018 GOALS

- Be ready to replace Mike Sullivan as director. If things go according to plan, Mike will become an adult ministry sphere leader in 2019. That means we will need to find an adequate replacement.

- Expand Life Coaching: Because life coaching can only expand at the rate we mobilize volunteer life coaches, Life Coaching will transfer into Adult Ministries, from which our life coaches come. Please pray for this transition and for the ministry to grow. We hope God will double or triple the number of students in life coaching in 2018.

- An Urban High School? Student Ministries will continue to explore the possibility.

- Improve discipleship! We must do everything we can to increase the number of high school students who are under discipleship. That might also mean replacing leaders who are unable to win over students to discipleship.

- We want to help our high school students in three important areas: resolving conflict, critiquing cultural values that lead students away from God, and embracing God’s view of sex.

- Additional efforts will be made towards exposing high school students to life in ministry houses. We hope each outing at ministry houses will add more to their vision of living in that kind of environment when they graduate.

Xenos Christian Schools
Jim Fulford, Principal

2017 REVIEW (JULY 2016 TO JUNE 2017)

Calumet Christian School enrollment was 254 and Xenos Christian Preschool enrollment was 25 for a total enrollment of 279. Classrooms remained full, which enabled Calumet to be financially stable. Because of the sound financial position, a key capital improvement was made: a new playground designed to increase student physical activity. The schools will also have enough cash buffer to install a new roof at Calumet when the need arises.

CAPITAL IMPROVEMENTS WERE MADE AT CALUMET SCHOOL LAST YEAR.
The state sponsored Ed Choice programs (Voucher Program) have enabled many Xenos families to attend our schools as a compelling alternative to Columbus City Schools. The tuition is much more affordable than similarly sized private schools. In 2017-18, voucher students comprised 49% of total enrollment [see chart].

Curriculum enhancements have kept aggregate standardized test scores high. MAP™ (Measures in Academic Progress) scores: math = 74th percentile; reading = 79th percentile; language usage = 76th percentile; and science = 72nd percentile. These are strong scores and compare favorably to previous years. [see chart]
2018 GOALS (JULY 2017 TO JUNE 2018)

- Continuing curriculum enhancements: Our principal and teachers work together in evaluating current and new curriculum for each subject, in each grade, every three years. Our science teachers are continuing to develop state-aligned, inquiry-based science units in 4th and 5th grades. Teachers in 3rd through 6th grades will also be reviewing changes to the ELA writing curriculum.

- In July of 2017, the exterior steps on the west side of the building were replaced and re-landscaped for a much more practical and better look.

- In the summer of 2017, school security was reviewed and appropriate enhancements were implemented, including additional new cameras and an intercom system. Later this year, the school staff will participate in school-specific security training.

- When will a second school open? It may not be feasible for a few more years. It’s unlikely the next incoming kindergarten class (2018-19) will fill classrooms enough to open a second classroom, but that decision will be made after the registration period in early February, 2018. In 2016-17 the school board and Elders established enrollment priorities in the event demand exceeds classroom space.
Oasis Children’s Ministry
Jeff Risley, Director

2017 REVIEW

After several years of decline in the number of young children populating our church, we think our children’s ministry is finally seeing a long awaited upswing in young kids. The ministry grew by 1.5% (481 to 489). With the many marriages over the previous decade, we anticipate much more growth to come. However, the older ministries in the Student Division will need to wait quite a bit longer before they see this impact.

Oasis helped facilitate a smooth transition for the adult ministry expansion to the Warehouse facility. This transition was immense, moving a large portion of students and volunteer work force mid-year.

The Discipleship Café, a new program last year, was expanded over the summer to serve older kids. Over 80 parents used this service to get uninterrupted time with their disciples, prepare teachings, or study.

Oasis leaders visited Real Life Ministry in Idaho to study its children’s program. The group saw exciting check in/out processes they will implement at our CTs. These processes will enhance safety while easing the gathering of statistics and reporting.

Vacation Bible School was a success, with every spot filled! 320 children enjoyed their experience at this annual summer camp for preschool through third grade students. Of those who attended, 89 were non-Xenos guests. Oasis made efforts to facilitate improved follow up with these non-Xenos families.
Finally Caitlin Kleinpaste led TNT’s eighth annual daytime mission’s camp for 68 fourth and fifth graders. This represents a 23.6% increase in participation from last year. At this five day camp, students discovered what life is like in Russia.

**2018 GOALS**

- Make security enhancements. A new camera and monitoring system will be installed at our Main Campus location. Additional improvements will be made to the Active Shooter training and protocol.

- Establish new database and check-in systems for Oasis for all venues. This includes digital check-in, printed name tags for every child, and enhanced check-out abilities for each classroom.

