# Table of Contents

Welcome to EFCA One............................................................................................................................... 3

Board of Directors.................................................................................................................................... 4
EFCA President .......................................................................................................................................... 5
Board of Ministerial Standing .................................................................................................................. 10
ReachGlobal ............................................................................................................................................. 11
ReachNational .......................................................................................................................................... 15
Finance and Operations ........................................................................................................................... 17
Ministry Advancement and Communications ............................................................................................. 18

Trinity International University ................................................................................................................. 19
Trinity Western University ......................................................................................................................... 21

Allegheny District ..................................................................................................................................... 23
Central District .......................................................................................................................................... 24
Eastern District .......................................................................................................................................... 25
EFCA Southeast District ............................................................................................................................. 26
EFCA Texas-Oklahoma District ................................................................................................................... 28
EFCA West .................................................................................................................................................. 29
Forest Lakes District .................................................................................................................................. 31
Great Lakes District ................................................................................................................................... 33
Hawaii District ........................................................................................................................................... 35
Midwest District ......................................................................................................................................... 36
New England District ............................................................................................................................... 37
North Central District .................................................................................................................................. 39
Northern Mountain District ....................................................................................................................... 40
Northern Plains District ............................................................................................................................. 41
Pacific Northwest District .......................................................................................................................... 43
Rocky Mountain District ........................................................................................................................... 44
Western District .......................................................................................................................................... 45

EFCA Chaplains.......................................................................................................................................... 47
Christian Investors Financial ....................................................................................................................... 48
FCMM......................................................................................................................................................... 49
Evangelical Free Church of Canada (EFCC).............................................................................................. 51
Welcome to EFCA One

Welcome to the EFCA One conference. We are so glad you’re here! Thanks so much for prioritizing this time together.

We know you’ll enjoy connecting with old friends and building new relationships. We’re praying God will refresh and strengthen each of you through the worship services and training at EFCA One.

God has been working mightily in our midst. We want to tell you all about it – so please take time to visit the various booths, stop and chat with EFCA staff and leaders.

Our prayer is that during these days together, you will take a deep breath and hear from the Lord. We’re praying you will be very blessed in your time at EFCA One.

Kevin Kompelien
EFCA President
Welcome to Austin, Texas. We last convened in Vista, California at North Coast Church. As we gather at Austin Oaks we have come together to celebrate all that God is doing in our movement and discuss some important items of business as well.

Our time together two years ago marked the transition from the long presidency of Bill Hamel to the beginning of Kevin Kompelien’s leadership of the EFCA. As a board member I look back on these past two years with amazement as to how God has granted his favor and wisdom to Kevin and to the board. We as a Board of Directors are so grateful for Kevin’s leadership and tireless efforts both nationally and internationally.

At this year’s conference, we are bringing several important items for your consideration. There are proposed bylaw changes to the TIU bylaws and also the EFCA bylaws as it relates to the ongoing relationship between the school and the denomination. We believe these are important for the ongoing health of TIU. There is also a resolution on Biblical Sexuality and the Covenant of Marriage that we believe is vital for us to state in our culture today.

The board also will present a motion to change the wording of the SOF in Article 9 regarding the return of Christ. This action will place the proposal into a two-year period of conversation before we vote on it in 2019. The board unanimously believes the time is right for this important conversation to take place.

Kindly,

Jimmy Kallam
Chair, EFCA Board of Directors
Be strong and very courageous. Be careful to obey all the law my servant Moses gave you; do not turn from it to the right or to the left, that you may be successful wherever you go. Keep this Book of the Law always on your lips; meditate on it day and night, so that you may be careful to do everything written in it. Then you will be prosperous and successful. Have I not commanded you? Be strong and courageous. Do not be afraid; do not be discouraged, for the Lord your God will be with you wherever you go.

(Joshua 1:7-9, NIV)

Two years ago, I embarked on this journey to serve the EFCA as the sixth president. I deeply love the EFCA and the opportunity to serve the Lord in what He is doing among us, both in the United States and around the world, is an incredible privilege. For most of two decades the Lord’s words to Joshua recorded in Joshua chapter one have been a great source of both encouragement and challenge in my life and ministry. The initial months in this role were filled with challenges including the SCOTUS decision on same sex marriage and the unexpected change in leadership of ReachGlobal. Throughout the past two years, I have once again found the Lord to be faithful in both the good and the challenging times. I have also been reminded over and over during these months of the fact that there are incredible people across the EFCA!

I believe ministry is based on relationships, relationships are based on trust, and trust grows as we spend meaningful time together. Becky and I have made it a priority to spend significant time out with EFCA people over the past two years at district conferences, pastors’ gatherings, and ReachGlobal divisional conferences. It has been a great joy for us to hear what the Lord is doing through the ministry of EFCA churches and ReachGlobal staff. We have made many new friends and have rekindled relationships we have had for years.

From the beginning of my tenure as president I have sensed the Lord’s desire that we deepen the ministry connections across the EFCA. For years, there have been gifted people doing significant ministry, but with limited connection to each other. I believe ministry can be enhanced as we learn from each other, share resources, and collaborate in ministry efforts. Early on I began to talk about becoming “one EFCA”—where local, regional, national, and international ministries work together toward common ministry objectives with shared values and trusting relationships. It is a concept that has gained traction in many areas of the EFCA and I believe will bear significant fruit for the gospel over the years as we continue to strive to work together.

One of the significant responsibilities for leaders is to nurture a strong and healthy culture in the organization they lead. In the national office and with our ReachGlobal staff around the world I have been seeking to nurture a culture of accountability, integrity, and honor, where trust is evident, people are valued, and the fruit of the Spirit is as important as a person’s ministry effectiveness. If that culture is to become reality, we need a common understanding of what is meant by it and some practical ways that it can be lived out among us. To help us move in that direction, I have asked a team of people at the national office to help me put feet to that culture statement.

It is extremely important for every organization to clearly understand and embrace the essential values that shape what is done. Over the first several months in this role I spent time talking with EFCA pastors
and leaders, looking back at EFCA history and studying the scriptures in a quest to articulate the essential values that have guided the ministries of the EFCA from the very beginning of our movement. After significant prayer and interaction, I began to share the following “foundation stones” of the EFCA:

- **Word:** Know and obey God’s authoritative scriptures
- **Gospel:** Centrality of the transforming work of Christ
- **Abide:** Prayerful dependence on Jesus in the power of the Holy Spirit
- **Mission:** Great Commandment and Great Commission disciplemaking among all people
- **Community:** Priesthood of all believers in appropriate interdependence
- **Unity:** In essentials unity, in the rest charity

The response of people has been very encouraging as many resonated with these essential truths. These foundational values have shaped who we are and what we have done as a Free Church Movement for decades and are the key truths we are exploring more deeply this week at EFCA One.

The ministry of the EFCA is based on these essential “Foundation Stones” and together we continue to seek to accomplish our mission to glorify God by multiplying transformational churches among all people. It will be essential that we have clear focus of what we need to be doing in the days to come to move toward accomplishing our mission. I believe it will take a focused long term effort in the following areas if we are going to make progress toward our mission:

- Multiplying disciplemakers
- Extending gospel ministries
- Strengthening, revitalizing and planting churches

In our rapidly changing world it will be essential that we seek to do this in the context of ministering in the communities where we live and cities where gospel-centered churches are not present, seeking to reach “all people” in the rapidly changing demographics of America, and engaging the next generation. We need to cultivate a missions mindset asking — “Where are the unreached, unengaged, unnoticed and uninterested people in our community? Who shares our heart and values and would partner with us to reach them?”

The challenge before us is very real! Over the past few years the growth rate of church multiplication in the EFCA nationally has been between 2.3% and 3.0%. Continuing at that rate will not give opportunity for us to truly impact America with the gospel into the future. In September 2016, I shared a challenge with leaders from across the EFCA at a Missional Summit that we prayerfully work toward a 10% growth rate in the next decade. That will take significant focused effort, but I believe it is something worth going after together. Would you join me in asking the Lord to work powerfully in and through the EFCA in the days to come to move this forward?

Over the last nine months a team of leaders from ReachNational, ReachGlobal, operations and the Office of the President have been seeking to determine how the ministries led out of the EFCA can best serve our churches in partnership with our districts. We have worked with Will Mancini from Auxano to develop a Vision Frame that answers the questions:
• What are we doing?
• Why are we doing it?
• How are we doing it?
• When are we successful?

This has been an encouraging process that has brought a greater sense of what it means for us to be “one EFCA” and I believe will give clearer focus to the ministries of the EFCA out of the national office in the days to come.

Over the first year in this role I began to see that it would be important to consider some structural changes in how ministries were led out of the national office if we were going to make significant progress toward living out being “one EFCA.” The first step in 2016 was to move the finance, policy, and personnel functions of ReachGlobal under the Operations Team led by Jot Turner, Executive Vice President of Operations. This allows us to have a more coordinated approach to all the ministries that support what we do in the US and around the world. In January of this year we began to operate under a new structure for ReachGlobal and ReachNational. The structure is built on the two key principles of the active involvement of the president in the national and international ministries of the EFCA and a collaborative team approach to leadership. There are no longer executive directors leading ReachNational and ReachGlobal, but rather they are led by a ReachNational Directional Team and a ReachGlobal Directional Team who are led by the president. This gives us the opportunity to deepen our shared culture, ethos and ministry values; to expand cross connection of EFCA ministries; to live out our commitment to see individuals serving in areas where they are gifted and passionate; and to strive toward a healthy stewardship of people, time and funds.

The following staff changes were made to best facilitate the new structure:

• Brian Cole moved into a role as Executive Vice President of Ministries. He assists me in an “executive pastor” type role as I lead the ReachNational and ReachGlobal Directional Teams.
• Fritz Dale moved into a role as Director of Leadership Formation and Prayer Mobilization. He is giving leadership to re-envisioning the EFCA leader care ministry and mobilizing prayer in the EFCA.
• Alex Mandes moved officially into the role of Executive Director of All People Ministry. He served as interim in that role in 2016. We will also be adding a Director of Multicultural Ministries to work with Alex in 2017.
• Brian Duggan moved into a role overseeing the ReachGlobal International Leaders.
• James Petersen moved into the role of giving leadership to our personnel department for all staff who raise their support serving both overseas and in the States. Ken Warwick will work alongside James with a focus on training for our staff.

In addition, the President’s Council advises me on issues that impact “the whole” of the EFCA ministries. The Council is made up of senior leaders from the ministry areas the president is responsible to lead.

Jot Turner has given significant leadership to the EFCA Operations Team who serve the EFCA so well in a multitude of areas that make ministries across the US and around the world possible.
The ReachNational Directional Team continues to work hard to serve our churches effectively in the areas of all people ministries, church multiplication, leader formation, prayer, student ministries and theology. This team experienced deep grief during the early part of this year when Jeff Sorvik, Church Multiplication Catalyst, perished in a fire at his home. Jeff was a tremendous leader and mentor of younger leaders! He understood multiplication in ministry better than anyone I have worked with. Brian Cole and I are working with the Church Multiplication Team, made up of district church planting leaders, and the Creo Collective Team to continue to move church and leader multiplication forward during this interim time. Please pray for Jeff’s wife Michele, their children and the entire family during these difficult days.

