



ANNUAL REPORT

2016 — 2017

TABLE OF CONTENTS

PASTORS REPORT _____	1
<i>Bob Zurinsky</i>	
VISIONING: KINGDOM PRIORITIES	
<i>Leadership Team</i>	
KINGDOM PRIORITY 1 _____	3
<i>Racial Justice & Reconciliation</i>	
KINGDOM PRIORITY 2 _____	6
<i>Worship of God and Teaching the Christian Story</i>	
KINGDOM PRIORITY 3 _____	8
<i>Healing and Wholeness for All People</i>	
KINGDOM PRIORITY 3 _____	12
<i>Commitment to Follow the Way of Jesus</i>	
BUDGET & FINANCES _____	13
<i>Patricia Kloster</i>	
ADMINISTRATIVE REPORT _____	14
<i>John Yoshiki Jarman</i>	

PASTOR'S REPORT

Bob Zurinsky, Senior Pastor & Leadership Team Member

DEAR EMMANUEL FAMILY,

It's been a full year for us, filled with life-giving work, challenging conversations, and a growing sense that we want our church to be a community that truly embraces the mission of God in our world.

Last year I reported that Emmanuel has been engaged in a kind of “stabilizing” process, and that continues this year. We've invested a great deal of time and energy to make sure that our regular church functioning is smooth and up to speed, and we're once again finding ourselves in a place of relative stability. Through the great work of our staff members (Katie, Luke, John, Laura, and Gabe) we've found rhythms and created efficiencies that keep the church operations moving forward, both organizationally and financially. But while stabilizing our operations has been a necessary and good step, it's never been the final goal. All of this is for the purpose of positioning ourselves on solid ground from which we can launch into even greater mission among our people and in the neighborhood. And so, this last year, we've begun to shift in that direction, laying the foundations for a clarified mission and vision that will push us out beyond these walls to participate in what God is doing in the world.

This conversation about our vision began in earnest this past year as a part of the overall discussion about selling or not selling our church properties. As you know, the Leadership Team and congregation received the report from our building committee, which suggested that our most fruitful course of action would be to sell the building and move to another facility, taking some of those profits and investing them in our missional work in the city. We had a series of very productive meetings and conversations about that proposal in 2016, but one of the key points that we heard from people could be summarized like this: “We're willing and ready to step out in faith and engage in the mission in this way – but first we'd like to get more clarity about the direction the church is going, and what kind of ministry we are hoping to engage in with these resources.” This was a great point, and I agreed fully that we needed to first engage in a serious discernment process about our values and vision as a church, so that this vision could inform our more practical decisions about assets and properties.

Since that time, myself and the Leadership Team have been engaged in a lengthy and prayerful conversation about vision, which has also included numerous discussions with members of the body and a survey of the community. We now have some preliminary ideas to share based on that process, and some concrete steps forward that we'd like to take together! Most of this year's annual report will be focused on sharing those insights about our convictions and vision, as an invitation to further discussion and a call to action.

OUR MISSION AND VISION

We're not re-inventing the wheel here. In fact, for years Emmanuel has had a congregation-approved mission and vision statement that looks like this:

VISION: Our vision is to lead each member of our family to better understand and participate in the realization of the kingdom of God.

MISSION: Emmanuel strives to mature in faith as a family of believers by building each other up through nurturing each of our diverse strengths so that we may function together as the imitation of Christ.

VALUES: Family, Teaching, Discipling, Neighboring

Instead of re-writing these existing statements from our church, our conversation has been about clarifying and refining what this means in practice for us, here and now. And that begins with understanding more about what it means to say that we're pursuing "the kingdom of God."

Based on our in-depth study of the gospels on Sunday mornings this past year, we learned that the message of Jesus really was centered on a reality that he called "the kingdom of God" – a vision for the way this world works when God's will is done on earth as in heaven. Throughout his ministry, Christ (along with all the Hebrew prophets), preached that the day was coming when the reality of this world would be radically transformed to reflect God's will and design. He also insisted that the mission of believers is to act out this coming-kingdom-reality here and now. This means proclaiming the good news, and also living the good news by engaging in acts of healing, life, and goodness for all of God's creatures. When he sent out his followers into the countryside on "mission" for him, Jesus commanded them to do two basic things: preach that the kingdom was coming, and then follow up that message with tangible acts of healing. Our mission today is essentially the same.

The church doesn't exist simply to talk about Jesus. The church exists to obey Jesus. His word for disciples throughout his ministry was clear: if you want to follow me, you must take up your cross, walk the difficult path, and obey my commands (Luke 9:23). It's not just about believing something, it's about acting as he taught us to act, which is the sign of truly believing him. After his death and resurrection, he told us that we should also "go into all the world" and show others how to do the same (Mark 16:15). This is why we exist as the church – to proclaim and obey the instructions of Jesus and to live as he did.

The core message that Jesus taught, as recorded in the New Testament gospels, was the vision of God's kingdom coming to this earth (Mark 1:14-15); God's will being done in this place "as it is in heaven" (Matthew 6:10). When we talk about the kingdom, we're talking about this present world being re-ordered to work the way that God intends it to work. If our vision and the cry of our hearts is that the heavenly reality will be made manifest here on earth, then we need to be clear about what that heavenly reality looks like, and then begin to make it visible among us. Just like Jesus did, we are expected to proclaim this good news and then act it out in tangible ways as a living witness to God's promised future.

In the process of aligning our mission with God's kingdom vision, Emmanuel leadership has identified several key aspects of the coming kingdom that we believe we can begin to model here and now. We believe that these visions of our kingdom future should become the model we use to organize our church as we move out on mission together.