- Add five HOP groups, from 12 to 17. HOP is a program through which Oasis provides care givers at the home church location. This program enables parents to bring their children to home church while their children are cared for by trained and vetted care givers. This allows for more time of fellowship for the adults. Oasis was not able to add more HOP groups in 2017. It was difficult recruiting workers for this. However, we will add a camp scholarship program in order to recruit younger high school and junior high students. This measure should give HOP an adequate number of caregivers.

- Our church hopes to enhance adult CT fellowship by renovating current spaces for age appropriate play and hang out areas. This enhancement will enable parents to fellowship longer after CT teachings while their children play and hang out in secure check-in/check-out areas. Oasis will oversee this part of the infrastructure.

- Monitor upcoming child populations. Oasis will continue to monitor young family demographics in order to adequately prepare for higher populations of children.
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 Ministries Head.

2017 was another year of big changes. We realigned adults CTs to 5 meetings: 10 am Main Campus, 5:30 pm Main Campus, 10 am Warehouse, 5:30 pm Warehouse and 10 am 4th Street while continuing our west side, east side and Nepali CTs. This enabled us to start a quarterly CT teacher rotation, with CT audiences from different spheres at the same location. This was a level of change that a lot of people found challenging, but everyone pulled together and it went rather smoothly! These changes enabled us to better prepare for upcoming staff changes at the senior sphere leader level. This also eliminated the need to have meetings immediately after one another hindering fellowship time after the meeting.

Mike Woods stepped up to replace Jim Leffel as an Adult Ministry senior sphere Leader. Ben Foust also stepped up in to senior sphere leadership and took on a large number of home churches from the Lowery sphere.

2018 looks to be another big year of transition. We are currently planning for Gary Delashmutt and Doug Patch to step back from their senior sphere leader roles. Mike Sullivan, Brian Runk, and Conrad Hilario with Kate Mizelle will be replacing them, creating exciting new leadership opportunities and dynamics in Adult Ministry.
2017 REVIEW

SPHERE UPDATES

GARY DELASHMUTT

2017 was a busy year for our sphere. Our home churches spread across three CTs, including the two new Warehouse CTs. We think 43 people came to faith in Christ through people in our sphere. We weren’t able to plant any home churches this year, but we think we are ready to plant 1-3 new home churches in 2018. We have many workers serving in the junior high ministry. We continue to send workers to the ministry teams we’ve started over the past 10 years—4th St. Clinics, Renegade, and HOPE (substance abuse). In addition, people from our sphere started two new ministry teams recently—Redemption (pornography) and Faith (mental illness). We fielded a short-term mission team for Haiti for the second year, we sent the McCormacs and DeLashmutts to help the Collective in Belfast, Ireland—and we began helping the Casassa’s ministry in Chile. We praise God for the privilege of serving Him!

DOUG PATCH

Our sphere is gaining strength in key areas. Most home churches are enjoying over 70% of their members in discipling relationships (peer or mentoring). All have prayer meetings. Because of the emphasis God places on these, He has blessed us with outreach and salvations to our peer group and in the variety of ministries in which we are engaged—HOPE, IFI, Renegade, the new Parkinson’s ministry in the Bolain group, etc.. Many have claimed this summer’s baptism to be the best in our 10 years as a sphere. As we faithfully pray for and invest in the lost, we can be confident that He will continue to reach them. Faithfulness has led to Him gradually growing us the first 10 months of the year compared to last, culminating in a home church plant!

College ministry continues to develop young workers and leaders who, when ready, successfully transition into post-college ministry. A three-sphere collaborative plant (Lowery, Bret McCallum, ours) led to the formation of the new Ballista home church in our sphere with senior leaders Danny & Corrine Kear and co-leaders Jason and Grace Motz, Chris and Amy DeVille, Ben and Kylie Olney, and Sydney Parks. Capetown Home Church sent up a pod led by Kevin and Amy Hamann who now co-lead in Vanguard II with the Fojas, Patches, and new leaders Drew Sweet and Adam Michael-Mark.

A personal note from Doug Patch

2018 will be my eleventh and last year as the sphere leader. Early in 2017 I requested that 2018 be my last year in this role. God has richly blessed His church with a second generation of gifted, equipped, and sanctified leaders. I will enjoy continuing to serve as a home church coach under new sphere leadership. The elders have graciously allowed me to continue as a class instructor, work with our domestic international student ministry and develop new ministries to military personnel and single parents.