The ReachGlobal Directional Team has been leading the mission for a year and a half. It has been my privilege to give leadership to this team as they lead ReachGlobal. We currently have 623 missionaries working in 45 countries around the world. Working with national partners to multiply disciples, extend gospel ministries, and plant churches continues to be the focus of ReachGlobal’s ministry. In 2016 over 9,000 national leaders were invested in and over 950 churches were planted. God continues to do incredible things in His church around the world!

Greg Strand gives leadership to EFCA Theology and Credentialing. He, along with the Board on Ministerial Standing, the Spiritual Heritage Committee and the ReachGlobal Theology and Missiology Committee, has done great work in overseeing the credentialing and theological integrity of the EFCA.

Garth Warren joined our team in 2016 as the Chief Development and Communications Officer for the EFCA. He has done a great job of working with our advancement and communications teams to build relationships with donors and share the stories of what the Lord is doing in and through the EFCA.

It has been a significant joy and privilege for me to work alongside the EFCA District Superintendents over the past two years. The relationships are strong and the commitment to the work of the gospel across the Free Church is very healthy. Over these two years we have said goodbye to Steve Musser, Ves Sheeley, Gaylen Nagel, and Tom Mouw as they have retired. We have been pleased to welcome Eddie Cole, Sam Huggard, Jon Payne, and Brian Farone to serve as their successors in the Eastern, New England, Forest Lakes, and North Central Districts, respectively.

Jimmy Kallam and the entire EFCA Board of Directors have been a source of stability, wisdom, encouragement and ministry partnership during my first years as president. I have so appreciated their commitment to the EFCA and their desire to see us be the most effective we can be in fulfilling the Lord Jesus’ mission for the Free Church.

Christian Investors Financial (CIF) and Free Church Ministers and Missionaries (FCMM) continue to provide significant service to our churches, pastors and missionaries. I thank the Lord for the ministries of CIF and FCMM! Paul Anderson and the CIF staff serve individuals well with the availability of Certificates of Deposit for investment. Churches have access through CIF to funds for facility loans and capital campaign services. I appreciate Ross Morrison’s leadership of FCMM over the years and pray God’s blessings on him as he moves into retirement (Spring 2018). Please pray for the next FCMM president and the FCMM team during this transition. We also continue to pray for the pastors and missionaries who were impacted by the changes made by FCMM late last year in the Option A legacy pension plan.
I have often said that I’d like to hang a large banner across the front of the national office building that reads, “How can we serve you?” That is our deep desire! Brian and Paula in the Office of the President along with our support staff and operations staff in the national office have been a significant help to me as we serve our districts, churches, and missionary staff.

I am incredibly thankful to my wife Becky for her heart for the EFCA and for traveling with me so much over the past two and a half years. She is an incredible support and encouragement to me and a blessing to the EFCA.

Finally, I want to thank the Lord Jesus who is the Head of the Church and the One we follow for His gracious shepherding hand over the past two years. May He continue to do great things in and through the EFCA as we trust and follow Him!

Kevin Kompelien

EFCA President
BOARD OF MINISTERIAL STANDING

As a reminder, the Board of Ministerial Standing (BOMS), oversees the credentialing of candidates for either the Ministry License or one of the Certificates (Certificate of Christian Ministry or Certificate of Ordination). BOMS also oversees the placing of credentials in trust for personal or disciplinary reasons. In addition, the Director of Pastoral Care, the Director of Hispanic Ministries and the Director/Endorser of EFCA Chaplains give update reports on issues related to their particular ministries as they relate to credentialing.

Because the Conference voted to drop the Divorce Policy Exception policy for credentialing at the Conference in 2015, BOMS has been working diligently to develop a resource for use by churches as they hire staff as well as by districts as they work with those seeking credentials. Several districts are piloting the use of this resource and the results are favorable as we have sought to help churches and districts discern other areas in addition to divorce that may be problematic for those serving in vocational ministry without becoming overly invasive nor denying the power of God to change lives.

One of the more difficult responsibilities of the BOMS is ruling on disciplinary issues related to church staff. The good news is that EFCA continues to offer recovery churches for those who want to be reconciled to those who were impacted by their action even if it never results in a restoration of their credentials.

BOMS continues to work on making sure that theological issues currently being discussed in our culture are being addressed among our pastoral staffs and asked about at the credentialing councils. We desire the “current issues” part of the counsels to truly be current.

BOMS is also continuing to look at how the process for credentialing can be rigorous without being onerous. There is a balance between being thorough and being exhaustive, and BOMS continues to consider changes that will encourage our church staffs to be credentialed.

BOMS has been encouraging and seeing some progress on an EFCA Theology Podcast thanks to EFCA staff and Brian Farone, Director of Biblical Theology and Credentialing for EFCA West. Recently Greg Strand had his presentation of the History, Theology and Polity class videoed for use by candidates who cannot attend a district-held presentation of the class.

Respectfully submitted,

Paul Schliep, Chair
The last two years for ReachGlobal have been both challenging and very exciting. We saw the sudden departure of our executive director in August of 2015. That event led to a significant change in how we function as the mission for the EFCA.

The ReachGlobal Directional Team is tasked with leading ReachGlobal and Kevin Kompelien leads this team. We clearly see God’s hand upon the mission even during the most trying times and are thankful for how He led us through this change in our leadership structure.

The ReachGlobal Directional team consists of the following members:

- Kevin Kompelien, EFCA President
- Daryl Anderson, Director of Operations
- Stephen Chandra, International Leader – Asia
- Brian Cole, Executive Vice President, Ministries
- Brian Duggan, International Leader – Latin America/Caribbean
- Todd Hiltibran, International Leader – Europe
- Lois McMartin, Director of Member Care
- James Petersen, Director IMA Personnel
- Earnest Manges, Director Theological Missiological Advisory Committee
- Craig Ott, Director Theological Missiological Advisory Committee
- David Rofkahr, Director of Recruitment
- Ken Warwick, Director of Personnel
- Alan M., International Leader – MENA

The ReachGlobal Directional team meets six times per year in face-to-face meetings to talk through the important issues facing our mission including operational, theological and missiological issues. We created a Theological Missiological Advisory Committee consisting of Daryl Anderson, Greg Strand, Earnest Manges and Craig Ott to help us gain fresh insights into many of the questions facing the mission today. They have provided us with excellent resources for our leadership team and staff on several issues and we look forward to their insights into the future.

The team felt that we needed a better understanding of the culture and pulse of our staff on the field and in 2015 we created a ReachGlobal staff survey. This survey was very enlightening to our leadership team and as a result we have taken steps to be more transparent and accountable to our staff. We ask our staff to participate in this survey annually and seek continued growth in our leadership of the mission.

Each year we host a gathering of mission pastors who meet and discuss concerns that are important to them. In 2017 we asked if we could meet with them for a day during their meeting. We then invited other mission leaders from across the movement and spent the day sharing with them about where ReachGlobal is currently ministering and where we would like to grow. This meeting was well received by our mission pastors and leaders and we are looking for ways to continue this discussion with our churches. We want to serve our churches well in the context of international missions.

A number of our ministries work across our international divisions and they are making a significant impact in the lives that are touched by their ministry. Crisis Response continues under the leadership of Mark Lewis, to meet the needs of some of the most vulnerable. In the wake of a crisis, many people are open to the gospel and many come to Christ as a result of those who minister with Crisis Response. Crisis Response works alongside our churches here in the U.S. and abroad to help the church respond to the immediate physical and spiritual needs that follow a crisis.

GlobalFingerprints is our child sponsorship program that exists to meet the needs of children who desperately need help with nutrition, health, education and spiritual development. We are operating in nine different regions of the world with this ministry meeting the needs of nearly 3,000 children.

Global Equipping led by Amy Richey continues to work with our divisions and churches in the US to build into our partner ministries and movements with the desire to see fruitful ministry multiplied. This team works to equip others in
Apex is a new disciplemaking ministry that exists in both ReachGlobal and ReachNational. David Rofkahr along with Shane Stacey from ReachStudents have come together to create a disciplemaking track from middle school to post college. We are excited to see this expression of “one EFCA“ working together between local, regional, national and international ministries as we work with the next generation for the EFCA.

We are pleased that ReachGlobal continues to grow as a ministry. Through our mission, lives around the world are being transformed by the gospel. We have included our statistical analysis for 2015 and 2016 for your review.

Brian Cole
Executive Vice President of Ministries
Two thousand seven hundred and sixteen children are moving from despair to hope, experiencing, as they have never before, the love of Jesus. We are thankful for 12% growth in 2015, but still have thousands of children waiting for sponsors!
## ReachGlobal 2016

<table>
<thead>
<tr>
<th>Category</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>ReachGlobal Missionaries</td>
<td>623</td>
</tr>
<tr>
<td>Total Budget</td>
<td>$36,171,947</td>
</tr>
<tr>
<td>Approximate number of leaders being invested in:</td>
<td>9,348</td>
</tr>
<tr>
<td>Number of church plants started this year <em>(with staff involvement)</em>:</td>
<td>32</td>
</tr>
<tr>
<td>Total number of national partners:</td>
<td>321</td>
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<tr>
<td>Approximate total number of church plants started by partners this year:</td>
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</tr>
<tr>
<td>Approximate total number of churches in partnering movements:</td>
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<tr>
<td>Approximate total number of constituents in partnering movements:</td>
<td>1,840,149</td>
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<tr>
<td>Number of students involved in Trek7</td>
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</tr>
<tr>
<td>Number of Trek7 locations</td>
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</table>

<table>
<thead>
<tr>
<th>Accepted missionaries</th>
<th>Long term</th>
<th>7-23 months</th>
<th>1-6 months</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>32</td>
<td>42</td>
<td>6</td>
</tr>
</tbody>
</table>

| Total Number of Countries where we have missionaries:                 | 45                           |
| Total Number of Countries, without residential staff, where we have ministry impact: | 51                           |
| Locations with Acts 19 results:                                       | 4                            |
| Locations targeted for Acts 19 results:                               | 16                           |
| Emerging locations with some Acts 19 results:                         | 3                            |

**GlobalFingerprints 2016**

2,911 children are moving from despair to hope, experiencing, as they have never before, the love of Jesus.
REACHNATIONAL

There have been several changes to our ministries during the last two years that significantly impact ReachNational and will position us well for the future. Our President, Kevin Kompelien, is directly involved in the formation and leadership of our ReachNational Directional Team. The Directional Team leads all our National Ministries. Our team members consist of Fritz Dale, Director of Leadership Formation and Prayer; Shane Stacey, Director of ReachStudents Ministries; Alex Mandes, Executive Director of All People Ministries; Greg Strand, Executive Director of Theology and Credentialing; Brian Cole, Executive Vice President of Ministries, and Kevin Kompelien, President.

This new leadership structure allows us to be team-led and to work together more effectively. This has led to greater sharing of ideas and ministry opportunities among the various national ministries.

Below are a few of the celebrations of ministry we have experienced in the last two years:

Alex Mandes was the interim leader for all people ministry for over a year. In 2017 he was named as Executive Director for that ministry. We have also funded a second all people position to work alongside Alex and are actively working to fill this position. We are seeing a significant increase in multi-cultural church planting throughout the EFCA and Alex and his team work closely with our district personnel to move ahead in this area. Alex hosts two All-People roundtables each year on diversity, and hosts two Spanish speaking church planting boot camps each year. We are excited to see the growth in our ethnic and multi-ethnic churches across our movement. Currently 20% of our churches identify as multi-ethnic or ethnic and 35% of our church plants are ethnic or multi-ethnic.

