A church not for ourselves, but for the city

Redeemer Presbyterian Church
ANNUAL REPORT 2012
Should I not be concerned about that great city?

Jonah 4:11
OUR VISION FOR THE CITY

Letter From Tim Keller

Redeemer - The Ministry Years Ahead
By Tim Keller

OUR CHURCH IN THE CITY

Redeemer by the Numbers

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OUR MINISTRY TO THE CITY

A Church Not for Ourselves

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Dear Members and Friends,

Without resorting to any exaggeration, I can say that 2012 was Redeemer’s most significant ministry year since its earliest days. We passed more major ministry milestones in twelve months than we have, I think, since Redeemer’s founding.

As you know, Redeemer began transitioning into a collegiate model after the 2009 RENEW Campaign. A collegiate church is one church consisting of several congregations with their own dedicated pastors and leaders who take responsibility for serving their particular neighborhoods. We have taken many steps since 2009 toward this way of doing ministry, but in 2012 we could say the bud finally blossomed into full flower. In the earlier part of the year we opened the W83 Ministry Center, and in the fall we launched our Downtown congregation that now regularly draws 1,100 people to worship on a Sunday. We are now a church of three local congregations—East Side, West Side and Downtown. In the course of the year we went from five to eight Sunday services, and we saw encouraging growth. Some 6,000 people were coming on a Sunday by the end of 2012, in contrast to 5,000 at the end of 2011.

Most importantly, there is a new generation of lay and staff ministry leaders in the church. We have enrolled hundreds of new, willing volunteers to support all the new services and worship sites. The congregations are each being led by pastors who are providing better pastoral connection, oversight and care than we have been able to give over the last few years. And we are truly now a church led by a preaching team. I continue to preach at as many services on a Sunday (four) and as many weeks a year as I have before, but now, of course, that is fifty percent of the preaching load, shared with the three Lead Pastors and others.

I can’t look back at the year without also celebrating the congregation’s wonderful outpouring of financial generosity. I don’t use words like “wonderful” lightly. In the middle of the year you pledged $1.7 million to provide start-up costs for the new Downtown congregation. On top of that, your end-of-the-year giving greatly exceeded our annual giving goal, and this increased giving is necessary if the enhanced expenses of the collegiate model are to be met and Redeemer is to move forward. Thank you so much! As your pastor, I’m humbled and awed by your willingness to give of your time and wealth so sacrificially.

In short, Redeemer took an enormous step in 2012 toward becoming what it has always sought to become—a vital, reproducing, gospel-loving, growing family of congregations that will eventually exist in every neighborhood in center-city New York. It also took a major step toward becoming a church that develops new leaders who can guide this network of churches in the coming generations.

I’ve been looking back on notes of talks I did at congregational gatherings of Redeemer in the first years of the church. I’m struck with how many of the features of the long-term vision that we dreamed of then are coming true now. Thank you, friends and members of Redeemer, for enabling the steady realization of that vision through your love and generosity.

In Him,

Tim Keller
“...a vital, reproducing, gospel-loving, growing family of congregations that will eventually exist in every neighborhood in center-city New York.”

- Tim Keller

Our Vision

As a church of Jesus Christ, to help build a great city for all people through a gospel movement that brings personal conversion, community formation, social justice and cultural renewal to New York City and, through it, to the world.
REDEEMER - THE MINISTRY YEARS AHEAD

By Tim Keller

The year 2012 has been a banner year by anyone’s standard. The collegiate model has come to full flower with the East Side, West Side and Downtown congregations meeting under their own leadership, and with specialist ministries such as Hope for New York, Redeemer Counseling Center, Redeemer City to City and the Center for Faith & Work serving citywide. But there is still plenty to do before we can say that the three congregations and the collegiate model itself are fully established. There are four areas in which we must see progress.

EVANGELISM

The first area is that of evangelistic outreach to our city. One of the main features of Redeemer has always been our outward face. In Redeemer’s first years these words were repeated weekly: “We don’t exist as a church just for ourselves, but also for those in the city who don’t go to church and don’t have Christian faith.” In the early days of Redeemer there were fewer believers in the city. That meant that most Christians had many close friends who did not believe, and I would estimate that at least one third of our Christian attenders regularly brought visitors without a personal faith. Redeemer grew quickly in those years, but not by drawing already-Christian from other churches (there weren’t that many out there!) or by Christians moving to the city and looking for a church (there were very few of those as well). We saw many unchurched and non-believing people find faith.