I don’t know how to thank you all for your friendship and cooperative spirit these past ten years. I pray that we have grown in our understanding and appreciation of His grace together and will continue to in the future. I also want to thank you for your patience with me as He used this role to further my sanctification (and He isn’t done!).
RYAN LOWERY

In 2017 the Lowery Sphere planted out the Foust sphere. As the new Adult Ministry Department Head, Ryan planted the majority of the groups he oversees into Ben’s sphere and kept only 9 home churches. This was deemed necessary so that he could continue to focus most of his time on Adult Ministry as a whole. This small sphere did very well. Ryan worked with Student Ministry to bring in 30 or so college ministry leaders and workers. They started a new home church called Scenic and in 8 months were able to cooperate with Patch’s Sphere and College Ministry and plant that home church out into another group of young adults, resulting in Balista (now in Patch’s sphere) and Scenic II (still in Ryan’s sphere). 2018 will come with a new list of challenges and more change for this sphere. Things get shaken up again as adult ministry changes to make room for older sphere leaders stepping back, and new sphere leaders stepping up. It will be another year of exciting challenges and change, but we are more optimistic than ever that God is behind us and continues to bless our great church.

MIKE WOODS

While a year of significant transition, 2017 was a fruitful year for the 19 home groups in the Woods sphere. Through this transition, our groups showed real unity and servant hearts. Our 7 younger groups continued to grow with great evangelism and many of our older groups continued to expand their service in important community and global ministries. Locally the focus on marginalized populations, in addition to traditional peer outreach, resulted in over 180 people entering the kingdom of God. Globally, another 400 to 500 people had real physical needs met and came to faith in Jesus through our short-term medical mission trips. All of this is an extension of God’s mercy toward us and the work of God’s Spirit working through ordinary people.
BEN FOUST

Our sphere is brand new this year, having planted out from the Lowery sphere in January. We are 20 home churches covering a wide range of demographics. We have groups with an average age as low as 32 and as high as 71. Paul Alexander, Sarah Foust, and Liz Sweet serve as coaches for this fantastic workforce.

We are very excited about the many ways we have seen God at work in our midst during this first year out. Two home church plants and a major multi group re-organization have made for a time of dynamic change. An amazing crop of 17 new and returning home church leaders have strengthened our groups and expanded our capacity, and will hopefully pave way for new growth!

SCOTT ARNOLD

In 2017, the West side sphere has continued our emphasis on raising young workers and our next generation of leaders from our core of urban youth and urban workers. Though this work has taken time, we are seeing promising growth. The last several years has seen a surge of former urban youth who have married well and are committed to help lead in our work. They are embracing the necessary equipping, helping to teach home church, disciple others, and are (in some cases) currently sitting in on leader’s meetings. The quality of their contributions continues to improve. One of our former urban youth taught Central Teaching (CT) this year as a sub and did a great job. While we had hoped to plant at least one group this year, we faced setbacks. We remain hopeful that at least one plant is on our horizon for 2018.

KENDAL TRIPLETT

The people in the East side sphere are generally busy growing the sphere by bringing others around and personally learning and teaching and doing different ministries, both inside the church and outside in the community. Outreach has been generally good and we have record of 13 salvations. However, those folks that get saved often don’t wind up as part of our sphere because they may be living in homes for the elderly or hospitalized and their movement is restricted. Many of our people have grown spiritually in this past year and at the same time others have had health problems to deal with, family issues and other difficulties to get through. Through it all the East side sphere is healthy and working to get the message of God’s grace to as many people as possible.
“THE TRUE CHARACTER OF MINISTRY IS A SERVANTS HEART.”

– HAROLD WARNER

SUPPORT SERVICES
Phil Franck, Division Coordinator

2018 is a big year of change. Phil Franck is reducing the scope of his role and hours, and Keegan Hale will take his place as Division Coordinator of what is being renamed “Pastoral Support Division.” Phil will head up two departments under the new division: Evangelism and CT Hospitality.

Internal Services, Kathy Hoffer

In Internal Services, Kathy Hoffer is reducing hours. Sherri Fojas will take over Servant Team administration.

2017 REVIEW

- **Servant Team** (church deacons): We ended 2017 with 847 Servant Team members (up from 795 in 2016). Our annual retreat was held at Sawmill Creek, Ohio, and will be again in 2018.

- **Access Ministry** (Serving people with disabilities)

  ASL interpreting was provided consistently for 3 ongoing meetings and 4 major events. There are currently 8 ASL interpreters (down 20% from 2016) and 11 deaf recipients (up about 10% from 2016).

  Access Oasis: We ended 2017 with 26 volunteers (up from 19 in 2016) providing individual care for up to 18 students each week (up from 14 in 2016) via the HUB (special low-stimulation room) or in-class volunteers.
Finishing Well (mobilizing people 55 years and older for ministry): One new aspect of the ministry will be directed at equipping people heading toward empty nesting and beyond. Another intended new aspect of the ministry will specifically focus on supporting and mobilizing people 70 and older.

The Griefshare course was offered 3 times this year (2 10-week sessions, plus 1 special holiday session). A total of 89 people took the course (up from 82 in 2016). The bi-monthly parent loss support group for people under 30 (Good Grief) saw 47 people attend this group in 2017 (up from 13 in 2016). 25 people attended the “supporting a grieving person” class done for the Equipping Division by John Montgomery of the grief ministry.