GATEWAY is celebrating its tenth year of ministry in 2017. This program has been an overwhelming success. Currently we have 150 Phase I and Phase II GATEWAY sites across America with 85 facilitators. Since its inception, 1,238 students have completed GATEWAY training.

Immigrant Hope continues to impact the lives of immigrants across the United States. We currently have seven centers with two additional centers in process. These centers are designed to help others navigate the complex process of immigration in our country. The presentation of the gospel is clear in our process and we impact not only the lives of immigrants but also those from other organizations that go through our training. Immigrant Hope has helped thirteen other denominations to use the same ministry model that we have created.

We grieved this year as our dear friend and colleague Jeff Sorvik was called to his eternal home in January 2017. Jeff was our church multiplication catalyst and worked with our district church planters as they together fulfill the mandate to Multiply Transformational Churches Among All People. Jeff’s last meeting with the Church Multiplication Leadership team brought about a unified goal of seeing 10% growth in church planting across our movement and a covenant agreement with our district church planters that has been signed by most of our districts. We
are excited about how this ministry is positioned for church growth into the future and greatly appreciate the hard work of our districts and the church planting directors that seek to see our movement multiplied.

ReachStudents is thriving under the continued leadership of Shane Stacey. Shane has worked closely with David Rofkahr in ReachGlobal to develop a disciplemaking ministry that works with our students from middle school through post college. This new ministry is Apex. Apex has a component of intentional disciplemaking coupled with hands-on ministry experience to build into the next generation of leaders in the EFCA. This ministry incorporates what was formerly known as BUMP (Bridging Urban Ministry Partnerships) and Trek 7 into one unified ministry with opportunities for students to experience ministry in their local context, an urban context within the US, and internationally. We are seeing great interest in this disciplemaking ministry and are excited about what God will do through our next generation of the church.

Shane Stacey has also developed a strong network of student ministries leaders in each of our districts that continue to look forward into our culture and the next generation with the desire to effectively meet the challenges facing today’s youth.

Fritz Dale is leading Leadership Formation and Prayer. In his new role, Fritz will be leading prayer initiatives with our churches, districts, ReachNational and ReachGlobal. Prayer is foundational to all that we do and it is exciting to have Fritz in a role to help facilitate this important aspect of our ministries. Fritz also helps convene the various affinity groups that meet regularly. These affinity groups include K-Club, Team 500, Executive Pastors, Worship Pastors, and more.”. Fritz also works alongside Kevin Kompelien and our District Superintendents with their regular gatherings.

Finally, we are excited to see how our new ReachNational Directional Team structure allows us to work more closely with Theology and Credentialing. It is a great benefit to meet regularly as a team and to have Greg Strand as a team member. His insights and historical perspectives to ministry are valuable and we are seeing new opportunities to provide real help for our districts and our churches.

Brian Cole

Executive Vice President of Ministries
FINANCE AND OPERATIONS

The mission of the finance and operations departments is to glorify God through supporting the national office departments, staff, missionaries, donors, churches and other constituencies of the EFCA by providing exceptional service. In so doing, these departments help the EFCA more effectively glorify God by multiplying transformational churches among all people.

The EFCA’s finances are managed by eight full-time accountants in Minneapolis and five division business managers for the five major areas of the world served by ReachGlobal. Together they are always streamlining processes which reduce or contain costs and benefits for missionaries and ministries throughout the EFCA.

Risk assessment and mitigation continues to be a high priority with a team meeting regularly to evaluate and review financial, legal, operational, and reputational risks, and developing appropriate mitigating strategies. This is an ongoing and necessary process that should give assurance and build trust in the EFCA constituency.

EFCA remains a member in good standing with the ECFA (Evangelical Council for Financial Accountability). The requirements of membership are stringent and provide assurance to donors, churches, and outside parties that the EFCA’s finances are stewarded according to strict and appropriate standards.

The EFCA’s auditors, BKD, issued a clean opinion on the combined financial statements for 2016. These can be found in the financial section of these reports.

EFCA operations and foundation investments are managed by a Board-appointed Investment Committee consisting of appropriate staff and three non-staff members. The Investment Committee contracts with Syntrinsic Investment Counsel for strategic and day-to-day investment transactions. Both the Committee and the investment management firm operate according to a Board-approved Investment Policy.

Stewardship of assets goes beyond simply finances. In an effort to steward the building that houses the national office in Minneapolis, regular and systematic improvements are made annually. In 2016 the roof was replaced and the exterior was painted. Though primarily cosmetic, these improvements and regular improvements to the building assure frequent guests, employees, and tenants a safe and positive place to work.

Jot Turner
Executive Vice President of Finance & Operations
A strategic and tactical alignment between Ministry Advancement and Communications took shape with the hiring of a chief development and communications officer in April 2016. The Ministry Advancement department, comprised of Donor Services, the EFCA Foundation, and the FairShare and Annual Fund, aligned with the Communications department, which includes web services, content strategies, graphic design, and video production, as well as the publications EFCA Today, EFCA Update and EFCA Now. This occurred in an intentional effort to bring increased synergy to the stories of EFCA churches, ReachGlobal partners, and the lives of our donors.

The Donor Services staff consistently processes thousands of cash, credit card, ACH and Stock/wire transactions. The clear majority of these transactions are for the benefit of ReachGlobal staff and ministries deployed throughout the world. During the timeframe since the last EFCA One gathering, this included 133,396 checks, 133,220 credit card transactions, 119,778 via ACH, and 1,578 stock/wire transfers. All of this has been processed with an accuracy rate of 99.7%.

FairShare giving contributes approximately 27% of funding for the ministries of the national office. FairShare is the commitment of our churches to support the denomination by providing 1% of their general operating revenue to the national office and a corresponding or larger percentage to support their district. In 2015 and 2016, 885 and 894 churches and church plants respectively participated in some level of FairShare. The willing and joyful contributions of these churches demonstrates they are not only part of the larger EFCA movement, but is also a solid affirmation that “we are better together.”

The Ministry Advancement and Communications teams work closely with the president and President’s Council to serve our churches, ministries and ReachGlobal staff. We provide the link between frontline ministry and the development of sufficient resources needed to support the national office. We work diligently to assist ReachGlobal staff in raising funds for their large level initiatives. Of primary importance is the identification and cultivation of major gifts designated for the soon to be launched EFCA Forward, a six-million-dollar capital campaign initiative. This campaign is designed to strengthen emerging church leadership training, provide enhanced technological updates, grow the EFCA All People network, and continue to provide an array of pastoral affinity group gatherings, pastoral residencies, theological conferences and publications to continually strengthen the EFCA. To date, $1,394,452 has been committed in the private phase of the campaign.

Respectfully submitted,

Garth Warren
Chief Development and Communications Officer
The 2015-16 and 2016-17 years, overall, have been good ones for Trinity International University. We are grateful indeed for God's goodness, blessings, and favor in so many ways to the Trinity community. Below are a few highlights:

- Trinity saw overall back-to-back enrollment increases for the fall semesters in 2015 and 2016 for the first time in more than fifteen years, bringing about much-needed enrollment stabilization for the institution.
- Trinity welcomed numerous EFCA-related events to campus, including the Theology Conference in the winter of 2017.
- Trinity opened new sites for the work in Florida in Kendall (Miami area) and in Miramar (Fort Lauderdale area).
- Trinity was pleased to announce three new academic deans: Graham Cole (Divinity School), Tom Cornman (College), and Eric Halvorson (Law School). Felix Theonugraha was named Vice President for Student Life.
- Trinity was blessed to receive major funding from the Kern Foundation to launch the Center for Transformational Churches (Donald Guthrie, executive director).
- Trinity was the beneficiary of a $1.5 million grant from the Lilly Foundation to support an urban and intercultural ministry project (led by Peter Cha).
- Trinity's Creation Project has been the source of important conversations and serious research on the biblical doctrine of creation.
- Trinity's men's basketball team had what was perhaps its best season ever with 30 victories in 2016-17, including an Elite Eight finish in the national NAIA tournament. Coach Boomer Roberts was named Conference Coach of the Year.
- The Leadership Program at Trinity College continued to thrive.
- Trinity's Korean D. Min. Program, taught in Korean and located in Seoul, South Korea now has more than 50 students (led by Steve Kang).
- Trinity initiated the work of the Paul Hiebert Center for Global Theology and World Christianity (led by Tite Tienou, Peter Cha, and others).
• The "Heritage and Hope: Trinity 2023" strategic plan has brought a sense of unified purpose and direction for the entire institution. More than one-half of the 100 initiatives in the Plan have already been accomplished.

These are just a few of the many highlights on the Trinity campus over the past two years. For God's grace and kindness to Trinity, we are abundantly thankful, and for the ongoing relationship with and encouragement from the churches and people of the EFCA, we are truly grateful.

Faithfully,
David S. Dockery, President
TRINITY WESTERN UNIVERSITY

The extraordinary story of Trinity Western University began with the Evangelical Free Churches of Canada and America. As Canada's premier Christian university, TWU now serves more than 4000 students with 43 undergraduate degrees and 17 graduate programs. TWU is committed to inspiring hearts and minds as it prepares people for the marketplaces of life.

LATEST NEWS FROM TWU

- This spring, 500 undergraduate students will walk the stage to receive their diplomas at Trinity Western University's 55th commencement ceremony. Joining these granduands will be 17 graduate degree students and 61 seminary students.

- Our undergraduate enrolment is on target to hit our goal of 700 incoming students for the 2017-2018 academic year, up from 633 last year and 571 the year before. This growth has allowed us to keep undergraduate tuition capped since 2014.

- Over the past year, we embarked on a unique recruitment strategy, sponsoring the concert tours of Christian artists. These tours have generated nearly 2000 undergraduate inquiries.

- We’re pleased that our new Worship Arts program—developed alongside MercyMe’s lead singer and composer Bart Millard who is serving as its Senior Advisor—will launch this fall. The program is already making waves, with Worship Leaders Magazine naming it their editor’s pick for top worship education programs in North America.

- This year, our faculty were awarded $800,000 in research and other grants.

- Once again, we’ve significantly reduced our bank debt and are on target to meet our goal to eliminate it completely by 2020.

- TWU Richmond continues to grow, with 65 graduates joining in with TWU’s 2017 Commencement ceremonies. In September 2016, TWU Richmond added the International MBA Program to its slate of programs.

- A number of TWU Richmond students have engaged in meaningful ways with the faculty and staff, with several coming to faith through their TWU connection. Between September and April, TWU Richmond offered students regular events, including weekly chapel, men’s and women’s Bible studies, and local community volunteer opportunities.

- The Trinity Western University Spartans captured their second consecutive U Sport Men’s Volleyball Championship, defeating the University of Alberta Golden Bears. This is the second time the Spartans have won back-to-back national titles. In total, the Spartans have garnered 11 national championships: five each for Men’s Volleyball (2006, 2011, 2012, 2016, 2017) and Women’s Soccer (2004, 2008, 2009, 2012 & 2013) and one for Women’s Volleyball (2015).

PRAY FOR TWU

- We continue to ask for prayer regarding our defence of religious freedom as we work to confirm the right to open Canada’s first faith-based law school. While we’ve had tremendous support, we have also faced unprecedented opposition. Please visit prayforfreedom.ca to sign up and receive regular prayer updates.