As we present these initial convictions about how we might model the kingdom, this should be read not as a final statement, but as the beginning of our community's conversation about our future. We invite you to step into these dreams, but we also know that the form this takes will be shaped by each one of us over time. In the coming months we'll be hosting a separate lunch conversation for each of these four "kingdom priorities," to hear feedback and discuss what it means for us.

Let's do this thing, team!

BOB ZURINSKY

RACIAL JUSTICE & RECONCILIATION

The Leadership Team has affirmed that one of the core kingdom values we will seek to model is racial justice and reconciliation. We have arrived at this conviction primarily through our theological interpretation of scripture, but this conversation was also brought into the foreground through an especially painful series of discussions in this past year with several members of the body who felt strongly that the church was not doing enough to address this critical aspect of Christian discipleship. In the end, a few very wonderful and loved members of our community decided to depart from this body for that reason, but we remain committed to moving forward now with even greater intentionality in the pursuit of Christian justice and reconciliation.

In the vision of our future that we find in scripture, we see “people from all tribes, tongues, and nations” gathered around the throne of God (Revelation 7:9). The ministry of the Apostle Paul was based in large part on his conviction that God’s will for humanity was to break down the dividing walls between people groups, so that in Christ “there is no longer Jew or Greek” (Galatians 3:28). Jesus himself regularly transgressed social and cultural boundaries in order to demonstrate God’s desire for us. The kingdom vision we have been given is not one of homogeneity or sameness – the tapestry of people and cultures and traditions found around the world and throughout time is beautiful and brings glory to God (Revelation 21:22-24). Rather, our vision of the future is that each of these “tribes” will find a place of harmony, unity, and fullness of life in God’s completed world, and we will live together in love and full equality as sisters and brothers of Christ.

The devastating reality of our world today (and in all history) is that this loving and familial relationship between people is deeply corrupted by our sinful desire for domination and our fear of others. As a result, whole cultures and people groups have been subjected to centuries of degradation and violence, often at the hands of those who see themselves as the social majority in some way. In the United States, this social majority is and has been the group that considers themselves to be “white” (which is, in itself, a socially constructed idea designed to enforce a hierarchy of peoples). When prejudice against those who feel like “others” is combined with social position and power we call that racism, and it has the ability to corrupt whole societies in conscious and unconscious ways. This corruption of God’s will is powerfully at work today, and everyone is caught up in it as victims and perpetrators. This is the world system we now inhabit, and it does not reflect the coming kingdom of God. The correction of these patterns requires more than nice thoughts or ignoring the realities – it requires hard conversations, repentance, repair of injustices, empowerment of those injured, and deep humility and surrender to Christ from all.

We recognize that the healing of our hearts, tribes, and nations depends on the work of God’s Spirit in us today, and will find its completion only in the promised age to come. Nevertheless, as followers of Christ and his kingdom vision, it is our responsibility to begin modeling it now.

Toward this end, the Leadership Team has agreed to take the following steps, with the expectation that this is only the beginning of the journey, and further work will follow from our faithfulness to the mission over time.

MINISTRY TEAM FOR RACIAL EDUCATION AND CARE

According to our church constitution, Emmanuel’s Leadership Team (LT) may create new ministry teams within the body in order to focus our work in a particular area. These teams and their leadership are appointed by the LT and pastoral staff to work in partnership with our church government and to meet regularly with LT board members to coordinate efforts and direct the ministry of the body.

KINGDOM PRIORITY 1: RACIAL JUSTICE & RECONCILIATION

Leadership Team

LT will establish a new Ministry Team to focus on the work of racial education and care. This group will meet at least once per month, and the team leader will serve as a liaison to LT by attending one LT meeting per month to report on the Ministry Team's conversation and work. The Ministry Team will have several initial goals and tasks assigned to it, including:

- Providing a safe and open environment for people of color to share experiences, stories, and concerns. A number of people in the Emmanuel family share a non-European ethnic or cultural background, and this Ministry Team will strive to foster an internal environment that is welcoming and empowering for those who might otherwise experience the stress associated with living as an ethnic or cultural minority in their social context. People of color and people of non-European descent are especially encouraged to participate in this Ministry Team. Those of other backgrounds are also welcome to participate, with the expectation that they have engaged in significant personal education and self-reflection related to racial identity (this is not the place for majority-culture people to begin their journey – there are other opportunities for that).
- Developing educational resources and opportunities for the whole Emmanuel community to participate in the journey toward racial understanding, care, justice, and reconciliation. In partnership with the LT, this team may decide to recommend books and other resources to the whole church, plan and lead workshops or other educational events, or organize us to participate in the broader justice and reconciliation-focused work of the Evangelical Covenant Church (ECC). The Ministry Team will give special attention to the variety of ECC resources and programs available so that we can continue to grow together as a denomination and a fellowship of like-minded churches, united by a common kingdom vision. The pastor will work to connect members of the Ministry Team to other ECC pastors, ministry leaders, and resources, as needed.
- Providing regular feedback to the LT and pastor regarding ways that Emmanuel can more effectively serve and care for all of our members, including ways that we might work to make Sunday services more welcoming and reflective of the whole community.
- Seeking opportunities to care for people of minority racial, cultural, and ethnic backgrounds within our body, and informing LT and other leaders of ways that the larger body can show love and care.

In keeping with the constitution's guidelines for ministry teams, it is the LT's responsibility to appoint a Ministry Team Leader from within the congregation to direct the work of this group, and the appointed leader will have responsibility for inviting other members of the body to join the team. To further link the work of the ministry team with the work of LT, an LT member will also be selected to partner and participate as a member of this team, working under the direction of the appointed Ministry Team Leader. The Ministry Team Leader will be responsible for gathering and leading the group in monthly meetings focused on the goals listed above, developing relationships within the group, producing educational opportunities for the congregation as needed, and partnering with the pastor and staff to further develop relationships with local and national ECC leaders involved in the work of racial justice and education.