Helping Hands spent about 36 hours serving 13 families this year, and it is currently in the process of serving 3 other families.

Hardship Fund 27 individuals, couples or families received funds for counseling or assistance paying bills.

FREE CLINICS
There are a total of 615 registered volunteers, of which 117 are active (there were 114 active in 2016).

This past year, there were a total of 65 clinic sessions, down from 68 in 2016. Approximately 780 volunteer shifts have been served in 2017. (Patient and visit stats for the dental clinics are not included here, as they are processed via Vineyard's system, not ours.)

In the year 2017 there have been 276 total patient visits, down from 362 last year. Of these, 55 were at the legal clinic, the remainder at fourth street medical clinic.

This year there have been at least 58 prayer sessions (up from 46 last year). Two patients have indicated to us that they received Christ during these sessions.

We continue to struggle to field volunteers for the Thursday evening Vineyard dental clinics.

BIBLICAL COUNSELING
2,390 paid counseling sessions were conducted in the planning cycle of September through August 2017. The Biblical Counseling Department has 12 part time counselors (most are half-day in this role). Some of the counselors moved on in 2017 and we will seek to fill those spots in 2018.

COUNSELING ORIENTED MINISTRY TEAMS
Divorce Care is still searching for new leaders and did not offer a group in 2017. Never Alone substance abuse group and HOPE substance abuse group are still going strong and growing in participants. Griefshare (helping people who've suffered great loss in the death of a loved one) is expanding to offer more ongoing help to young people who've lost parents. VICTORY (helping women dealing with rape), HEART (resolving issues related to abortion) GRACE (for women recovering from abuse) all saw tremendous responses from participants about their lives changing due to these 10 week courses. This year we added a Men's GRACE group which was dramatically successful in restoring the lives of the participants. Two more new ministry teams were accredited this year: PROMISE—a ministry reaching out to families of addicts, and FAITH—a supportive Bible study for those struggling with mental illness. Looking forward we hope to start a small trauma team to quickly mobilize during times of great crisis.
Our Biblical Counseling department offered two “Enhancement Sessions” for home church leaders. One was on suicide, and one was on “helping people in your group through crises.” There are audio and handouts on the Counseling Resources portion of the Xenos website.

2018 GOALS

In 2018 look for expansion of the Marriage Mentoring program to meet the needs of dozens of couples getting married each year in Xenos.

Communications, Diane McGuire

- 2017 began with major changes to the FST ballot site with a new survey added and additional calculators featured. An FST video was produced to showcase many of the things that financial giving contributes to at Xenos.

- Several other video projects were began or completed in 2017. Two videos were produced about Mary Lynne Musgrove—a testimony and a video about her faithfulness during a health crisis. A series of short videos will be added to the website explaining more about Xenos and some of our key ministries including our community service, Oasis and junior high programs. Twenty seven people were interviewed over 2 days for the purposes of producing those videos.

- Website traffic has remained steady, as has traffic to our app with many teachings available to listen to or save for free.

- The graphics team created hundreds of signs, book and program covers, PowerPoint templates and website images in 2017.

2018 GOALS

- We also began researching ways to make our website and online reputation improve. Some of the information gathered is turning into plans to be implemented in 2018.

EVANGELISM

- Evangelism Consultations Phil Franck and Sherri Fojas met with 15 home group leadership teams and worker teams to discuss practical tools as well as heart issues that affect groups and individuals reaching out with the Good News.
International Friendships — There are at least 555 Xenos members who served hundreds of international students. This ministry has an incredible need for volunteers to help with hosting, airport pickups, conversation partners, etc. There are at least 56 foreign students who came to faith in Christ this year. There are still many more students who are waiting for a conversation partner.

Parenting Meeting — This monthly meeting for parents addresses how the Gospel makes a positive difference in parenting. This year we moved the meeting to the Warehouse; 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

The Pub Nights and Christmas Eve were very successful with many guests enjoying our hospitality and seeking to know more about God and our church.

ADULT CENTRAL TEACHING (CT) ADMINISTRATION

Adult CTs have branched out and are no longer strictly linked exclusively with a particular Adult Sphere, except for East and West spheres/CTs. Sunday Adult CTs are now: 10 am at Main Auditorium, Warehouse and 4th St., and 5:30 pm at Main Auditorium and Warehouse.

2018 GOALS

Ann Augur’s administrative component will, in 2018, be joined by Phil Franck’s leadership of the large additional new component of hospitality. The department will shift to Operations and be renamed, “CT Hospitality”

CT hospitality exists to maximize the fellowshipping and outreach potential of Central Teachings. We’ll offer new approaches and events to piggyback on to the quality Central Teachings already in place. The goal is to increase the family friendliness of CTs. Music, food and special events will play a more frequent role in several CTs.
2017 was a good year of both solidifying the Operations and Administration Division’s support of work in the church and taking major steps toward supporting the future ministry of the church, for years to come. Much of what we did revolved around those 2 key goals—provide for today’s ministry, plan and act for the future of the church.