- Please pray for our new programming this fall, including our Worship Arts program and our newly relaunched B.Sc. in Computing Science.
• Lift up our leadership in prayer as they make decisions about the future in a world that desperately needs Christian education options in the Canadian university landscape.

• Pray that we will not be distracted from our mission of inspiring hearts and minds.

• Pray that we will remain mission driven and ministry oriented as we continue to nurture courage and compassion.

• Please pray for President Bob Kuhn as he embarks on his second Tour de Fox bike ride this summer to raise awareness for Parkinson’s disease.

GIVE TO TWU

• If the Lord lays TWU on your heart and you feel led to make a donation, please visit twu.ca/donate. For information on how you can establish a scholarship or bursary, or for information regarding other giving opportunities, please contact Patricia Cuff, Executive Director of Development, at patricia.cuff@twu.ca.

Thank you for your ongoing support of Trinity Western University! We owe so much to our Evangelical Free Church family. Without you, we could never have come this far in uniquely serving our Lord.

In His service,

Bob Kuhn

President and Vice Chancellor
The Allegheny District continues to passionately pursue the mission of multiplying transformational churches among all people. We strive to encourage, equip, and resource churches and leaders as they lead in disciplemaking.

As a district, we focus on providing leadership and resources in the following areas: church health, church planting, pastoral care, stewardship, structure, and communication. These six areas provide guidance and direction for district strategies and initiatives.

Two of our regional pastors’ groups studied the life of Christ and his disciplemaking methods and worked to re-focus their disciplemaking ministries. We prioritized resources and worked with elder teams to discover what healthy elder teams and practices look like. We strive to provide resources and tools to help our churches. Our Allegheny District webpage has a listing of workshops and training events that we provide to our churches.

We have five men who serve on the Constitution and Credentialing Board. This board serves the district by overseeing the credentialing process and Constitution and By-law reviews.

To multiply transformational churches among all people we need to stay focused on church planting. Ronnie Martin, Pastor at Substance Church, Ashland, Ohio serves as our part-time Church Planting Director.

The Allegheny District believes healthy churches must have healthy pastors and leaders. We continue to offer our annual Pastors’ and Wives’ Retreat, Stay Sharp theological conference, and an Annual Conference to equip and encourage our leaders.

In 2016, the Allegheny District voted to officially become a Clause B District. The Allegheny District believes much fruit will come from our decision. The vote reflected our belief that churches and the EFCA movement are best served by Clause B relationships.

We moved one church plant to full member status: CrossCity Church in Columbus, Ohio. We closed Abundant Grace Church, Oberlin, Ohio; Cornerstone Church, Fairlawn, Ohio; and Church in the Round in Cleveland, Ohio. The Allegheny District currently has 32 churches in our district (including church plants).

Up to date information about the Allegheny District can be found at allegheny.efcadistrict.org.

May God find us faithful in spreading the gospel till He returns!

In Christ,

Jeff K. Powell

District Superintendent
CENTRAL DISTRICT

Two words reflect our current ministry and as we look to the future: Engaged and Expectations. As a district, we are fully engaged in the mission of making disciples who in turn make more disciples. We are deeply engaged in the planting of transformational churches. We have taken new strides to meet the changing demographics of our country by hiring on a new Director of Multi-Cultural Ministry. We are expanding our support ministries to provide healthy resources for our growing number of pastors and churches that we serve.

The second word, expectations, is key to our future. As we look ahead we believe our team will encourage and lead our pastors and churches to make great progress toward our vision. Our newest staff member is Brad Wos who joined our team in December 2016 as the multi-cultural director. He has a passion to reach the nations that are settling everywhere throughout our district, both in urban and rural areas. Larry Austin continues to direct our health and discipleship ministries through key connections and training events in both our northern and southern regions. Mark Doss and Al Frank remain not only committed to the multiplication of churches, but are effectively expanding the number of our district churches. We have voted in the following member churches in 2016 and 2017. In Missouri: The Church at Osage Hills, Osage Beach and The Well Community Church, St. Louis and New Life Church, Washington. In Iowa: Bethany EFC, Exira and Raccoon Ridge Church, Dallas Center and The Common Place, Rock Valley and New Life EFC, Tama.

Our excellent support ministries have recorded many changes as they make the necessary investment to keep not only current but to be a leader in their area of ministry. Hidden Acres Christian Center is our 640 acres, 900 bed retreat ministry. This year we marked the building of a dining hall that can seat 900 at one time. It was also the retirement of long term director, Earl Taylor. We were also excited to install Steve Pinkley, however, as our new Camp Director. Rock River, our spiritual formation retreat center, now has a resident director, Casey Danley. Our Westhaven Retirement Community has been transformed over the past few years. It is now state of the art in nursing facilities, assisted living, independent living, and they are considering building senior housing. This year also saw a change with the retirement of Nan Sloan and the hiring of Jordan Wineinger. Each of these ministries plays an important role in helping us continue to grow the number of member churches and support our existing churches.

Twenty-seven years ago, when I began to serve on the district planting board, we had 55 member churches in our district. Today we have 135 member churches and 15 additional groups/plants in process. We have high expectations as we look to the future and trust in our Lord to guide us in the way we should go.

Respectfully submitted,

Calvin Swan, District Superintendent
EASTERN DISTRICT

The retirement of District Superintendent Steve Musser brought a time of transition to the District. Eddie Cole was voted as the new District Superintendent in January, 2016, and Associate Roy Larsen moved to a full-time position with Immigrant Hope. Our Hispanic Ministry Director, Hugo Concha, moved to the Southeast District and Carlos Belza was installed as the new Hispanic Ministry Director.

Our main goals moving forward are Leader Care, Healthy Churches and Ministry Multiplication. Jack and Eva Kroeze lead the Pastoral Care ministry to pastors and their families, with a new emphasis on pastors’ wives. Additional counseling and encouragement of pastors and churches in transition continues with the help of a counseling service led by former Pastor Jerry Evens who seeks to make affordable counseling available to pastors and small churches throughout the District. An intentional effort to grow Cluster groups has also become a priority.

Ten credentialing councils were held in 2015 and six were credentialed in 2016. The Eastern District continues to process a steady flow of licensing and ordination candidates.

Church Planting efforts have been realized in a Bilingual church plant, Espiranza en Cristo / Hope in Christ EFC, which was started in Grantville, PA, among the 700+ Hispanic racetrack workers and their families. Pablo and Leyla Martinez have come from Chile to pastor this church. A missional church plant, RVA Arise in Richmond, VA, led by church planters Jeremy and Monica Chambers, is a unique plant reaching into the dark subcultures of this city.

Church Restarts:

- Park Evangelical Free Church, New City, New York
- Hoboken Evangelical Free Church, Hoboken, New Jersey

Churches with New Full Status:

- GracePoint Evangelical Free Church, Palmyra, Pennsylvania
- Crossroads Evangelical Free Church, Wilmington, Delaware
- Commitment Community Church, Lindenwold, New Jersey
- Narrow Road Communities, Enola, Pennsylvania
- Shippensburg Evangelical Free Church, Shippensburg, Pennsylvania
- El Portico, Reading, Pennsylvania
- Vida Life, Harrisburg, Pennsylvania
- Grace Evangelical Free Church, Strasburg, Virginia
- Summit Bridge Evangelical Free Church, Middletown, Delaware

Churches Departing the Evangelical Free Church:

- Lighthouse Evangelical Free Church, Rotterdam Township – Disbanded
- Life Gospel Chinese Christian Church, Hershey, Pennsylvania – Left the Evangelical Free Church

GATEWAY Theological Institute continues to expand in the District with classes both in English and Spanish in New York, New Jersey, Pennsylvania, Maryland and Virginia.

Eddie Cole, District Superintendent
EFCA SOUTHEAST DISTRICT

We exist to glorify God by establishing an increasing number of disciplemaking churches of biblical integrity and spiritual vitality marked by the distinctives of the EFCA.

Better Together: We are a Gospel-centered movement seeking to be a catalyst for multiplying disciples and churches so that together we can see lives and communities transformed for God’s glory. What a privilege to partner with so many, committed to so much.

Current Church Status: We number nine states, 70 churches, 22 church plants, 8 church planting projects, and have several church planting prospects we’re pursuing. One-third of us are bi-vocational. 50% of our church plants/projects are ethnic or multi-ethnic. 15% of our churches are ethnic or multiethnic. We enjoy nine Haitian pastors, seven African-American pastors, six Hispanic pastors, and three Asian pastors. 90% of us are on the centerline or in the eastern half of the district. Half of our churches are in Florida. There is still no EFCA church in Mississippi.

Staff Team: Ron Day, as our administrator, continues to watch over the details of our expansive ministry. Bruce Redmond directs our church planting with the help of several regional catalysts. Bruce’s wife, Jackie continues to avail herself to churches as our Women’s Mobilizer. Hugo Concha has joined our team as the Director de Ministerios Hispanos. Todd Ackland is pioneering the role of liaison for Haitian ministries.

Church Affiliations:
- City Church
- Doxa Church
- Hope Community Church
- Coastal Bible Church

City Church, Gainesville, FL
Doxa Church, Myrtle Beach, SC
Hope Community Church, Alcoa, TN
Coastal Bible Church, Rincon, GA

Disaffiliations:
- Camden Crossroads Community St. Marys, GA
- Four Oaks Community Tallahassee, FL

District Restructuring: With the EFCA national bylaws being amended to allow direct alignment of a district with the national organization if so chosen, our district board felt it incumbent to consider its value. After doing so, we brought it to the district’s pastors and churches for discussion, and that led to the motion being presented to last year’s district conference. The vote was an overwhelming positive one. We hope to make the official transition in January of 2018.

Financial Times: As our district movement continues to gain momentum, we do appreciate the sacrificial giving that many have provided. We’ve made some important gains this year and are readying ourselves to be brought into the National EFCA world. May the Lord continue to show His favor.
SEDCON 18: Our Southeast district conference next year will be held in partnership with Eastside Community Church in Jacksonville, Florida...March 6-8. It will be on the very practical subject of the Communication Arts and the Advancement of the Gospel, emphasizing practical how-to’s... from the parking lot to the pulpit, with Bibles and blogs, are we communicating as clearly and powerfully as we could?

It continues to be an absolute privilege to serve the Lord together with you. May God continue to bless the EFCA for His glory and honor.

Sincerely,

Glen A. Schrieber, District Superintendent
EFCA TEXAS - OKLAHOMA DISTRICT

We were thrilled this year to see the addition of Katie Arnold on our staff as Director of Ministry Effectiveness. Her job is to help our churches multiply at every level. Over the past two years, we have had eleven church plants in process and four of them moved to autonomy at our past two district conferences. We have five new planters joining us. We are encouraged to have five sending churches looking to hire residents to plant out over this next year.

In February, 27% of our district churches signed a covenant to join our Multiplying Together Initiative, which is a multiplication network within our district. They have committed to living a multiplying life, and seeing their churches multiplying disciples, leaders, and reproducing churches every three to five years. They have further committed to giving 3% of their budgets to their own multiplication as well as 1% to support the EFCA National Office and 2% to support the District Office. Jeff Sorvik was a big help to us as Katie Arnold launched this initiative. We are thrilled with this beginning commitment of our churches!