KINGDOM PRIORITY 1: RACIAL JUSTICE & RECONCILIATION

Leadership Team

The Leadership Team has unanimously approved Gina Ogazi-Norquist as the founding leader for this new ministry team. Gina brings a wealth of personal understanding, high-level leadership experience, and deep commitment to the Emmanuel family. The LT has also assigned Josh Ogazi-Norquist to be the LT representative and champion for this team.

An initial budget for team resources is included in the proposed 2017-2018 church budget. If the work of this group requires additional funding for any particular program or resource, the team leader will work with LT and Finance Team to allocate funds from our missional budget as appropriate.

COMMITMENT TO REPRESENTATION

We all feel more at-home, known, and loved when we are surrounded by those who look and act like us. This is simply part of what it means to be human. For people in a social majority group of any kind, it is far easier to feel like they “fit in” because they see reflections of themselves all around, and for that reason they don’t tend to think about this human reality as much. For those in a social minority group, there exists the constant emotional stress of feeling “out of place” for the same reasons. Diversity is good, but it comes at a higher personal cost to those not in the majority group.

This applies to all facets of our life together. One way that we can show love to all our people better, train all members of the church in a fuller kingdom vision, and more accurately visualize God’s kingdom in practice, is by ensuring that our Sunday morning Teaching Team and “up front” leadership does not always look or sound like the same majority culture. The pastor will initiate a new plan of regularly inviting guest speakers from outside of the Emmanuel community to supplement the work of our existing Teaching Team. This will include guest sermons at least quarterly from people of color and those who represent non-majority or non-European cultural perspectives. Priority will be given to leaders and pastors in our broader ECC family, in order to strengthen our bonds and common work as a denomination and to ensure that we are teaching a consistent gospel vision.

For the same reasons, we will strive toward broad ethnic and cultural representation in our formal leadership structures, including leadership and other positions of influence within the church. Nominating and hiring committees will be instructed to recruit widely when seeking nominations and applications for all church government and staff roles, recognizing that accurate cultural and ethnic representation is a matter of love and kingdom-focused education for the whole community. This principle of representation and recruitment is consistent with the ECC’s “Five-Fold Test” for empowering minority voices in pursuit of racial righteousness and reconciliation (www.covchurch.org/five-fold-test).

DENOMINATIONAL CONNECTIONS

Our national denominational body, as well as our local Pacific Northwest Conference of the Covenant church, is active in producing resources and educational opportunities in pursuit of racial justice and reconciliation. We will make these resources available to the congregation by way of regular community updates and a new resource page on the Emmanuel website. The pastor, LT, and leader for the Ministry Team for Racial Education and Care will pursue relationships with local ECC leaders working in the area of racial justice and reconciliation, and will pursue partnerships with these leaders and their churches in order to provide opportunities for continued growth of the whole Emmanuel congregation.

KINGDOM PRIORITY 2: WORSHIP OF GOD & TEACHING THE CHRISTIAN STORY

Leadership Team

WORSHIP OF GOD AND TEACHING THE CHRISTIAN STORY

Prophets throughout scripture proclaim that when this world reaches its conclusion in the kingdom, God (and the Christ) will be worshiped by all peoples. It is our Christian conviction that this God is most fully expressed in the life and teachings of Jesus, and Jesus himself commanded his followers to go into all the world to proclaim his message and teach others how to follow him toward the kingdom. We therefore understand our kingdom-modeling responsibility to include the ongoing worship of God and the faithful teaching of the Christian narrative & the life and teachings of Jesus Christ.

Worship of God and the proclamation of Jesus is not limited to a single event – it is to be a lifestyle for all believers. We believe, however, that the weekly Sunday worship gathering has an important role to play in this mission, and so we commit ourselves to the Sunday meeting and to the following values for our gatherings.

SUNDAY WORSHIP

The Sunday gathering exists for the primary purpose of corporately worshiping God and teaching the Christian story and the ways of Jesus. The ethos of the Emmanuel community is not one that values an elaborate or “attractational” Sunday service model, therefore we do not feel called to invest large amounts of community money in developing a highly-produced event. But even so, we know we are called to honor God and God’s people in all our work, and so we commit to the following standards and programs to make the Sunday gathering accessible to even more people:

- Each service will strive to accurately model our personal and corporate worship of God. This includes singing, prayer, participation in the sacraments of the church, offering of talents and resources, and engaging in healthy community life. Worship leaders must be attentive to the task of modeling a variety of historical and global cultural forms in order to best represent the worldwide kingdom community and to train our congregation to think outside of their own personal preferences and experiences. This includes not only music but also other forms of art, design, and liturgy.
- An honoring and educational worship service requires leadership that is gifted and trained for the unique functions of corporate worship. Katie and Luke Clum have served with distinction in this way for many years, and have set a high standard for theological and worship leadership going forward. This community is also blessed with a large number of gifted artists and musicians who will continue to serve as our primary worship leaders, but as our ministry grows and budget allows, we will seek to employ a part-time worship director who has been trained in the theology and practices of corporate worship and who is able to effectively engage and disciple volunteers in the program.
- Sermons will continue to be focused on teaching the Christian narrative and the ways of Jesus, primarily through exploration of our foundational text, the Bible. Sermons will be delivered by qualified speakers and interpreters of the text, drawn from both inside and outside the Emmanuel community. Care will be taken to present a diverse set of voices and perspectives to more accurately reflect the global kingdom community. To fulfill this objective, we will extend invitations to local and national Christian leaders to serve as guest speakers as our budget allows.
- Team leaders will be appointed to coordinate sound and projection staff recruitment and volunteer training. The worship director will ultimately be responsible for the staffing and functions of these support teams.