**DIVISION SUPPORT (AKA ‘BACK OFFICE’)**

Any organization that hopes to thrive has to have a solid infrastructure in place, supported by back office functions with great staff in place. We have a wonderful staff in
place for support, with experience and expertise that is constantly being enhanced. Their work is largely unseen and really not noticed until someone needs something to do their work or something fails. A responsive and diligent staff is critical to succeeding in the work set before us by God.

The Operations departments of Accounting & Finance, Information Services, Office Services, and Human Resource Management all work hard (and together) to provide for our incredibly diverse ministry. Every other division relies on the servants in these areas.

**ACCOUNTING & FINANCE**

Accounting & Finance continues to see ever-increasing transaction loads, while providing service to employees and members alike. Automation of key recurring functions and communications has been a key to taking on more-and-more while not increasing staff. Alan Burkholder, CPA, remains our go-to director of the department, with Catherine Gilbert at his side for over 23 years. We’re blessed to have that kind of long-term commitment to God’s work in finances through our church. Josh Keegan joined our crew in 2016 and has made a big impact, taking on some added work in our expanding Missions endeavors. We act as a mission sending agency in a few fields, and we are improving our ability to support work around the world every year.

Information Systems not only covers all of the computer, networking and telecommunications technology we use, but recently our team has also taken on new roles with database development. We have a long-term focus in mind as we work toward a large implementation of a new data system, called ‘The Rock’. Data is a major element of the work, but our entire business model will be enhanced and changed as we put more of this great open system into place. To that end, Greg Lawless will take a greater role in implementing The Rock, while continuing as director in the department. We look forward to who God will bring into a new network/systems administration role in 2018 to augment Greg’s move. Greg will be freed to use his years of experience on staff, his insight as a home church leader and his proven technical skills to bring us into a new model for our work under the new system. With Dan Walker serving in his systems and telecommunications role and Byron Tobe providing user helpdesk support across multiple locations, we have a fantastic team in place, with a new professional rounding it out. We will continue to remind each other of a core ethic we follow—getting the most out of our investment in technology, making it last.

Office Services is catch-all for how people get served through and in our main office, and beyond. The staff in this department are often greeting those who attend Xenos and visitors, so they catch a lot of traffic and direct it to the right place. Cathy Kaiser is the servant leading our servants, and she has established a professional, responsive and gracious environment for all who come through our doors. With Joyce Weeks holding down the critical gate-keeper role at our often frenetic front desk, we feel able to provide solid hospitality while running a productive office. We thank the many volunteers and part-time staff who also make the office all it is, a place of refuge where we seek to meet the needs of people.

The roles in Human Resources Management are critical in a complex and broad ministry. Staff is supported by Dawn Burkholder—she’s the key to helping managers remember what they need to

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**AN ACCOUNTING ASIDE**

In 2017, we raised our budget 5.1% above 2016, and people in the church gave at new levels to make that budget attainable (see the Financial section on page 44).

Our 2014-2017 ‘Securing Our Future’ building fund campaign largely came to a close in 2017, even as some families continue to fund facilities with ongoing gifts. We were able to achieve an unprecedented level of collection against pledges for this campaign, seeing our goal of $4.9 million exceeded in pledges that came in at $5.6 million. We have seen donations against pledges exceed a 96% rate, with over $5.4 million received over 3 years. God is great! We were able to renovate and outfit the Warehouse and eliminate old debt from this highly successful campaign. We acquired a new facility in 2016 and retain around $930,000 in debt on that, but that loan level is manageable within our operating budget.
do for employment changes, for new hires to learn the ropes, for ensuring that all staff have their physical needs at work met and for ensuring we remain cognizant of changes in employment law and practices. This area, like those above, is a behind-the-scenes department, so critical to successful work in the church. With many changes in staff in 2017, we worked hard and smart to make sure we met needs and improved processes for the future.

**FACILITIES SUPPORT SERVICES WORK**

With many facilities, we rely on the professional services of our Facilities, Hospitality and Master Scheduling, and Sound & Light departments. The chaos that the staff in these areas has to deal with regularly, in support of the variety of ministries we are involved in, requires tenacity and a servant’s heart. We’re blessed to have staff members who are looking out for the church.

In the Facilities Department, the largest part of our overall Operations Division budget used to meet needs across several campuses. This makes sense as you see how much it takes to outfit, maintain, clean, heat and cool, set-up, secure and enhance buildings and grounds in our dynamic ministry environment. We have over 260,000 square feet of space we oversee on over 80 acres across central Ohio. Dave Bucklew enters his 21st year of heading this support, and we couldn’t be happier with what he and his staff do to meet our needs. Derf Braun has the reins of our student facility near the Ohio State University campus at 4th St., along with providing support at the Warehouse and elsewhere. We have too many other staff members to mention, but we are glad to have Conner Martin also focused on our facilities, with an eye toward the future.