These past two years we had four of our church plants voted into our district: The Bridge Montrose in Houston, TX; Harvest Point Fellowship in Pearland, TX; Stone Oak Bible Church in San Antonio, TX; Enlace Cristiano in San Antonio; and we launched a second language service, Encuentro, with Northwest Community Church in San Antonio. Wayside Chapel also launched a multisite Stone Oak campus in San Antonio, TX.

In addition, we had one new church affiliate with our district, La Palabra Viva in Laredo, TX. We had two churches close: Plainview Bible Church in Plainview, TX, and Cross Community Fellowship in Boerne, TX. New Braunfels Bible Church in New Braunfels, TX left over theological differences.

Tom Thomas serves as our Credentialing Coordinator leading our DBOMS team. Tim Rowley is our representative on the national Student Ministries Council, and gives leadership to district student ministries. My wife, JoAnn, provides part-time administrative support for me and the district. We also have a number of pastors who facilitate our Healthy Church Pastors’ Networks. We appreciate the help of each of these individuals and their contribution to our district!

Our vision is to have healthy churches which multiply at every level (believers, growing disciples, workers, leaders, disciplermakers both local and global, and churches or campuses). We want every church to be a parent church, partner church or participating church when it comes to church planting. We firmly believe that the single most effective evangelistic methodology under heaven is planting new churches, which in turn plant other new churches.

We are better together, and we have a wonderful spirit in our district. I praise God for our board, churches, pastors, church planters and their families who are sacrificially working together to help us multiply transformational churches among all people. The future looks bright and I am convinced that the best days of EFCA Texas - Oklahoma are still ahead!

Warmly,

Dr. Bob Rowley, District Superintendent
2015-17 has been a renewed season of connection with our churches and our church staffs through regional clusters, training seminars and preaching at some of our churches.

Attendance at our regional clusters has increased over the past two years and the conversations and connections have deepened with an intentional effort to talk less about “nickels and noses” and more about the gospel, church health and staff health.

Steve Highfill continues to serve our churches by providing oversight to the staff of EFCA West and long-time connections with our churches. From February to May of this year, Steve has enjoyed a sabbatical that coincided with the arrival of his third grandchild.

Bob Osborne, along with help from various members of the EFCA West staff, has served our churches with Elder Bootcamps, StratOps and discussions with church leadership regarding structures, staffing and transition.

With the departure of Dave Page who served us so well, Tim Jacobs has been working with EFCA West part-time, serving our churches that plant and our church planters by connecting with those churches and leaders who already have a track record in equipping and launching new churches as well as those interested in becoming more intentionally involved in the church plant process.

Brian Farone continues to serve our churches in the area of credentialing but has also been instrumental in producing and launching the EFCA Theology podcast to serve those in our churches who desire to increase their understanding of the gospel. Brian also continued to serve churches looking for staff and individuals looking to serve churches. On March 27 Brian Farone was confirmed as the new District Superintendent for the North Central District of EFCA. We will miss him but are sure he will serve the churches of the NCD with the same vision and passion that he has served EFCA West churches.

After Tom Garasha stepped down from his role as pastor to pastors, Paul Schliep transitioned from his administrative responsibilities and began serving our churches by increased contact with our pastors and clusters. In addition, Paul has served as the chair of the Board of Ministerial Standing with EFCA.

Alex Rivero and Ruben Navarrete continue to serve our Spanish-speaking congregations. On June 1 of this year Alex stepped into the role of serving our churches as they continue to transition to multi-ethnic and/or multi-cultural. Ruben continues to serve our Spanish-speaking pastors while Alex will broaden his responsibilities within the district.

Rita Nystrom serves our churches with administrative support. She loves our pastors and loves our churches and wants to minister in ways that keep their structures or administrative details from distracting them from the work of the gospel.

Linda Bishop serves our women on church staff and pastors’ wives when time allows. The EFCA West staff appreciates Linda’s willingness to volunteer time to serve well the women who serve the church.

The EFCA West staff relationship with our churches and church staffs continues to be shaped by the simple question, “How can we serve you?”

Paul Schliep (for Steve Highfill)

Acting District Superintendent, EFCA West
### EFCA One 2017
**Report of Church Changes for EFCA West**

<table>
<thead>
<tr>
<th>New Church Plants</th>
<th>New Affiliate Churches</th>
<th>Church Plants Rec’d as full churches</th>
<th>Churches disaffiliated</th>
<th>Closed Churches</th>
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<tr>
<td>City Bible Church, Cerritos, CA</td>
<td>Grace Community Church, Wasco, CA</td>
<td>Lighthouse Family Church, Turlock, CA</td>
<td>Limitless Church, San Diego, CA</td>
<td>Restoration Church, Long Beach, CA</td>
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<td>Remembrance Community Church, Lomita, CA</td>
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<td>Cave Creek Bible Church, Cave Creek, AZ</td>
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<td>Anthem, Ventura (venue of Anthem, Thousand Oaks, CA)</td>
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<td>Commission Church, Brea, CA (church plant)</td>
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<td>World Harvest Fellowship, San Leandro, CA</td>
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<td>Yosemite Bible Church, Manteca, CA</td>
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<td>Hope Westside, Albuquerque, NM (venue of Hope EFC)</td>
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<td>Cast Member Church, Anaheim, CA (church plant)</td>
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<td>Journey Church, Thousand Oaks, CA</td>
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<td>Momentum Church, Goodyear, AZ (church plant)</td>
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<td>Imago Dei Church, Downey, CA</td>
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<td>Fireside Community Church, Ladera Ranch, CA (church plant)</td>
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<td>The Bridge Moorpark, Moorpark, CA</td>
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<td>Ekklesia HD, Apple Valley, CA</td>
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<td>The Bridge Church Maricopa, Maricopa, AZ</td>
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<td>Mountain View Fellowship, Kamas, UT (venue of Mtn View Fellowship, Heber City, UT)</td>
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<td>Ambassador Bible Fellowship, Meridian, ID</td>
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<td>Resonate, Hayward, CA (venue of Resonate Fremont)</td>
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<td>ReBuild Fellowship, Riverside, CA</td>
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The Forest Lakes District of the EFCA represents the churches, members, and staff of the state of Wisconsin, a portion of Upper Peninsula of Michigan and a recent plant in Iowa. During the past two years, we have experienced nearly 3,000 conversions and approximately 1,600 baptisms. Attendance of our churches has grown to an average of 32,000 per weekend.

Within our area, we have 99 churches, two in the process of affiliation and presently eight church plants and ten churches with multi-site or campuses in the Forest Lakes District. Six churches are offering some form of church-plant residency programs and several other churches are wanting to explore partnership in future church plants. We are delighted to have welcomed our first African American church plant into the district with Zion City Church of Madison and are partnering with Converge Great Lakes for the first time in the planting of a new Hispanic church in Delavan. In 2008, Woodlands Church, Plover had many people attending from Wisconsin Rapids (22 miles away). After much investigation, prayer and leading from the Lord, a multi-site was launched in March 2009. Seven years later, the campus had grown from 150 to 400 people and God led Woodlands to launch the campus as an independent EFCA church. After a yearlong process, Crossview Church was welcomed as a fully formed and functioning church at the 2017 Spring Conference. Crossview has a wonderful staff team and a united congregation joyfully committed to reach their community.

As the FLD continues to focus on multiplying transformational churches, we are experiencing momentum as pastors support opportunities that embrace disciplemaking and the belief that we are better together. Clearly this is and will be an ongoing process but we are committed to this value as well as resourcing our churches to fulfill God’s directive to “be fruitful and multiply.”

Our annual District Youth Conference “DISTRICTS” is held in Green Bay, WI every January. It continues to grow numerically as students reach out to their friends and invite them to join. God uses this weekend to draw teens to himself as well as provide discipleship and growth opportunities. Approximately 100 churches participate bringing over 4,000 students and leaders. Consistently we have just over 200 first time decisions to trust Christ. Because of the growth, we have emphasized the need for adult leaders to come alongside their students during the conference and then continue the discussions and relationships with them as they head home. We thank the Lord for the District Youth Conference Team that leads with a vision to provide a “growth level conference with outreach potential.”

The FLD staff continues to focus on the following areas:

- Placement – We regularly meet with transition teams and provide training materials to aid in the senior pastor search process. We have assisted 33 churches in staffing their senior pastor position as well as numerous other staff positions.
- Credentialing – We have three DBOMS teams that meet twice a year. Fourteen pastors have completed licensing and/or ordination.
- Conferences – We lead two conferences a year for pastors and lay leaders: The theme for the conferences include: “Pastoring Your Community,” “Developing Leaders,” “Experiencing More of the Spirit,” and “Work Matters.”
- Retreats – We offer specialized retreats for our Town & Country pastors and Youth Pastors/Leaders. These retreats focus on equipping pastors and wives for the unique challenges
they face as well as provide encouragement and refreshment. The attention has been on “Disciplemaking,” “Practical Ministry” and “Pastoral and Church Health.”

• Trainings – We routinely conduct elder training seminars for individual churches as well as offer this resource at all our conferences. This training continues to be one of the most attended and is highly rated.

• Networks – We had 39 pastors participate in a year-long program called “Next Level Network” which focuses on honing pastoral and preaching skills.

• Affinity Networks – We provide the opportunity for affinity networks to meet twice a year at our conferences. This opportunity for connection is well attended and continues to be one of the highest rated segments at our conference. The networks include: Administrators, Associate Pastors/Directors, Children & Family Ministry Pastors/Directors, Church Planters/Multi-Site Campuses, Elders & Other Lay Leaders, Executive Pastors/Directors, Interim Pastors, Mission Coordinators, Multiple Staff Senior Pastors, Pastor Wives, Solo Pastors, Youth Pastors/Directors/Leaders, Women in Ministry, and Worship Pastors/Directors.

• Pastoral Health – We coordinated 11 geographic/regional pastoral networks, where pastors meet monthly or quarterly for encouragement and support.

The FLD staff has seen some transition as Rob Weise moved back into the Director of Student & Family Ministries, adding District Events to his job description, after serving as Director of Church Health. Scott Roen was hired as the part-time Interim Director of Church Health and upon Superintendent Gaylen Nagel’s retirement in Fall of 2017, Jon Payne was unanimously voted in as our fourth District Superintendent. We are grateful for the Lord’s continual direction and provision as we seek and serve Him.

Jon Payne, District Superintendent
Great Lakes District

Prophets of doom today say that denominations are dead and districts are dinosaurs. But, I go back to the picture we have in the book of Acts - the interdependence of the churches that we see so clearly with the church of Jerusalem and the church of Antioch described in Acts 11:19-30.

In 1941 in Rockford, IL the Great Lakes District was organized as a voluntary association of 16 churches. The first GLD Constitution was one page and the purpose was the promotion of home missionary, evangelistic, and extension work, in and through the Free and independent churches. Our focus for 75 years has been the local church. Our mission matches the EFCA mission to glorify God by multiplying transformational churches among all people/churches - like the church of Antioch. From 16 churches to close to 200 in the GLD - to God be the glory! One reason God’s hand is upon us, I believe, is we have not only the same mission, but also the same strategy.

First, like Barnabas, the GLD cares about every church!