KINGDOM PRIORITY 2: WORSHIP OF GOD & TEACHING THE CHRISTIAN STORY

Leadership Team

WELCOMING NEW MEMBERS TO THE BODY

In fulfillment of our mission to be always inviting more people into God's family, the worship gathering should be open and welcoming to new people from the neighborhood and the broader Seattle community. Inviting new folks into the church family is a natural corollary of our mission to teach the ways of Jesus and God's kingdom to all people.

- This initiative will include a Sunday program for children, since new families most often decide not to return to a church based on lack of kids' programming. Ultimately, our vision includes not only childcare but also active and age-appropriate discipleship programming for children and youth. The LT has appointed Kaitlyn Pew as our first coordinator and leadership team liaison for children's ministry, and Kaitlyn has already begun recruiting and training children's ministers within the community (currently 10 individuals have been selected, trained, and have passed background-checks). As the program and our available resources grow in the future, we will seek to employ a children's ministry director at a staff level.
- Care will be taken at all levels of the Sunday experience to welcome new people and those unfamiliar with the established community. This spirit of welcoming begins with all members of the body, who are called to actively embrace all those who seek to join our community. Additionally, we will seek to develop a consistent pattern of worship, a reliable start time (it's 10:00am!), and an attitude from all members and leaders that takes into account the awkwardness of those who don't already have deep relationships in the community.
- We recognize that the age and condition of our facility is not especially welcoming to those with physical disabilities. The LT will begin to research options for an accessibility plan that allows for greater building access, coordinated by the church administrator and facilities manager.
- This year we will enact a plan for actively integrating new members into the community, beginning with the initial Sunday morning experience and extending to monthly welcome meals, personal follow-up, and invitations to small group community experiences. This includes the appointment of a Welcome Team Leader who will be empowered to create programs and gather a volunteer team for the purpose of integrating new members into the family, beginning with their first visit.

SMALL GROUPS AND DISCIPLESHIP

We believe that deeper study and application of Christian texts and themes happens best in a smaller group setting. Small groups are also the place where authentic friendships are formed at a level that is deeper than a Sunday morning event.

- A minister of discipleship or small groups coordinator will be appointed from the body to further develop the consistency and impact of this area of our shared life.
- Small groups will be offered along a broad spectrum that includes both thematic and interest-driven opportunities as well as more traditional Bible study. Although not all Emmanuel small groups will be focused exclusively on studying and discussing scripture, at all times the list of available group options will include opportunities for community members to explore the Christian life and narrative together through Bible study or discussion of a related text.
- Small groups leaders will be recruited and resourced by the Ministry Teams Coordinator or small groups coordinator/minister of discipleship.

KINGDOM PRIORITY 3: HEALING & WHOLENESS FOR ALL PEOPLE

Leadership Team

HEALING & WHOLENESS FOR ALL PEOPLE, EMPHASIS ON THE POOR & MARGINALIZED, BOTH INSIDE & OUTSIDE THE CHURCH.

It is our conviction that the kingdom of God means, above all, healing and wholeness for people – both inside and outside the walls of the church. This is God’s plan for the world, and it is the reason that a chosen people was set aside to serve as God’s ambassadors on earth. The vision of Jesus and the prophets boils down to this fundamental promise: that when God’s will is finally done in this place, what is broken will be made right. In the three-year public ministry of Jesus, he not only preached this message but he also acted it out through signs and wonders that were designed to demonstrate the healing power of God. The blind were given sight, the lame walked, the shame-filled were set free, the walls between people were demolished, and the dead were raised. We know that this promise is given to all, but in the ministry of Christ we see that his special focus was on delivering this embodied good news to those who were poor or marginalized in their society. Ultimately, our belief in Christ and our following of the ways of Jesus are intended to result in joining this mission of bringing healing and wholeness to God’s children, paying special attention to those who have been left behind in the current world order. This is our primary witness to Christ and his kingdom. And when it’s done in the way he did it, it truly is good news for the world.

Because this aspect of God’s kingdom is so central to the mission of the church, the Leadership Team is proposing the largest budget increases in this area, and an invitation for members of the body to take the lead in living out our calling in the world. This missional priority is divided into two parts: caring for those within the church, and outreach/ministry with those outside the body.

CONGREGATIONAL CARE

Our mission to bring life and health to God’s children applies not only to those outside the body, but also to those in our own family who need support and care. In the gospel of John especially, Jesus urged his followers to devote themselves to care for one another, and told us that the world will know who he is because they see our love for each other.

Emmanuel has a rich history of caring for its own, and we seek to amplify that spirit of care even more in the next year. An updated Congregational Care team, led by a Team Leader working in conjunction with the Ministry Teams Coordinator, will organize a group of people to provide consistent contact and support for the body, with a special focus on those on the margins due to health, age, or other life circumstances. For the first time, we are proposing that this team be given a small budget to work with in order to better organize their efforts. We do not, however, believe that a large portion of the annual budget should be allocated to this work – not because it’s less valued, but rather because church family members should be expected to take care of one another using their own resources. We will encourage members of our body to give generously to the needs of others in the body (these efforts will be organized by the team leader and ministry teams coordinator), but we’ll be encouraged to meet these needs informally and personally, as a reminder that the “church organization” is not some abstract entity responsible for the work of love, but rather we as individual members are the ones whom God has called. Each one of us who gives to another in this way is fulfilling the role of minister.