While Xenos now owns a new property next to the Warehouse, an arrangement with the previous owners allows them to use the facility until they have completed a move to a new location. We are now preparing to take over this space. The last quarter of 2017 saw us starting to gather user requirements and making it safe and secure while vacant as we figure out next steps. **We will be moving our main Study Center to the site in 2018,** allowing us to gain much-needed office space at our Main Campus.

**STATUS OF OUR CHURCH-WIDE DATA AND COMMUNICATION SYSTEM**

Last year we reported on our work toward finding and starting to implement a comprehensive solution to meet user needs for access to data and functionality across the church. “The Rock” is an open system supported by a central vendor, with a wide user base of hundreds of churches across the U.S. After being introduced to the system we saw more churches we knew had converted to using this system. In 2017, we took the plunge to move to The Rock and started data modeling and conversion to get initial functionality up-and-running in 2018. Our excellent staff keeps our 1990s legacy systems going for now, but we’re very focused on the future and what this highly accepted church system will bring to the ministry of the church.

The system will allow us to tie in other sub-systems to provide better communication to the church spheres and to target our audiences more precisely. We will be able to move toward technologies like child check-in/check-out with tags (Oasis) and better follow-up. Our metric reporting will be easier to access and customize as a result of getting off our legacy databases. We are excited about the choices we have made and what this new approach will mean to our support of ministry in all areas of the church.

We wanted to be further ahead in 2017 than were we ended the year on this project, but we learned a great deal about the system and our business model through the implementation steps. We are well-positioned to make solid strides in 2018 and are more realistic about what we can accomplish. We will bring a new hire on-board in order to free some existing staff time to focus on making the system all it can be. We’re blessed to have great people in place to make such a move work.
Office building. As we have grown and taken on new staff, we have filled every part available of our office opened in 1996. In order to maintain unity of our staff, especially among our leadership, we need to maintain a central office where we gather and so much important scheduled and impromptu communication happens. In 2018, we will make sure we can house our staff and provide some room-to-grow.

**MASTER SCHEDULING AND EVENT SERVICES**

Hospitality is built into Xenos (as the Greek word means just that—“hospitable”). We want to provide for the many uses of our spaces with grace and care, focused on the people involved, not just the spaces being used. Michelle Houston, in a dual role with her Master Scheduling work, keeps an eye on what we need to help ensure good use of inside and outside spaces for events and meetings. However, much of what we do for events and meetings falls to the church spheres to accomplish, and they often see their time better used in the pastoral needs within their spheres, so they could use help. So in 2017 we worked through some changes to provide more of a resource to help provide more hospitality support for spheres, especially at Central Teachings. In 2018 we will take new steps, with enhanced staffing, toward better service at our major meetings.

Our Master Schedule is just complicated and diverse. Tracking all of the uses at our venues, following up with users and internal resources for events, and following up on the minutiae required with events falls under Michelle Houston’s oversight. Every year we have many church events and functions, while also supporting some great non-profit community events in our spaces. And we host over 40 weddings every year for members of Xenos, along with many other gatherings for members like a growing number of wedding anniversary celebrations. Michelle is supported by excellent professional help with Tess Meeker as the point-of-contact for weddings and Laura Mayner providing right-hand support. In 2017 we moved scheduling of non-wedding events at student venues to Student Ministry personnel, and we look
forward to how that better matches usage expectations at those facilities (and we remain a resource for scheduling in any case).

**TECHNICAL SERVICES (SOUND AND LIGHT)**

The work of Sound & Light touches every meeting, event and function we have in every venue we operate. The load on Gale Flowers and his professional staff is daunting, but a huge part of what our staff is really good at is developing and maintaining a remarkable volunteer technical team for Central Teachings. It is so encouraging to know that every week many volunteers diligently own part of the excellent service at our meetings. This staff multiplier makes possible an amazing stewardship—we do a lot with a tight budget. Charlie Lancaster and Scott Malone are critical servants on staff in this department, providing expert technical focus in a chaotic, highly active environment. We moved ahead in a number of projects in 2017 and are poised to provide enhancements to ministry through tools like new digital (16:10) projection capacity at our Main Campus venues. We look forward to 2018 based on solid work in 2017.

**ADMINISTRATION WORK**

Our division includes the staff time for our senior pastors to oversee their. In addition, some support staff to assist them is funded here.