Jerusalem cared about the new church in Antioch and they sent the right man, Barnabas, the son of encouragement, to come alongside them; not from above as a pope or patriarch, but side by side. Barnabas traveled the roughly 300 miles from Jerusalem to Antioch and it would have taken around 15 days. (Wes Johnson - 19 years - 6 years in a car). Our team travels 100’s of miles to serve 200 churches and church plants spread across five states because we care for all the churches. “Besides everything else, I face daily the pressure of my concern for all the churches” 2 Corinthians 11:28. Our entire team is characterized by this: we care about all the churches. Last Thursday, I met again with one of our Chicagoland churches that has dwindled to five people. This summer we celebrated with the reunification of our Wheaton church and our Naperville church that energized both congregations.

We are there to celebrate reunion or a 125 year anniversary as we did in Moline this year. We are there when there is a conflict between the pastor and the board. We are there when a pastor is a wounded warrior and needs a recovery church, and a church is in crisis. We are there during the search for a new shepherd and we are there to coach pastors / connect pastors to a ministerial. We are there for a church board that is bottlenecked and burdened and asks for help. We are a team of men and women who care about every church. Our coaching, our consulting, our conferences, all go back to our caring relationships.

Second, like Paul, the GLD catalyzes churches and leaders!

When Barnabas got to Antioch; he saw that one of the greatest needs of the church was for another leader who could give biblical and theological depth to this baby church. He hopped on a boat and traveled the 80 miles by sea to recruit Saul of Tarsus to catalyze the church.

Catalysts must be in close proximity and create new connections without fusing to that reaction. “Take nitrogen and hydrogen, two of the most common elements on earth, put them in a container, close the lid, and come back a day later, and nothing will have happened. But, add ordinary iron to the equation and you’ll get ammonia and ammonia doesn’t have any iron in it - it’s made solely of hydrogen and nitrogen... Iron is a catalyst.”

Our team meets with search committees throughout the year to help them find their Saul of Trinity. Every month we list opportunities for ministry positions in our churches across five states. Our GLD Monthly Briefing communicates to our leaders ways to be empowered.

- Knute Larson catalyzes preachers for their Christmas/ Easter services
- Gloria Grell catalyzes women who lead significant ministries in their churches
- Ricardo Palmerin catalyzes with the Hispanic Leadership Team (HLT), new and improved Hispanic churches
- Gerhard deBock catalyzes leaders at the Relational & Directional (R&D) retreat 3 times a year
Third, like Antioch, the GLD is committed to churches planting churches.

There are many great ministries that God gives. I love the Navigators who helped to disciple me, Campus Crusade who helped us in Moscow, Russia when we were missionaries, Samaritan’s Purse where our son is the international director of Operation Christmas Child; but all of these ministries depend on a healthy local church and organizations like the EFCA and GLD that are committed to multiplying disciples, leaders and churches.

Barnabas and Saul were set apart to plant churches. In the GLD, Brett Gleason is set apart to serve over 20 church planters that God has entrusted to the GLD. One of the marks of God’s favor is that we are now teaching the CP Bootcamp at TIU and Moody and we are looking for the young eagles that God is calling to plant churches like Barnabas and Saul.

The GLD is fruitful and fulfilling. As a highly relational leader, our board and our staff relationships have never been stronger. Leaders are on a waiting list to serve on our board. Our general fund balance is higher than in any time in the last decade and our fair share contributions are growing. Our greatest financial expansion has come through church planters raising personal support. We have a compelling mission and vision, a strong strategy, and real measurements that empower gospel centered results.

God’s hand is upon us. We have an outstanding Board of Directors. Each year we not only provide governance for our district, but we also learn together. This year we read the excellent book “Resilient Ministry.” I am grateful to God for each staff and board member as we continue to fulfill our biblical mission and strategy of caring for all the churches, catalyzing leaders, and being committed to multiplication and church planting. We trust that God’s glory will continue to rest on the GLD.

2015
New: LifeSpring Community Church in Spring Grove, IL
Merged with Non-EFCA: City Chapel, South Bend, IN
Merged with The Compass EFC: Wheaton EFC, Wheaton, IL

2016
New: CrossPoint Church – Lima, OH
New: New Living Bible Church – Indianapolis, IN
New: The Bridge – Algonquin, IL
New: Village Church of Oak Park – Oak Park, IL
New: Village Life Church – Indianapolis, IN
Withdrew: Grace Church – Noblesville, IN
Closed: Grace Community – Huntingburg, IL
Dissolved: Grace Community – Schiller Park, IL
Disbanded: Mendota EFC – Mendota, IL
Merged with The Compass EFC: New Song Church – Bolingbrook IL

Submitted by Dr. Rick Thompson, District Superintendent
Greetings from the islands, where we are blessed to see the “all peoples” piece of our EFCA vision happen quite naturally. The total multicultural make-up of our District churches exceeds fifty percent, with a healthy mix of Asian, Polynesian, Portuguese and Caucasians worshipping side by side.

We were recently able to offer the GATEWAY alternative to several of those who cannot make it to the mainland for training. This has increased our opportunity to have more licensing opportunities to a variety of ethnic leaders. It has been encouraging to see this ministry give more hope to the future leaders, who might normally be left out of the process.

We did not have any church closures, for which we are most grateful. Being the smallest District in the EFCA makes losing just one church a painful experience. We did, however, plant a new work in the Ewa area of Oahu. It is called Harbor West. They have been seeing some healthy growth, as they are ministered to by our youngest pastor.

We continued our commitment to the Kairos Project, an all-District cooperated effort to help disciple church planters in S.E. Asia. We developed and finished our three-year curriculum in Vietnam, with several of our pastors rotating in as teachers. With the Vietnam commitment coming to an end, we are now beginning another three-year church planter training in Myanmar.

With some of our pastors being heavily involved with “The Gospel Coalition,” we have been able to help host an annual men’s conference. Along with this vision for multiplying transformational churches, we have chosen for our District Conference the repeating theme (the last three years) “The Gospel for the Islands.”

In an effort to connect our churches together more strategically, we have continued our annual pulpit exchange, where every pastor participates in trading preaching duties on a particular Sunday. This gives all of our churches a chance to become more familiar with our pastors, as well as our pastors a chance to connect with each other’s area of ministry.

To help promote healthy pastors we continue to sponsor an annual pastor and wives’ retreat on one of the islands. Our churches are encouraged to annually budget for this time of recharging for their pastor and his wife.

We were also able to bring Jerry Rich, from FCMM over to share with us regarding retirement planning, along with other services we need to have available for staff.

Well, it’s been thirty eight years as a pastor in Hawaii, along with fifteen years as D. S. I am not sure I had this long of a blessing opportunity in mind, when the late Wally Norling asked me to just give it a try for five to seven years. How time flies when you are in spiritual warfare.

Bruce Campbell, District Superintendent
Serving and encouraging the MWD churches to reach their unique mission/vision continues to be a desire of the District. There is a focus on the spiritual health of our pastors; trust and unity between pastor and board; agreement on God's vision for their church; measurable discipleship; and ministry to the community and the world.

A few highlights for the past couple of years would be: 1) our TRANSFORM (annual) conferences with challenging speakers, training seminars, corporate worship and just great fellowship with one another have been very encouraging. 2) We had a Small Church Pastors'/Wives' Retreat in 2016. It was "dirt cheap" (via donors), joyful, relaxing and recharging for pastors and wives who seldom can attend an "extra" conference. 3) Estate funding enabled the MWD to provide 20 grants for up to $10,000 each. These grants were designed to enhance the disciplemaking effectiveness and ministry outreach of our churches who could not raise such funds themselves. What a joy it has been to provide cash for churches to more effectively serve Jesus.

Depending how one counts multi-sites and/or separate campuses of churches, the MWD presently has 107 churches. For 2015-16:
- Churches closed -- Rivertree Church, Lincoln, NE; Siloam, Emporia, KS; Polaris, Wichita, KS; Living Hope Fellowship, Lee's Summit, MO.
- Affiliations: Faith Bible Church, Lyons, KS; Cornerstone Community Church, Fairbury, NE.
- Granted Autonomy: Mosaic Church, Lincoln, NE.

Presently we have a couple of church plant possibilities and five non-EFCA churches are considering joining the EFCA. Again, we are encouraging, supporting and facilitating a greater church-led planting movement in the MWD, believing this will lead to better and stronger church plants.

With the National EFCA vision, we exist to glorify God by multiplying transformational churches among all people across Nebraska, Kansas and the KC Metro.

My ongoing prayer and personal focused effort is that our pastors and churches will progress on the right path, and reflect the light of Jesus more brightly (Proverbs 4:18).

Leaning on Him,

Noah Palmer, District Superintendent
NEW ENGLAND DISTRICT

“In him you also are being built together into a dwelling place for God by the Spirit.” Eph. 2:22

The Church is like a house under construction of which Jesus is the owner, architect, and builder. Jesus has purchased this fixer-upper at great cost and though the dwelling is in the process of being renovated, He has already moved in. Right now, He is renovating His Church and He will complete this project in which He has so heavily invested Himself. Therefore, as we consider what has taken place in the New England District Association of the EFCA in 2015-2016, it is fitting to remember that what has happened is the construction work of Jesus. Some of the work is painful and messy. Some of the work is beautiful and exciting. All of it, both the painful and glorious elements are part of the renovating work of Jesus, and for that we can be thankful.

District Superintendent Transition
This has been a season of leadership transition. On April 30, 2016, at a special meeting at Faith EFC in Acton, MA, Sam Huggard was elected to be the District Superintendent. He began working August 1st alongside Ves Sheely, until he retired on August 31st.

New Churches and Church Plants
Over the past two years, seven churches came into our district (2 by affiliation, 5 by planting) Liberty Community Church, North Haven, CT (affiliation); Church of the Way, Ashaway, RI (Church Plant); BeFree Community Church Newmarket, Newmarket, NH (Church Plant); BeFree Community Church Somersworth, Somersworth, NH (Church Plant); Center Church, Winchester, NH (Church Plant); Talcottville Congregational Church, Vernon, CT (Affiliation); The Father’s House, West Stamford, CT (church plant).

Churches which have Closed
Over the past two years, four churches have closed. Northfield EFC, Northfield, VT (August, 2015); Community Bible of North Haven, North Haven, CT (concluded ministry in 2015 when it merged with Liberty Community Church); Crossroads Chapel, North Ferrisburgh, VT (July 31, 2016); Light in the Dark church, Schenectady, NY (August 31, 2016).

LifeFlow
Over the past 5 years, a majority of NEDA pastors have gone through a two-year training process called LifeFlow. The goal of LifeFlow is to redevelop an existing church in its life and ministry around the core of Jesus’ teaching to Love God, Love Others, and Make Disciples. In this coming year, we are taking the next step in the process by running LifeFlow using District pastors as instructors and coaches instead of outside consultants. Our desire is to see a culture of mentoring develop in our district.
Faith, Work, and Economics

In partnership with Camp Spofford, the New England District hosted three Faith, Work, and Economics retreats, training leaders to help the people in their churches understand how their faith and work intersect. Dr. Gary Hoag led the training. Some of the churches have already implemented FWE ministry efforts within their churches and communities as a result.

Respectfully submitted,

Sam Huggard, District Superintendent
On June 1, I pass forward the baton of district service and leadership to Rev. Brian Farone. I joyfully proclaim the faithfulness of God in all seasons. I boldly declare my confidence in God’s ability to bring much fruit, remaining fruit, and multiplying fruit to the EFC family of churches in the NCD and beyond, in His time, in His way, according to His perfect will, under the capable leadership of Brian. I pray and trust that district congregations and leaders will stay the course of getting outside of the four walls... into their communities, overcoming barriers such as fear and resentment, loving God supremely, and dispensing His love to others sacrificially, in order to participate with Him to reach all people, without overlooking the vulnerable.