In addition to the work of supporting those experiencing particular need within the family, the Ministry Teams Coordinator will also organize us to better meet the more mundane needs of the body that are nonetheless crucial to our work of care: gardening, building maintenance, artistic design, food and beverage hospitality, etc. Although sometimes less glamorous, each of these acts of love and care helps to build up the body of Christ and show compassion for both family and neighbor. We are called to humbly sacrifice for one another in big and small ways as a lifestyle.

KINGDOM PRIORITY 3: HEALING & WHOLENESS FOR ALL PEOPLE

Leadership Team

OUTREACH AND CARE FOR CITY AND NEIGHBORS – A CATALYTIC MISSIONAL FUND

After extensive conversations within the body, we are confident that the heart of most members of this family is to invest in an even greater way in the work of healing and wholeness for those currently outside the church. This is, after all, at the core of the mission of God's people in the world – to be a sign of the good news we proclaim, a world re-created and flourishing under God's reign. To bring life and hope. When we've asked the question about where our members would like to see the most resources invested, the overwhelming answer isn't related to maintaining or supporting our own internal operations, it is about our mission to the world that God loves. The Leadership Team believes that our work in external outreach and care is the current growing edge for this community, and it is the place we want to invest our resources in an increasing way.

Currently, with a relatively small church budget that is largely dependent on rental income and also maintenance of the organization, we do not have a lot of excess capital available to invest in this dream. But we want to do more. In the future (for example, if the congregation decides to sell our current properties), we could be in a position to invest very heavily in our missional work in the community, and that necessary conversation must continue to move forward this year. For the time being, however, and given the current structures of the church, we are only able to increase our missional budget incrementally... but we want to do so boldly, and to make it count!

The Leadership Team is proposing that the largest relative increase in our church expenses this year should be in the "missional" budget line. We propose multiplying the current budget by a factor of four, for a total of \$10,000, with the possibility of allocating more if members are able to increase their giving proportionately. Someday soon, we might be able to dream about the impact that could be made by a fund many times larger than this initial \$10,000, but for this year we will use our money in an experimental way that paves the way for future endeavors. This current increase will rely on the increased generosity of our Emmanuel family in their giving this year, but we believe it is a goal worth striving for, and we ask for your help.

In keeping with our growing understanding of the teaching of Jesus, the vision of God's kingdom, and the role of God's people in the world, we intend for this increased missional budget to be used in a very specific way: to provide catalytic funding as a means to jump-start the direct ministry work of our own church members within the broader community. Think venture capital, or social venture project.

The foundation of this plan is the understanding that the "ministry of the church" is not primarily something that a church bureaucracy or organizational structure is responsible for – ministry to the world is the responsibility of each individual Christian. We lose something important about our faith when we look to someone else to do the work that we ourselves are called to do. For this reason, we do not intend the missional fund of the church to be used to "pay someone else" to be the hands and feet of Jesus – we intend to use this budget line to assist members of this body in living out their own ministry calling. This isn't about sending checks out to people, it's about starting-up grassroots initiatives in our own spheres of influence, supplemented by our own hard work, time, and resources as individuals. It's about our own relationships, connections, and the effort that we're individually willing to invest.

Members of the Emmanuel community will be invited to apply for funding through the missional budget in order to enact their own ministry plans. The process for this application will be simple and will follow the normal approval procedures in place within the Finance Team and Leadership Team.

KINGDOM PRIORITY 3: HEALING & WHOLENESS FOR ALL PEOPLE

Leadership Team

THE FOLLOWING IS PART OF THE CRITERIA THAT WILL BE USED WHEN ALLOCATING FUNDS:

- Does this ministry plan fit with our basic understanding of what it means to model the coming kingdom of God in the lives of people outside the church (e.g. modeling racial justice and reconciliation, encouraging the worship of God and the teachings of Jesus, promoting healing and wholeness for all God's children, caring for the poor and marginalized, etc.)?
- Is there a team of Emmanuel community members who are all passionate about making this plan a reality? (We aren't called to be lone-rangers, we're called to work together in community – this is also a crucial element of the discernment process when seeking the voice of God... is it just me, or do others agree?) Are others at Emmanuel joining hands to do the work alongside you? Rally your team!
- Are you and others within the community willing to personally invest your own time, talents, and resources to make this ministry happen? (We're not just looking for good ideas for ministry – we're looking for ministry that you're willing to do yourself!)
- Does this project empower and uplift people in a holistic and ongoing way? Does it create undesirable dependencies, power imbalances, or reinforce negative stereotypes? While offering short-term charity is sometimes a good and effective work in some circumstances, the more transformative ministries are often those that offer dignity and empower people and communities for long-term change.

SOME EXAMPLES OF HYPOTHETICAL MINISTRY PROJECTS TO JOG YOUR IMAGINATION:

- Several families from the church have a heart for serving refugees and immigrants, and are meeting regularly to pray together and learn about current needs. After committing to a serious course of personal education and developing relationships with immigrant communities and service providers, this group commits to sponsoring a refugee family for resettlement in the area. This ministry group commits to meeting regularly with the family, providing ongoing personal and social support for at least a year, and helping with basic needs and networking in the city. This group applies for Emmanuel missional funds to supplement the first month's rent for the family, and furnishes their apartment. The team also develops an educational workshop for the Emmanuel community to inform us all about the refugee experience and call us to further action. We welcome this family to become our teacher.
- A group of college and post-college young adults is passionate about reaching out to high school students in our neighborhood, especially those who are lonely or bullied. After building relationships with a local school, they start a daytime youth group that meets for lunch in the school once per week, and develop a small group of students that are invited to support each other in a safe and loving environment throughout the year, with our church members serving as their youth pastors. This group applies for Emmanuel missional funds to provide a weekly lunch for their Bible study at the school. Eventually these kids are invited to become part of the Emmanuel family and become the foundation of a youth group to build longer-term relationships that last beyond the school years.