Times have changed a great deal. Today many Christians from other parts of the country move here and seek out churches. Not only that, but there are now enough believers that Christians are able to live—even in Manhattan—having nearly all close friendships and social relationships within the Christian “bubble.” As a result, there are, as a percentage, fewer doubters and skeptics and spiritual inquirers in our midst. What we must do is redevelop our outreach “habits of the heart.”

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2004-2011

- Grew from five to eight weekly worship services.
- 8,330 people attended Easter worship services.
- 239 Community Groups met weekly.
- 59 deacons and deaconesses served hundreds of clients.
  - HFNY provided 41,000 volunteer hours and $1.2 million in grants to 40+ affiliates.
- Vocation Groups had 1,100+ unique participants: 327 people attended the Eis Forum; 1050+ Gospel & Culture participants (Lectures & Conference); 4th Gotham class graduated 36 Fellows; 75 artists engaged in Faith & Art intensives.
- In 2012, Redeemer City to City helped plant 45 new churches globally, including 12 new churches in NYC.

2012

- 9,000-10,000 regularly attending 12-14 worship services on Sundays in 7-9 locations with dozens of ministries regularly engaging the unchurched young professional.
- Tens of thousands of gospel-centered Christians choose to live and work in center-city New York to serve and renew the city.
- Individuals and communities experience spiritual, social and economic well-being through the demonstration of Christ's love, and thousands of Christians regularly serve the poor and marginalized of NYC.

2020

- Every sphere of culture flourishes as the church helps Christians and non-Christians view their work as critical to the renewal of individuals, organizations, institutions and society.
- Hundreds of gospel-centered churches in NYC serve their neighborhoods and see many thousands make professions of faith every year. This movement also occurs and Christians are being equipped in cities around the world.
REDEEMER - THE MINISTRY YEARS AHEAD

Continued from page 6

EVANGELISM
That means not some kind of evangelistic program that does the work for us. Rather, we must seek to deepen our spiritual love and courage so that we are regularly speaking winsomely, skillfully and non-coercively to our friends, neighbors and colleagues about Christ. This is not easy today. Our culture is now more wary of Christian belief than it was 25 years ago. But that is what we must do. Redeemer is glad when Christians move to the city and join our community in order to help us serve the city. But ultimately we do not want our growth to come by competing with other churches in the city for already-Christians. We want a greater percentage of our attenders to be people examining and finding Christian faith in our midst.

In 2013 and 2014, Redeemer will observe a church-wide emphasis on the outward face (which is more comprehensive than just evangelism). It will be our highest priority across all the congregations and the citywide ministries. It will be the content of the Community Group material (including that of the annual Beta Group series). It will be an emphasis in the preaching, and throughout the year there will be numerous ways for Christians to reach out to their network of relationships. The goal of the year is to see far more people coming to faith than we have seen recently.

But there is another purpose to it. We don’t want to merely sponsor high profile “outreach events.” Rather, we aim to create sustainable, new outward-facing mindsets and habits that will stay with us as individuals and as a community for the foreseeable future. Over the next three to five years we need to see continued increase in attendance, but we want to also see that an increasing percentage of those who are coming and joining are New Yorkers who have come to faith.

GENEROSITY
Since the 2009 RENEW Campaign we have been committed to becoming a collegiate church—that is, one church consisting of several congregations with their own dedicated pastors and leaders who take responsibility for serving their particular neighborhoods. We are now worshipping in eight services in three congregations on a Sunday: East Side, West Side and Downtown. This ministry model is not just a good idea—it is crucial for Redeemer if we are to develop pastoral, staff and lay leadership that can lead this family of congregations into the next two or three generations. The model is already bringing spectacular new growth, a deeper connection to our neighborhoods, and enhanced discipleship and pastoral care, as well as preparing us for lasting, sustainable ministry in the future.

This presents a challenge to our people’s generosity. Both the RENEW Campaign of 2009 and the Downtown Challenge of 2012 are providing start-up funds that supplement our annual giving in order to meet the greater costs of the ministry model. But of course these start-up funds are being used each year, and as they are running out, the annual giving must increase to replace the start-up funds and support the whole budget.