We rejoice with those congregations who have seen the tide of health and spiritual vitality rise. We have gladly ‘been there’ for those congregations who have invited us to the table for prayer summits, team-building consults, strategic thinking, and assisted peacemaking appointments. We have, in prayerful dependence upon the Father, also offered a myriad of resources through our spring and fall conferences and workshops, licensing discussion groups, consultations with leadership boards and pastoral search committees, and more. And, of course, we have kept up a steady stream of individual coaching appointments with pastors.

In 2016, Como EFC, Minneapolis, and Cross Hill Community Church, Virginia, were closed. However, in 2017, three churches were accepted into the district:

**Birch Hills Community Church, Melrose.** Birch Hills began public worship in March 2011. God sovereignly gathered a group of ten people as a core group. The congregation has a unique role of sharing the gospel of grace in the midst of a deeply religious community that has not heard the gospel of grace and is still, for the most part, working for their salvation and unsure of where they stand with the Lord.

**The Gathering, Rochester.** In June 2013, The Gathering began monthly public preview services with a wonderful ragtag group of fourteen committed Christ followers. On October 6th they began weekly worship. The Gathering is committed to creating a discipleship culture of disciple-makers. Over the last three years they have grown to about 60-70 on a Sunday morning, with about 60 participating in five community groups throughout the week, and about 30 living as solid disciple-makers. The big three for The Gathering are: Discipleship, Community, and Mission (Formed in Christ, Into Community, For a Mission).

**Sanctus Missional Communities, St. Cloud.** In the summer of 2014, Jeff and Anna Pankratz moved to St. Cloud, MN, to bring gospel ministry to that region. They started seeking God in prayer and getting to know the city. God gave them a vision for Sanctus: to see the city and region reflecting the glory of God, saturated with the gospel of Jesus Christ in words, works, and wonders, by building multiplying networks of local churches who live as families of missionary servants to their friends and neighbors.

All for His glory!

Tom Mouw, Retiring District Superintendent
The Northern Mountain District includes Eastern Washington, Northern Idaho and most of Montana. It is nearly 800 miles from the western edge, at our Washington Cascade Range to our furthest eastern church in Forsyth, MT. The NMD has at present 30 churches and one church plant.

In May of 2016 Lee Kisman was reaffirmed as superintendent for a second 3-year term. In addition, the board approved the appointment of John Contreras as a District Representative, specializing as an ambassador for our church planting program, Partners in Extension (P.I.E.). To date, we have supported two projects and have a third in view in Missoula, MT. Our strategy is to establish new churches where appropriate in conjunction with our regional church clusters.

Our senior pastors enthusiastically embrace our EFCA mission of multiplying disciples and transformational churches among all peoples. This includes a broad support for ReachGlobal Missionaries and many other mission enterprises launched from our local churches. Most notably we worked hard to deploy Nathan and Jenny Fawbush to Berlin, Germany.

Lee Kisman, District Superintendent
NORTHERN PLAINS DISTRICT

The Northern Plains District covers the state of North Dakota, approximately the northern third of South Dakota and the eastern third of Montana along with a sliver of northwestern Minnesota. There are currently 35 churches in the district.

The region had been experiencing significant population and economic growth as a result of oil and energy development in the western third of the district. However, in 2015 and 2016 there was a sharp downturn in this activity with a resulting outmigration of population. It is surprising how quick and dramatic these shifts have been. Our churches in this area were affected accordingly.

District Conferences

Our 2015 Conference had the theme of “Taking Your Church to the Next Level.” Our feature speaker was Dr. Gary McIntosh and our host was Salem EFC at their Moorhead, MN campus. Our 2016 Conference had the theme of “The Heart of the EFCA.” Our featured speaker was our new EFCA president Kevin Kompelien. Our host was Grace Point Church in Bismarck, ND.

Our Student Conference in both 2015 and 2016 was held in Aberdeen, SD. The 2015 theme was “Walking Wisely” and the featured speaker was EFCA ReachStudents Director Shane Stacey. The 2016 theme was “Relentless” and the featured speaker was Reid Kapple. The student conference was restarted in 2013 after several years of being dormant. It is growing each year in attendance.

Church Additions – Plants - Closures

In 2015 Resurrection Community Church in Karlstad, MN, a previously independent church, was voted into the district. In 2016 we ended our relationship with church planter Mark Reeves, our relationship with the church plant he was leading in Jamestown, ND also ended. In 2016 Shiloh EFC in West Fargo, ND also closed.

Initiatives

Our Life Flow pastor learning cohort (focused on becoming better at making disciples who make disciplemakers) completed its two years of training with facilitator John Kimball from Praxis ministry. Of the ten pastors who started the training, six completed it. Of these six, five will continue with the objective of helping to further develop this cohort so that new pastors can be added and a reproducing cycle can be developed.

Our District Student Ministry Mobilizer, Chad Englund, has developed a Youth Pastor Network monthly training time. This has grown to involve nearly all of our full and part time student ministry leaders.
**Desires - Aspirations**

Our desire is to develop a culture of disciplemaking and multiplication within the district so that our EFCA mission of glorifying God by multiplying transformational churches among all people may be realized.

We aspire to have multiplying communities of believers in towns and cities all across the northern plains that are living on mission with Jesus and as a result are both expressing and experiencing the life and the love of Christ with their own lives increasingly being transformed.

I am grateful for the opportunity to serve our Lord Jesus Christ as the Northern Plains District superintendent. Ending my ninth year, I am continuing to learn and grow.

Dr. Daryl K. Thompson, District Superintendent

"Now to Him who is able to do exceeding abundantly beyond all that we ask or think, according to the power that works within us, to Him be the glory in the church and in Christ Jesus to all generations forever and ever. Amen." — Ephesians 3:20-21
PACIFIC NORTHWEST DISTRICT

The Pacific Northwest District is comprised of 44 churches.

We continue the work of refining our vision for multiplying healthy disciplemaking churches among all people in the Pacific Northwest. We are helping some of our churches to recalibrate their ministries around the priority of developing and releasing disciples using the LifeFlow process. The goal is a discovery / rediscovery that following Jesus is about a way of life that is lived in the everyday; that it’s best transmitted in the context of relational influence by one who has integrated his or her life around following Jesus. It’s a shift / balance from “faith as a way of belief,” to “faith as a way of life.”

Our commitment to organize regionally remains a key component of our District’s identity. Individuals and churches within our District understand the importance of regional clusters. Each cluster meets regularly for the purpose of encouragement, sharing of challenges and opportunities, prayer and support. Each of our regional overseers is also a pastor of a local church who has a heart to use his life to encourage other pastors and leaders.

Our 2017 Leadership Conference featured Alex Mandes. He did a terrific job of challenging us to think more inclusively regarding the culture that surrounds our churches. His example and teaching helped our leaders gain a better understanding of what it takes to create a culture of multiplication.

Our credentialing process, under the leadership of Richard Parker, continues to serve our district pastors well. We have embraced GATEWAY as the primary vehicle for helping our pastors who are not credentialed to become licensed and ordained with the EFCA.

This is a season of transition in our District. We’ve historically had a relatively low frequency of pastoral transitions. This is no longer the case. Many of our pastors who’ve served long-term roles in their churches are retiring, creating both opportunities and challenges for us. We continue to appreciate your prayers, as we trust our Father in the process of each of these communities of faith.

The Pacific Northwest is among the most un-churched regions of the country. We are compelled by the Great Commission to continue to embrace church planting as a central priority of district ministry. We believe that planting churches in which disciplemaking is the central feature is the most effective way to see the Kingdom of Christ grow. Though we are a District that plants churches, we are laying groundwork for the day when we can become a District of churches planting churches. We appreciate your prayer as we serve together with you in the midst of a culture that is undergoing tremendous change.

Rejoicing in God’s Faithfulness,

Bruce Martin, District Superintendent
As we continue to "multiply transformational churches among all people" we are excited about our ongoing opportunity to begin new church plants in various communities in the Rocky Mountain District. Pastor Jeremiah Clapper joined our staff as our Director of Church Planting and Development in 2014. He oversees our Director of Ethnic Church Planting and Development, Erik Valenzuela.

Two years ago Jeremiah started a church planter’s residency program in the Rocky Mountain District. This is a yearlong residency in which several churches in a region work with the resident, each church offering training, experience and oversight in an area of strength to build, train and equip the resident, along with a personal training curriculum for the resident written and overseen by Jeremiah. We have had one graduate of the residency who has launched a church plant and two more who will launch in 2017. There are currently five active residencies in different regions of the Rocky Mountain District. One church plant moved to full church status.

One of the five core values of the Rocky Mountain District is interdependence. At our 125th Annual District Conference, nine different partnerships between churches were celebrated through testimony and prayer and ten partnerships between churches celebrated at our 126th Annual Conference. Two of our churches are also hosting the national GATEWAY ministry to assist in ethnic planting and outreach.

Our Hispanic association in the district continues to grow, build and strengthen. Erik Valenzuela is overseeing three different Hispanic plants, two of which are partnerships with Anglo churches within the district. In our 126th Annual Conference Erik introduced four additional Hispanic pastors who have signed our church planting covenant and will be joining our church planting movement.

Our 10 Healthy Church Networks continue to meet monthly where an opportunity for our pastors to fellowship and get training on critical ministry issues is available. Though a specific topic is prepared and ready for each of these, this past year there has always been a topic that has arisen at the beginning of each HCN on which the men have focused.

We offered several district wide training events. Our Fall Summits have featured Jeremiah Clapper and Dr. Craig Smith leading on the topics of How do We Measure Success and Refreshment and Encouragement for Pastors and Ministry Team Leaders. Our annual conferences have featured Dr. Robb Palmer and Dr. Martin Crain leading on the topics of Suffering, the Diamond of Adversity and Building Healthy Teams.

Leadership training also continues to be a focus of the district as I lead various leadership training seminars and workshops to help our leaders be proactive in evangelistic and equipping ministry. We have also assisted our churches in training 18 pastoral search committees and assisted 20 other churches in associate staff placement. Every week I speak in a different church in our district and while there do an informal church health check up with the leadership team.

We are excited about the coming year with the opportunities and vision ahead of us in multiplying more healthy church movement among all people within the Rocky Mountain district.

Dr. Gregory Fell , Superintendent
WESTERN DISTRICT

It is our intention to multiply transformational churches among all peoples. In both formal and informal ways, we've taken many steps in that process of God. It is in our hearts to offer pastors the safest set of ears they could ever need, and we are cultivating an environment of just such authenticity and graciousness.

Only God can bear the kind of fruit for which our hearts long. It is our greatest desire to engage every believer-priest, in the care of one of our Western District Churches, with the people God places on their life pathway.

Church Plants transitioning to Full Autonomy status:

2017 – Solano Community Church, Albany, CA
2017 – Faith Community Church of the Peninsula, Belmont, CA
2017 – Vintage Grace, El Dorado Hills, CA
2017 – Mountainside Community Church, Reno, NV
2017 – SOMA Church Community, Santa Rosa, CA
2017 – Decision Life Church, Yreka, CA
2017 – Adventure Church of Yuba City, Yuba City, CA

Church Mergers:

2017 – Christ Community Church, Corning, CA to Christ Community Church of Vina, CA

This group was also one of our plants moving to autonomy.