As our church has aged from its roots in the 1970s, the people who started it all have aged as well. We have continued a solid succession plan over the past few years in particular, culminating in some key moves that have brought a new senior pastor into this role. We now fund part of Ryan Lowery’s time, along with the continued
funding for Dennis McCallum and Gary DeLashmutt, as the latter two plan for their futures in different capacities within and potentially outside the church. We feel incredibly blessed to work together openly to ensure transition to new leadership and feel we are perfectly situated to see the church through that transition in the next few years. Of course, we hope and expect to have our founders continue to have roles at Xenos, but we also want them to have the freedom to seek out new avenues in their ministry and be open to the ways God wants to use their outstanding ministry experience and skills.

Overseeing the work of the Administration & Operations Division is challenging and rewarding. What a great staff we get to rely on and there are many church members who provide expert input in a variety of areas.

We have had some challenges in a few legal areas that continue to need follow up. There were some new property tax issues that came up during 2017 that won’t be resolved until 2018. Through such times of confusion and worry, we know God has the answers and that He’s at work. So we do what we’re called to do, in faith, and confidently face the hard work brought before us.

We have been studying and seeking professional help on security and safety related issues for the church. We are navigating through issues we never thought we have to, based on the horrific events that other churches have faced with violence in the last few years. We’re blessed to have professionals in our church in law enforcement who have a burden to help us see murky issues more clearly, and we have great contacts in other churches and organizations who are facing the same decisions we are. We do not want to over-react and we do not believe we can simply do nothing, so we take measured approach and continue to learn and share information and pray.

ADMINISTRATION & OPERATIONS—WHO ARE WE?
Operations staff oversees a broad range of the business elements of Xenos, or the ‘behind-the-scenes,’ indirectly spiritual elements of the church’s work. Our basic mission is, ‘To provide excellence in administrative support, communications and facilities, helping focus the ministries conducted by our church staff and members.’ We serve those who serve in the front lines.

**ADMINISTRATION**
Our senior pastors and elders have budget and some staff resources in the department to oversee the work of the divisions to meet strategic goals.

**OFFICE SERVICES**
Professional staff meets a diverse array of needs for systems, supplies and service required to pull off weekly events and classes, to meet member and visitor needs and to ensure our staff remains efficient in their work.

**FACILITIES**
The largest department is charged with ensuring our spaces—from Main Campus off I-270 to 4th St., The Warehouse, Harambee in South Linden and Calumet Christian School—are maintained, clean and equipped to meet incredibly diverse, always changing ministry needs.

**TECHNICAL SERVICES (SOUND & LIGHT)**
With multiple large meetings at varied venues each week and with high excellence needed at each venue, our sound and light experts are kept among the busiest of all Operations staff.

**INFORMATION SYSTEMS**
Our technical group ensures communications between and within our offices, venues and schools remain available 24/7 to meet user needs.

**ACCOUNTING & FINANCE**
Our professional accounting staff is called on to steward our financial resources, and to protect our assets with diligence.

**MASTER SCHEDULING & EVENT SERVICES**
With a church of over 5,600, we have an incredibly complex calendar of uses to assist. From the actual scheduling of all key functions, to providing for needs of each user, this area serves internal users and many outside users of facilities, making sure God stay in focus.

**HUMAN RESOURCES AND LEGAL SERVICES**
With a staff of over 330 across our organizations, we run into issues related to employment and many other areas. Operations provides fundamental Human Resource support. We also oversee any consultation with legal advisers and follow-up with all matters related to the law and our business.
This last year we were able to bring the Franklin County Sheriff’s Office to present training at Xenos, and we had over 200 attend from our church and from other churches. Some staff also went to multiple seminars related to safety and security. We also had a professional church security consultant come to review 2 of our CT weekend meetings and they provided a detailed report, covering improvements we could make right away and some solid input of direction for the future. We are learning as we go and we thank our Lord for who He has protected us through the years while we seek to steward the safety of His flock in new ways into the future.

We enhanced several Human Resources policies in 2017, including our workplace harassment and ethics policies and procedures, providing easier reporting for people who see or experience issues that should be investigated.

**A 2017 REVIEW**

We’re engaged in broad and deep ministry support and there is more to get to than we have time and resources to get done. God helps us prioritize and focus, and that was clear in 2017 and with plans unfolding for the coming year. We spent a great deal of last year focused on technology use and implementation, with work on our new church-wide system.

In the last few months of the year we planned how our new property could best be utilized and the ripple effects of creating more unity-reinforcing leadership staff work areas.

This entire year we endeavored to provide what’s needed for a growing and diverse ministry. This was all done along with our core work of constantly seeking to find ways to improve delivery of service to staff, members, and visitors to our church.