It is a challenge! In this first year of the full collegiate model, we did grow our giving greatly and exceeded the goal for the year. However, this kind of growth must happen for the next two to three years as well. One of the most important ways for this to occur is for the many who attend Redeemer regularly but do not yet financially support it to start giving soon. And we should all prayerfully consider how we can expand our generosity to God’s work.

WE WANT A GREATER PERCENTAGE OF OUR ATTENDERS TO BE PEOPLE EXAMINING AND FINDING CHRISTIAN FAITH IN OUR MIDST.

But this all inevitably costs more. The most visible of the large, new costs are those of rent and other expenses for the new Downtown congregation and the mortgage and other expenses related to the W83 Ministry Center. Without these new worship sites we would not be making the ministry progress we are seeing, but it is
NEW SITES AND CHURCHES
I have been looking back at notes I kept of talks I gave at congregational gatherings in the early days. I notice two things. One is a vision for a fully-orbed gospel ministry. That means not just the traditional work of evangelism, discipleship in community, and worship. It also means doing justice and mercy in our neighborhoods and engaging culture through our work.

The second part of the vision, however, was always that we want to become a whole family of churches and to help scores or hundreds of other urban churches get planted so that we can truly saturate every neighborhood with gospel-believing and neighbor-loving communities of Christians. And this is the third area in which we must see progress if our collegiate church model is to be fully established. We want our three Redeemer congregations to begin other worship sites over the next few years. And we want to have Redeemer renew and greatly expand its work of helping many other congregations begin both in center city and throughout the rest of the city. In the next ministry year I don’t expect to see anything major happen on this front, but we must begin laying the groundwork now. If the Body of Christ is going to double or triple in Manhattan over the next few years, the number of congregations, sites and new churches is going to have to double and triple as well.

THE PREACHING OF THE GOSPEL
I recently found notes of one talk I gave at a congregational meeting in the late ’90s, in which I referenced a personal anecdote from Dick Lucas. Dick was the long-time senior pastor of St Helen’s Bishopsgate, an Anglican church in central London. Under his ministry, the tiny congregation of 30 people had grown to well over 1,000. In 1992, the St Helen’s medieval church building was badly damaged by an Irish Republican Army bomb that killed three people. Dick used the opportunity to begin a sweeping redesign to the sanctuary, increasing the seating capacity from 500 to 1,000. Some people who wanted to retain the older architecture opposed him bitterly. One opponent said that the renovations were unnecessary and futile. “You are almost age seventy,” the critic said. “The large congregation is built completely around you—around your preaching and personality. Once you leave it will go back to an ordinary size.” Dick’s response was simple. The church had thrived because of the preaching of the gospel, not because of just one preacher of the gospel. Four years later the church reopened and not long after that Dick stepped down—but there was no collapse, nor did the congregation diminish. Redeemer is also built on the preaching of the gospel, and that is what will ensure its continued usefulness to our Lord as the years go by.
277,806
Attenders
Our total annual attendance was 277,806 for all worship services in 2012.

Redeemer
BY THE NUMBERS

138,963
Free Sermon Downloads
A total of 138,963 free sermon MP3’s were downloaded in 2012.

250
NYC Visitors
On any given Sunday, approximately 250 local New Yorkers visit Redeemer worship services.*

9%
Without Faith
Each week, approximately nine percent of our attenders do not have a personal faith in Christ.*

96,465
App Users
The Redeemer App is on the mobile devices of 96,465 people.**

*Data taken from a congregational survey conducted in 2011.
**At time of printing.
“Build houses and settle down; plant gardens and eat what they produce. Marry and have sons and daughters; find wives for your sons and give your daughters in marriage, so that they too may have sons and daughters. Increase in number there; do not decrease. Also, seek the peace and prosperity of the city to which I have carried you into exile. Pray to the Lord for it, because if it prospers, you too will prosper.” Jeremiah 29:5-7
One of the most exciting developments for the Downtown congregation in 2012 was the start of regular Sunday worship services! After months of prayer, searching for a worship location, assembling a staff team, gathering in Community Groups, building momentum and excitement, and giving to the Downtown Challenge, our congregation gathered in October for our first public worship service!