Other Transitions:

2016 – World Harvest Fellowship: from “plant” to Multisite of NorthCreek Church, Walnut Creek, CA
2016 – 1st EFC of Sacramento, CA closed, and re-opened under the new name: The Orchard.
2017 – Trinity EFC, El Cerrito, CA – voted to suspend public worship and enter a re-start season.

Urban Initiatives:

2017 – 4SF.us, San Francisco, CA: first steps by Neal and Judy Brower to establish an urban career residency training center.
Church Starts:

2016 – Hope Church, Oak Park (Sacramento), CA

2016 – The Bridge, Davis, CA

I would like to publicly offer my gratitude for our beloved brother, Jeff Sorvik, and love to his wife, Michele. These incredible friends and gospel partners touched us all, in ways we’ll only someday appreciate. Our Church Multiplication Catalyst, Andrew Hoffman, will be playing a key role on local, district, and national levels with our loss of Jeff. May God’s grace reign in our lives. May the handful of unnamed “plants-in-the-cooker” in the Western District prove to honor Jeff’s legacy.

Dr. Neal Brower, District Superintendent
EFCA CHAPLAINS

EFCA Chaplains continue to represent EFCA theology and values as they minister in various settings within military and civilian fields. Often, they are sent where the local church does not exist or cannot go.

For the military, the minimum standards for service are an MDiv, ordination and an Ecclesiastical Endorsement. We have 55 military chaplains serving in the three services: Army, Air Force & Navy (which supplies chaplains for the Navy, Marine Corps and the Coast Guard) and across the three different components: Active Duty, National Guard and Reserve. Their duty assignments take them all over the US and overseas. Several EFCA Chaplains are deployed in harm’s way, and all report meaningful ministry opportunities in the midst of the dangers and hardships of their deployments. In addition, the EFCA has endorsed 24 individuals in chaplain candidate programs preparing to qualify as military chaplains.

Institutional chaplain qualifications are determined by their employing agency. The requirements can range from an MDiv, Ministry License, Ordination, Clinical Pastoral Education (CPE) certification, up through Board Certified Chaplain (BCC) usually encompassing all the requirements. Because of those different standards, the EFCA has 94 civilian chaplains serving in various ministries including hospitals, rest homes, fire and police and prison who have an EFCA Credential as well as an Ecclesiastical Endorsement from the EFCA. There are other members of the EFCA serving as chaplains, but their places of service did not require any endorsement from the EFCA. Regardless, our civilian chaplains have a vital role in their places of ministry and continue to represent the EFCA with compassionate and dedicated service.

The EFCA Chaplain Commission met during the 2017 Theology Conference to revise the EFCA Chaplain Handbook and discuss current ministry challenges. Commission members are from all branches of the military and institutions. They help me as the endorser understand what policy initiatives, guidance and training would help their efforts.

With guidance from the Board of Ministerial Standing (BOMS) concerning credentialing, and current Department of Defense policies on religion and faith expression, EFCA Chaplains are equipped with theological training and practical expertise and continue to serve with integrity, impacting our fallen world.

We ask you to pray for all our EFCA Chaplains as they encounter various situations, both here and abroad, ministering to God’s people on behalf of the EFCA.

Phillip F. Wright, CH (COL) USA (Ret)
EFCA Chaplains Director and Endorsing Agent
Christian Investors Financial (CIF) exists to help EFCA and like-minded churches maximize their potential by providing Loans, Investments and Campaigns & Consulting. Rooted in biblical principles and stewardship, our heart is to advance the kingdom of God by providing churches with resources so they can focus on ministry impact.

If your church or ministry is thinking of buying, building, renovating or expanding, CIF provides loans that enable you to do so. Our expertise in churches and ministries sets us apart from commercial lenders. CIF’s priorities in lending are serving both large and small congregations, focusing on relationships and customizing our approach to each individual church. CIF’s loan interest rates are also quite competitive and, by borrowing from CIF, you would help other ministries as well as your own through your interest paid.

CIF Loans are funded by offering Investment Certificates mainly to EFCA churches and individuals. With competitive interest rates, CIF Investments earn interest while supporting churches and ministries. They have helped increase classroom space for Vacation Bible School, build recreation centers to serve communities, and expand sanctuary capacities to accommodate growing congregations. Join with us in investing. Working together with CIF, you can do what no individual investor or church can do alone.

Many churches and ministries also need assistance in raising funds to achieve God’s vision. Through Campaigns & Consulting, we provide capital campaign services at a reasonable cost, as well as other consulting services that ministries require such as Feasibility Studies, Mission & Vision Clarification, Strategic Planning, Financial Consulting and Governance & Operations support. Being able to provide Campaigns & Consulting, Loans and Investments enhances our ability to serve our constituency with excellence.

CIF continues to be sustainably healthy. Our liquidity meets present needs, our loan portfolio is doing well, and capital/net worth remains healthy. For 2014 and 2015, CIF’s loan funding totaled $35.9 million to 42 churches. As of December 31, 2016, total loans outstanding were $142.4 million and outstanding investment certificates totaled $151.0 million. Net assets increased to $37.7 million and total assets increased to $189.1 million, which were both year-end records. A copy of our audited financial statements is included as part of this EFCA Annual Report for your reference.

For nearly 60 years, CIF has strived to help churches, ministries and individuals create space for ministry impact. Partner with us as an investor or if your church or ministry has a need that we can help meet. It would bring us great joy to join you on the journey!

Yours for fulfilling the EFCA’s mission of multiplying transformational churches among all people,
Paul A. Anderson, President
FCMM exists to enable pastors, church staff members, and missionaries to serve Christ throughout their lives by assisting employing ministry organizations in providing retirement and other benefits.

FCMM is the separately incorporated benefits board serving EFCA churches and ministry personnel. FCMM offers a Long Term Disability plan with Term insurance, a payroll service specifically designed for churches, access to a Group Health Plan for EFCA churches and are introducing a Long term Care plan at this conference.

The primary benefit remains our 403(b)(9) church retirement plan, which provides a simpler, less expensive and more flexible solution than 401(k) or insurance based plans. Investment options include FCMM managed funds, American, Vanguard, Biblically Responsible (Timothy & Guidestone) funds and CIF.

In August, 2016 the FCMM Board of Trustees approved the merger of the FCMM Pension Plan into the FCMM Retirement Plan effective January 1, 2017.

After years of wrestling with the funding realities of the legacy FCMM Pension Plan and prayerfully considering all alternatives, FCMM reluctantly and sorrowfully took an action that resulted in reductions in expected retirement account values and payments for most Pension Plan members. In 2003, the Pension Plan was closed to new contributions. Two years ago, FCMM ended the Pension Plan’s automatic 6% crediting rate with the hope that the Pension Plan could be brought into balance if the markets had significant returns. Market returns instead stayed in the low single digits. The slow-growth economic conditions resulted in the Pension Plan being unable to achieve the 6-7% investment returns necessary to keep it financially viable in its historic form. Projections were that if no action was taken, the Pension Plan would deplete its assets within 10 years.

The merger of the two plans had not been possible in the past. Recent federal legislation allowed the merger of the frozen 401(a) defined benefit plan (the FCMM Pension Plan) into the more flexible 403(b)(9) defined contribution plan (the FCMM Retirement Plan). The Pension Plan liabilities and assets had to be brought into balance before the merger.

Pension Plan members age 80 and above or whose monthly payments began before 2004 did not experience any change. Everyone retained at least the value their employers had contributed. All members under age 80 whose monthly benefit payments started after 2004 and everyone under 80 who had not yet started an annuity had their account values reduced on an age-adjusted scale based on the market value of assets in the Pension Plan as of December 31, 2016. The adjusted values were transferred to the FCMM Retirement Plan on January 3, 2017. The merged funds can be cashed out, rolled out, reinvested within the retirement plan options, withdrawn periodically or annuitized using the 5% variable retirement plan annuity. Please be in prayer for those whose financial lives have been impacted by this change. For many this was a significant cut in benefits. The EFCA has set-up a benevolence fund to help provide emergency assistance. Please encourage those in financial need to apply for help.

FCMM investments returns for 2015 & 2016: The Equity portfolio (Option D) returned (-2.58%) and 7.25%, the Bond portfolio (Option E) returned 0.10% and 2.92%. Detailed returns are available on the FCMM website.

I, Ross, am retiring in February and would like to thank all of you for the privilege of serving EFCA missionaries, churches and staff members for 23 years, the last 15 years in Minneapolis. Please stop by the hospitality area with any questions. Visit FCMM at www.fcmmbenefits.org or contact us at fcmmbenefits.org or (800) 995-5357 for information, consultation, forms, performance figures and your plan document.

Prepare today, ready tomorrow,
Rev. Ross I. Morrison, Jr.
FCMM President
Greetings in the mighty name of Jesus to our brothers and sisters in the EFCA! It is such a privilege to serve our Lord Jesus Christ with you! I am excited to share what God is doing in the EFCC!

We are moving forward on National Mission in a fresh way. Dr. Charlie Worley served us well as EFCC Church Planting Catalyst, setting up our assessment, training, and coaching systems for church planting. Charlie retired at the end of 2015. We miss him! God has brought us Reverend Neil Bassingthwaigthe to be our new EFCC Director of National Mission. Neil was a pastor and church planter in the EFCC for 25 years. Neil has a heart for lost people; he has been involved in innovative ministry sharing the good news in his local community wherever he has served.

In June 2016, we met with our district and national leaders to ascertain prayerfully what God wants our national movement to rally around. As a result, we have launched an initiative entitled Revitalize: Becoming a Gospel Sharing People. Neil has surveyed our churches regarding their passion for sharing the gospel and we are now launching a prayer movement calling our people to “Look up, Reach out.” We have planted 30 churches in the past five years but have also closed ten existing churches. We are asking God for a fresh wave of church planters.

We also continue to focus on building leaders in our movement through “LeadBeyond.” We are seeking to multiply and equip coaches for pastors, missionaries and lay leaders across our movement. Please pray for Dan Nicholson as he leads this project and as he completes chemotherapy treatments for his cancer!

God is doing great things in the EFCCM as we do mission work overseas! We have more than 100 missionaries serving in over twenty countries. We have emerging partnerships with the Free Church in the Philippines and in Lebanon as we seek to help these movements multiply disciples in their contexts.

Our August 2016 Conference, held in Fort Langley, BC, was entitled “Risk... in the Right Directions.” Mark Buchanan challenged us to be still, to be full and then to be dangerous before and for our Lord! As you read this report, we will have just completed our latest Theological Summit. Dr. Mark Yarhouse will be our speaker on “Sexual and Gender Identity.” We look forward to having great constituent presence at the Summit, plus a large number viewing it by livestream – this is a critical issue for evangelicals in Canada. Public perceptions regarding how we treat people who have gender dysphoria and choose lifestyles that differ from that to which we believe the Bible calls us is a key reality for us as we seek to be a loving, holy witness of our Lord.

I continue to enjoy working with your President Kevin Kompelien, with Greg Strand and with other ReachGlobal leaders as we each seek to be faithful to our callings as the people of God, both within our own countries and across the globe.

May our God bless the EFCA as you do His work in the spirit of the Free Church motto: In essentials, unity; in non-essentials, charity; in all things, Jesus Christ!

Serving with you,

Bill Taylor, President, EFCC