KINGDOM PRIORITY 3: HEALING & WHOLENESS FOR ALL PEOPLE

Leadership Team

- A team of mental health counselors in the Emmanuel community sees a need for organizing to provide free or low-cost therapy services to low-income individuals in the neighborhood. They apply for Emmanuel missional funds to set up a basic organizational structure and begin seeing clients in the church facility, offering a reduced rate that is supplemented by church funds. After a couple years, this program blossoms into a professional counseling center specializing in work with at-risk community members.
- There is a group of church members who are passionate about caring for individuals near the end of their lives, and they build relationships with a retirement home in the neighborhood in order to start a weekly small group for individuals who are lonely or in need of human connection. This group applies for Emmanuel missional funds to purchase refreshments and Bible study books for their weekly meeting.

The goal of this program, and the logic of the local church's organizational structure, is to empower each member of the body to bring signs of God's kingdom into the world, utilizing our own unique giftings and relational networks. The church is each one of us, and we are each called to follow the prompting of the Spirit toward our particular vocation of living out God's love, justice, and hope in the earth.

The missional fund is for empowering us to gather together with others who sense a similar calling, and follow where it leads us. This plan is experimental in nature – some initiatives will thrive, and some will fade over time. But that's to be expected, and it's all part of the process of gradually finding our church's natural, organic ministry in this neighborhood we've been called to inhabit. It's OK to start something even if it doesn't continue – that's life! If we begin this process of organic discernment now, in these small ways, we'll be better able to invest in more dramatic ways when those resources become available. So let's dream together, band together, and risk a glimpse of our future, for the sake of God's world.

KINGDOM PRIORITY 4: COMMITMENT TO FOLLOW THE WAY OF JESUS

Leadership Team

COMMITMENT TO FOLLOW THE WAY OF JESUS

There are many social service agencies, many revolutionary movements, many good-hearted people in this world. Everyone has their own personal commitments related to how they do what they do, and why. But as a church, we commit to following the teaching and life of Jesus when we are considering our goals and our methods for achieving them. At Emmanuel, we are not just another social movement, we're disciples of Christ first and foremost – and this means that we choose to submit to the model of Jesus Christ as we move into the world on mission. We love neighbor, we turn the other cheek, we pursue righteousness and justice – not because we prefer it, but because we were told to.

The New Testament gospels provide the clearest explanation of the life and teachings of Jesus, and we will measure ourselves against what we find in these texts rather than measure ourselves against prevailing values and methods of our society. A good baseline for the basic instructions of Jesus can be found in the example of his life and in his extended teachings, such as the Sermon on the Mount (Matthew 5-7).

In the Covenant tradition, differences of opinion and biblical interpretation are acknowledged and welcomed within the body of Christ. When we disagree on key points (and we will), we discuss our convictions in a spirit of loving service to one another. But we agree that our highest allegiance is to Christ and the kingdom he represents, not to any nation, leader, social movement, ideology, or personal preference. This calls for frequent repentance on the part of all who choose this path. Although we will have differences in perspective along the way, we commit to measure our work and our methods by the example of Jesus.

With care, your Leadership Team

AARON MCCONKEY, CHAIR

BOB ZURINSKY, SENIOR PASTOR

CANDICE NAGEL, SECRETARY

JOSH OGAZI-NORQUIST

KAITLYN PEW

MIKE NEALY

PATRICIA KLOSTER, TREASURER

TREVOR WHITE, VICE CHAIR

BUDGET & FINANCES

Patricia Kloster, Leadership Team Treasurer & Finance Chair

As we come to the close of another year of ministry at Emmanuel, it is always humbling to look back and observe what God has done through a small group of His on Phinney Ridge Seattle. It has been a year of subtle growth as a body yet not without its challenges. As a finance team we have monitored our fiscal responsibility balancing practicality when plumbing and heating systems fail after 85+ years with faith that God has a plan for our future.

2016-17

We projected a \$4,000 surplus when we voted on the 2016-17 budget, but mostly due to some facility maintenance, we end this fiscal year with an estimated deficit of approximately \$3,000 (financial stats as of 4-30-17). Our projected income for this year was \$289,880 with \$210,000+ of this coming from rental income. Projected expenses for this year were \$285,760 with only \$12,000 of that designated for ministry. As a Leadership Team, we have had many discussions about this imbalance and how to focus more on ministry, the true purpose of the church.

2017-18

The coming year we will be taking numerous steps in solidifying Emmanuel as a growing and maturing body of Christ. In planning for this next year, we have fine-tuned our budget to more closely reflect where we are headed as a church and the direction we believe God is leading us.

- Under Ministry, we have added 4 new teams with corresponding accounts, Racial Reconciliation, Education and Care; Children's Ministry; Welcome Team; and Congregational Care. Each of these teams will have a budget of \$600. These are teams with their focus being on the care and encouragement of the body at Emmanuel.
- In addition, a new Mission account has been created which will focus on ministering to our community and has been funded with a budget of \$10,000 for the first year. As highlighted in the annual report, we want to focus on our priority of "Healing and Wellness for All People", not just those within the church. You will hear much more about this during our annual meeting and throughout the year.
- We will have challenges this year, as Mosaic Church will move out by 12-31-17 and we will be prayerfully considering who will fill that space and supplement our income. Mosaic has also partnered with us in serving the Winter Men's Emergency Shelter and we will need to be more committed as a body to that ministry.
- Facilities continue to be a challenge for the budget process. As landlords, we are charged with ensuring that our building is a safe and secure space for our tenants. The three buildings that make up our facility are approximately 87, 67 and 47 years old which requires attention to maintenance and upgrading, as we experienced with plumbing in the main sanctuary this year. While the church is the people, the physical building must be maintained in order to continue ministry.
- While a building is needed for assembling as a body, as a Leadership Team, we have acknowledged that most of our ministries don't require the current building to continue – possibly with the exception of the Men's Shelter.