While we’ve been “on the move” a bit over the last year, it’s my hope that throughout the next year, particularly as we settle into our new worship space, our momentum and mission as a community would only increase. As a church in the city, for the city, we hope to continue to be a life-giving presence throughout Downtown as a place where people can explore, experience and express the life-giving power of the gospel.

In Christ,

John

Rev. John Lin

2012 HIGHLIGHTS

- Downtown congregation launched with two worship services on October 21, 2012, with 1,508 in attendance.
- The Downtown Challenge raised $1.7 million in pledged gifts from 1,540 Redeemer congregants for a total of $2.7 million with a matching grant, and many stepped up to form the Sunday Service Team and to host and lead Community Groups.
- Ministries formed for people to explore Christianity, to serve the poor and marginalized in our midst, and to work for the cultural renewal and flourishing of all of Downtown.
- Sunday classes began, where Jeff White’s teaching provided many participants with their first interactions with the Christian faith, and some came to faith.
- Greater generosity was demonstrated by our congregants as Community Group participation grew and hospitality and sacrificial giving increased.

150 Sunday Service Team volunteers
50 children attending each Sunday (average)
45 Community Groups
17 Beta Groups started
“While we’ve been ‘on the move’ a bit over the last year, it’s my hope that throughout the next year, particularly as we settle into our new worship space, our momentum and mission as a community would only increase.”

– John Lin

2012 Elders
Larry Christensen | Charles Osewalt | Jeff Rutledge | Steve Tan | Karl Wolf | Webster Younce

2012 Deaconesses and Deacons
Kathleen Boatman | Ashley Buechele | Greg Buechele | Deb Christensen | Drew Hammell | Huy Lim | Mary Nam | Lisa Ortiz
Priscilla Osewalt | Amy Peng | Alicia Rainbolt | Jamie Rhee | Suzy Spell | Adam Thiesen | James Vanreusel
A major highlight of 2012 was the assembling of a talented staff team to lead our congregation in three ministry core values: Evangelism in Everything, Everyone Connected in Community and Ministry, and Exceptional Pastoral Care. I consider it a great privilege to work with such gifted individuals.

We are equally excited about the many lay people who have stepped up to serve the East Side. Even as we sent some of our most gifted leaders to help launch the West Side and Downtown congregations, we saw an incredible number of new people committing their time and energy to serve and to reach out to their friends, neighbors and coworkers. Throughout the week, our people gather in over 100 Community Groups scattered across the East Side and beyond. We are amazed by all that God is doing in equipping and sending his people to bring gospel renewal to New York City’s East Side!

In Christ,
Leo
Rev. Leo Schuster

2012 HIGHLIGHTS
- New lay-ministry initiatives included Community Clusters (networks of three to five Community Groups) and Discipleship Intensives (leadership training).
- 43 Community Group leaders and 12 Leader-Coaches developed.
- Leaders and congregants sent to help launch the West Side congregation in the spring and the Downtown congregation in the fall.
- Children’s worship, Discipleship Hour, parenting classes and many other programs were started to better serve our families.
- Theology on Tap, Seeker Groups, Salon Night and other evangelism initiatives created new venues for congregants to bring their friends.
- Newcomer brunches and an improved membership process helped bring people into our community.
- East Side Leaders gatherings were started in order to build community among leaders and to equip them for ministry.
“We saw an incredible number of new people committing their time and energy to serve and to reach out to their friends, neighbors and coworkers.”

– Leo Schuster

2012 Elders
John Austin | Victor Chin | Alexander Chou | Gregory Clark | Stephen Fung | Bill Gough | James Herring | Carter Hinckley | Glen Kleinknecht
Arvin Soh | Eric Yoon

2012 Deaconesses and Deacons
Rose-Marie Armstrong | Linda Brooke | Eileen Buck | Kay Cain | Abby Coutant | James Farrat | Laura Fels | Andrew Hill | Joy Hsueh
Yvette Knight | Anita Mani | Kathie McEwen | Sharon McLean | Nicole Moss | Greg Nance | Bill Paparis | Jean Soo Park | Emmanuel Pizana
Michelle Turner | Tony Vavroch | Diane Wenzler | Stella Yee
Each Sunday I stand at the entrance to the W83 Ministry Center and watch people come and go, engaging people as I can. On a recent Sunday, there was a woman who told me that she came for years, sitting in the back of the church until one day God became real to her. Then there was a young man who lives in the neighborhood and came for the first time last Easter. And there was a longtime member who teaches in a college in Manhattan and has students who attend as well.