At the end of 2017 we were poised to:

- Enter into architectural planning for the move of our main Study Center to Oakland Park Ave.
- Get all user requirements for the Study Center move, along with the twin project of creating new office spaces at the main office for leaders.
- Convert the first parts of The Rock, our new data and communication platform to support ministry into the future.
- Implement some enhancements to child play areas at our Main Campus location, while also waiting to see if 2018 funding can allow us to do more.
- Implement sound & light related enhancements. Main Campus moving to 16:10 projection and acoustic fixes at The Warehouse.
- Continue all the great behind-the-scenes work we are known for.

Financially, we hope and expect to continue to thrive, as God and His people keep providing through our General Fund, through the recently completed Building Fund and in the huge inroads we are continuing to make in national and especially international missions work. We shouldn’t be surprised as we know that God is behind what we are doing and we have a unified and generous church involved in our global work.

It is still amazing to see new budgets adopted to take new ground in our, praying and wondering if such increases are warranted only to see them covered and exceeded year-after-year. The blessings our church receives in so many ways are certainly to be celebrated and not taken for granted.
2018 GOALS

2018 will have a huge effort spent in pursuit of improving our data system and communications. And we will expend a good deal of energy toward building enhancements. One of those enhancements we hope to fund through our annual funding campaign in January, is to provide new play areas at our Main Campus location, inside and outside. The Study Center will be moving to its new location.

We look forward in hope that in 2018 we will address some lingering legal issues we have informed the church about and are working to resolve. Of course, we want to focus all of our work on forward-facing, ministry building work, but we sometimes have to slog through other obstacles, in faith and with diligence.

In 2018 we are also blessed to know we have part of Phil Franck’s time coming over to help us pursue new ways to support hospitality for our spheres. Phil's many years of ministry and his many years of work on staff at Xenos make him an incredible resource to focus on such core issues every week. We are truly looking forward to the impact we can make with a greater focus on issues of hospitality in meeting.

We are a large church. Sometimes we forget that we came from as a one-home Bible study. Now we have an established, growing world-wide impact. We strive to maintain unity and connection with each other and with God's purposes, even as He prospers His work. Our Operations & Administration Division has a large and critical role in seeking to help achieve overarching goals — to address the things that might otherwise cause disunity, to navigate detailed issues that might otherwise create much bigger problems, and to be a resource for ministries to take new ground sharing the Gospel and growing God’s kingdom. We're thankful to be part of the team that has been built at Xenos, making an impact at home and around the world.
2017 REVIEW

We did it again... 2017 was another successful year in terms of funding an enhanced (larger) budget for our General Fund, while completing a highly successful building campaign and funding missions work at new levels. It is incredibly faith-building to see how people in Xenos have stepped up in generosity and sacrifice to use God’s money for His goals. This is all a work of the Holy Spirit as we recognize that only God can change hearts and bring forth such incredible generosity.

We finished our 2014-2017 Securing Our Future building fund campaign, which raised over $5,450,000 in 3 years. We took new ground in Missions (see page 3) and between those 2 sources of contributions and the general fund, God’s people in Xenos gave over $10 million to His work through this church in 2017. And we know that many gave further in other ministries outside the church, so we stand in awe of this stewardship movement.
Our message as we started 2017 was that we needed to ensure our home front is funded, that the General Fund had to be covered to step forth more in other areas, especially in missions. Every church’s General Fund covers all expenditures related to administration of programs (i.e., all staff costs), local ministry costs, and church property related expenses. Our General Fund also includes some commitments to long-term missions’ partnerships, so this “core” budget has to be covered as a priority. And we did it!

We exceeded our General Fund budgeted giving by $300,000. Over $7.8 million was donated to God’s work thru Xenos, just in the General Fund.

At the same time, our management remains obviously committed to spending only when really needed. We were able to under-spend our 2017 authorized budget by over $100,000. Frugal savings of such funds provides an infusion into cash reserves, giving us greater flexibility to take advantage of unexpected opportunities that might arise at any given time.

As a next generation of leaders and managers takes the reins on the business of the church and the budgets necessary to achieve of goals, we feel very confident that we are passing on the proper ethics of stewardship and good business practices to our future staff leaders. We will never take for granted the people who make the work possible through their stewardship who are so responsive to His leading.

**2018 GOALS**

We seek an increase to our budget similar to the increase in 2017. Over 5% will be asked for from the church. In 2016 we saw our budget rise slightly above $7 million, now we will approach $8 million… daunting numbers, and we have to keep focused on the ministry such numbers represent and the lives impacted.

Every 1% increase in General Fund budget now equals about $75,000 in needed donations. Based in recent and long-term history, we will ask in confidence that God will deliver what’s needed and/or adjust our thinking on what we are to tackle.

We will press further into international missions through our Global Partnerships, and we will absolutely maintain that as a priority. God keeps opening doors (in Africa and South America most recently) so we wait excitedly for where He wants to move next.

2018 will build on a wonderfully blessed 2017 in terms of finances, but more importantly the ministry funded by those finances. We pray that God would continue to let our lampstand glow bright and reach further.