Thank you for your commitment to Christ and this body of believers. Continue to pray with us for God's directing as we seek to minister to those in our neighborhood and beyond in the city.

As a Finance Team, our task is to partner with each person in ministry at Emmanuel.

Luke Clum, John Jarman, Chris Kyle, with assistance from
Aaron McConkey, Josh Norquist and Bob Zurinsky.

PATRICIA KLOSTER

ADMINISTRATIVE REPORT

John Yoshiki Jarmane, Church Administrator

DEAR EMMANUEL FAMILY,

This last year has been a blur and remarkable all at the same time. We had our wettest winter on record, our nation's zoos got into a cute animal tweet-off, and I even got married!

Consistent with my report last year, one of my biggest missions here at Emmanuel is to continue to condense and clarify. As your part-time Business Administrator, I mainly use my time for consistent day to day office management and correspondence. My eyes, among at least two other sets, pay close attention to our income and expenses. In addition I help pick up on timely projects and upkeep, like trash clean up and scheduling boiler inspections.

This year I learned more about our finance budgets and processes so that, with the help of our Treasurer Patricia Kloster, our accounting and reporting can be more accurate and simple next year.

One thing I will continue to ask myself next year about our expenses is, "Why are things the way they are? Are we due for a change?"

FACILITIES MANAGER

Gabriel Pollack is our Facilities Manager. He is our point person for facility maintenance and security. He routinely inspects our building systems and attends to things to ensure good working order. As our apartment tenant, he provides security and is present in case of emergencies. He has taken on many minor maintenance jobs himself and has saved our church a lot of money by smartly shopping for maintenance vendors.

MINISTRY TEAMS COORDINATOR

We are sad to see Laura Martin step out of her role as Ministry Teams Coordinator. She brought structure to a very vague position and helped enable many of our church family to get involved and serve in various ways. We thank you Laura Martin!

As of June 1st, 2017, we are honored to welcome Emily Weissman as our new Ministry Teams Coordinator. Once again this role is quite ambiguous, and so we are excited to see how Em will embody this role! We know she has great initiative and is already very involved with many of our ministries.

WORSHIP DIRECTOR

Katie and Luke Clum have spoiled us with their shepherding and talent. They have brought us together with song and have empowered others to lead in worship music as well. The Clums and other worship leaders, Holly Prairie, Sarah Kyle, and Maggie Peterson, work with Pastor Bob and other Sunday morning speakers to tie the service together. Thank you to all who have brought their musical gifts to our services.

SPECIAL ACKNOWLEDGMENTS

- Ben Paul: In addition to coming in early on most Sundays to run the sound for our church, Ben single handedly served more meals during the Men's Shelter season than any other group. Ben served more nights than every other Emmanuelite combined! Ben, you are an absolute rockstar. Thank you.
- Steven Fogell: Steven has poured into our church this year with his time and artistic gifts. Notably, he spearheaded the fundraiser for Haiti through World Relief. He did this with an interactive stage background. He is also to thank for our current beautiful spring-like stage backdrop. Thank you.
- Dale Carriveau: Dale has consistently served our church over the years with his handyperson skills. Dale has tended to plumbing, electrical, wood working, door security, and many other problems an aging building can have. It seems every other week, Dale takes something home from our church and brings it back the next week all fixed. Thank you.
- Kaitlyn Pew: Our new Children's Care Ministry would not exist if not for Kaitlyn. Kaitlyn and David probably have the least amount of free time compared to the rest of us, yet she put energy into coordinating volunteers and bringing official structure to this new ministry. Thank you.
- Dave Martin: Only after his move to Vancouver did I fully realize and appreciate everything Dave did for our church. We hope you visit soon! Thank you.

A very big thank you to frequent volunteers that prepare and decorate our spaces, tend to our landscaping (Mary Jean!), come early to make coffee, provide refreshments, make our bulletins, do announcements, greet and usher, run our sound, run our slides, lead us in song, and help with clean up. Thank you for being a part of our family.

EMERGENCY WINTER MEN'S SHELTER OF PHINNEY RIDGE

The men's shelter saw a very good season. November 1st, 2016 – April 30th, 2017 was the shelter's 5th annual season. The operation was smooth and I am personally not aware of any concerns/complaints from our neighbors. This year and last year coasted by practically incognito, and for a homeless shelter, that is a really good thing.

One of the most important parts of our shelter is nightly meals prepared and served by volunteers. 63.5% of the nightly meals came from Mosaic volunteers and our very own Ben Paul. Mosaic will be in their own building on Aurora by the end of this year. We may not be able to count on as many Mosaic volunteers next year and we should not expect Ben to serve as many nights as he did this past season.

The shelter in our building is one of our most tangible ministries. Next year the need will be greater. I would like Emmanuel Bible Church to step up to this need and I encourage every person that worships with us to be a regular volunteer at the shelter next season. There will be approximately 180 nights. If 60 of us organized three meals each, the shelter would be covered for the whole season. Please consider volunteering with the shelter next year.

LEASE AND RENTALS

- KapKa Cooperative School is in year one of a five year lease agreement. They have expanded to take over all of the south half of our building during school hours. This new lease with them has simplified many of our Landlord-Tenant relationship details. As I reported last year, there was a very expensive but necessary sprinkler system installed and completed June of 2016, and we are on track have it completely paid off by means of rental credit by February of 2019.
- Mosaic Community Church has renovated the offices above the Port and Anchor and will leave behind the spaces better than they found it once they are fully moved into their new building on Aurora. They are currently on a month-to-month contract that cannot be extended past December of this year, 2017. If they leave before December, we will be given a 90 day notice so that we can fill the space with another tenant. There are murmurings on who it may be, odds are it will be another church that can utilize the Gym on Sundays.
- The Ethiopian Evangelical Church has added more space and time to their lease.
- A prominent renter this last fiscal year has been the Ballard Youth Basketball group. They practice in our gym at least three times a week. I projected that we would receive 7,000 in additional gym rental. This group alone has already contributed more than that amount.

Emmanuel Bible Church is more than its 27+ walls. Emmanuel is a dwelling where people are filled into and pour out. I am thankful for a place where we can bring our unique and quirky selves and connect. Thank you for trusting in this 24 year old punk.

JOHN YOSHIKI JARMAN

2016-2017 Budget

Proposed 2017-18

Income

4050 - 50th St House Rental	\$28,080.00	\$29,700.00
4010 - Unrestricted Contributions/Tithe	\$70,000.00	\$70,000.00
4110 - Rental Income	\$185,300.00	\$277,690.00
4210 - Interest Income	\$500.00	\$1,000.00
4310 - Misc. Rental Income	\$6,000.00	\$1,500.00
Total Income	\$289,880.00	\$379,890.00

Projected Rental Income 2017-2018

KapKa Cooperative School	\$160,800.00
Mosaic Community Church	\$38,400.00
Ethiopian Evangelical Church	\$28,440.00
Barony of Madrone	\$3,600.00
Sacred Heart Singers	\$1,050.00
Misc Sports	\$7,000.00
Mosaic Replacement (Projected)	\$38,400.00
Total:	\$277,690.00

Expenses

6100 - MINISTRY

6101 - Worship/Music	\$1,000.00	\$1,000.00
6103 - Church Services	\$500.00	\$500.00
6105 - Kitchen & Hospitality	\$2,800.00	\$2,400.00
6107 - Retreats	\$500.00	\$1,500.00
6109 - Mission	\$2,500.00	\$10,000.00
6111 - Landscape/Gardening	\$800.00	\$500.00
6113 - Sanctuary Design	\$400.00	\$400.00
6115 - Racial Reconciliation, Ed. & Care	<i>New Ministry</i>	\$600.00
6117 - Children's Ministry	<i>New Ministry</i>	\$600.00
6119 - Welcome Team	<i>New Ministry</i>	\$600.00
6121 - Congregational Care Team	<i>New Ministry</i>	\$600.00
6123 - Evangelical Covenant Giving	\$1,800.00	\$1,800.00

6125 - PNW Covenant Giving	\$1,800.00	\$1,800.00
TOTAL 6100 - MINISTRY	\$13,300.00	\$22,300.00
6150 - SALARIES AND COMPENSATION		
6151 - Pastoral Salary	\$51,000.00	\$53,250.00
Pastoral Housing	\$24,000.00	\$24,000.00
6152 - Staff	\$55,300.00	\$46,800.00
6154 - Benefits	\$20,000.00	\$35,400.00
6156 - Payroll Expenses	\$7,000.00	\$7,000.00
TOTAL 6150 SALARIES/COMP.	\$150,300.00	\$159,450.00
6200 - MINISTRY SUPPORT		
6201 - Property Insurance	\$17,500.00	\$17,000.00
6204 - Professional Services	\$2,400.00	\$2,400.00
6210 - Office Opns		
Computer Software	\$250.00	\$250.00
Supplies	\$800.00	\$300.00
6211 - Printing	\$9,000.00	Changed acct. to "Copier"
Copier Rental		\$14,000.00
Copier Property Tax		\$200.00
6212 - Postage/Delivery	\$50.00	\$150.00
6230 - Independent Contractor Svcs	\$7,500.00	\$6,000.00
6280 - Staff Expenses		
6281 Prof. Development (ECC conferences)	\$4,750.00	\$3,000.00
6282 Education	\$2,000.00	\$0.00
6283 Meals	\$600.00	\$600.00
6284 Resources	\$150.00	\$75.00
6285 Mileage Reimbursement	\$100.00	\$100.00
	\$0.00	
6299 Banking Accounting	\$0.00	\$100.00
Merchant Fees		\$540.00
TOTAL 6200 MINISTRY SUPPORT	\$52,200.00	\$44,175.00

6300 - FACILITIES

Property Tax/Levies	\$4,000.00	\$6,500.00
6301 - Janitorial Services	\$9,660.00	\$13,800.00
6302 - Janitorial Supplies	\$3,000.00	\$2,000.00
6303 - Maintenance		
Church Building & Properties	\$10,000.00	\$25,000.00
Maintenance Supplies	\$600.00	\$600.00
6304 - Utilities		
Church	\$34,000.00	\$36,000.00
Telephone/Internet	\$3,300.00	\$3,000.00
6307 - 50th St. House		
Repairs/Maintenance	\$2,400.00	\$2,000.00
Property Taxes/Legal Fees	\$4,200.00	\$4,200.00
TOTAL 6300 FACILITIES	\$71,160.00	\$93,100.00

MISCELLANEOUS EXPENSES

Sprinkler System Expense (KapKa)	\$0.00	\$51,500.00
TOTAL MISC.	\$0.00	\$51,500.00

TOTAL BUDGETED EXPENSES	\$286,960.00	\$370,525.00
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TOTAL INCOME	\$289,880.00	\$379,890.00
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Net Difference	\$2,920.00	\$9,365.00
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