Watching people stream in and out of W83 each Sunday is a visual reminder of God’s hospitality and the privilege and responsibility we collectively share to welcome people into our community, listen to their stories, equip and care for them, and then send them back out into the city to share the hope and joy of Jesus.

In Christ,

David
Rev. David Bisgrove

2012 HIGHLIGHTS

- The West Side congregation began meeting at the W83 Ministry Center on March 4, 2012, adding a fourth Sunday service at 11:15 a.m.
- Leader-Coach Intensive—a lay-led discipleship program—was piloted to equip 22 new Leader-Coaches to support Community Group Leaders.
- West Side Women and West Side Men gatherings were started and facilitated by lay leaders.
- Sent more than 400 congregants to help launch the Downtown congregation in October.
- West Side Classes, a year-long series, was started in the fall and included Credibility of Christianity, How People Change, and seminars for parents, women, singles, and couples.
- West Side Ministry Summits were begun in order to build a community of leaders, and to equip and care for those leaders.

100+ new Sunday Service Team volunteers

270 children attending each Sunday (average)

89 Community Groups

19 Beta Groups started
“Watching people stream in and out of W83 each Sunday is a visual reminder of God’s hospitality and the privilege and responsibility we collectively share to welcome people into our community.”

– David Bisgrove

2012 Elders
Max Anderson | Christian Becker | Cory Cates | Victor Clemente | Paul Gross | Kevin Kern | Tim Knapp | Dan Kramer | Ted Morgan
Demian Reppucci | Ben Sanders | Ellison Scudder | Kamal Sidhu | Bill Taylor

2012 Deaconesses and Deacons
Cate Capozzi | Patty Davis | Brendon Desrochers | Ellie Ellsworth | Kevin Feltes | Jil Guyon | Lisa Hertzog | Bob Highsmith | Kris Jacob
Christine Kim | Chris Malynowski | Sarah Newell | Lee Norwood | Monica Philippo | Ashley Phillips | Sarli Reppucci | Mary Jane Sobel
Jason Stone | Meredith Stone | Allen Trew | Heather Trussell | Christine Weible
Through the combined efforts of our Downtown, East Side and West Side congregations in 2012, Redeemer served many in need all around our city.

**186**

_Nearly 200 individuals and families in crisis were served by our deacons and deaconesses._

**3075**

_Thousands of new toys were donated through Hope for New York’s His Toy Store._

**458**

_$458,000 raised for Hurricane Sandy relief by Redeemer congregants and supporters._
A CHURCH NOT FOR OURSELVES

"Each of us should please our neighbors for their good, to build them up. For even Christ did not please himself."
- Romans 15: 2-3

Diagram showing the various aspects of church work:
- A Flourishing City
- Transforming Lives
- Loving God and Others
- WORSHIP & EVANGELISM
- FAITH & WORK
- CHURCH PLANTING
- MERCY & JUSTICE
- COMMUNITY FORMATION
- KNOWING AND BEING KNOWN
- SERVING THE POOR
- BUILDING A GOSPEL MOVEMENT
- SENDING OUT OUR OWN
- RENEWING CULTURE
- RESTORING HOPE
- LIVING GENEROSITY
CITYWIDE MINISTRIES

FAMILY MINISTRIES
We believe New York City is a great place for all stages of family life—from dating, engaged or married, to raising children and teens. Redeemer Family Ministries equips couples, parents and children to love God, love each other and love the city.

- Preparing for Marriage seminars were attended by more than 300 people.
- First-ever Education Forums hosted discussions on how to think about educating our children from a gospel framework.
  Panels of parents shared their experiences.
- Classes on marriage, parenting and grief increased our presence at the congregational level.

YOUTH MINISTRY
- Middle and high school meetings were attended by an average of 85 students per week.
- 30 Hour Famine participants included 103 students from a partnership of Redeemer, Trinity Grace and Central Presbyterian.
- A short-term mission team of 12 went to Huntsville, Alabama to help renovate Lincoln Academy—a church school providing high-quality, Christ-centered education to students who are zoned to public Title I schools, part of the Lincoln Village Ministry to one of the poorest neighborhoods in the United States.

MEMBERSHIP
New members in 2012: 224
Total members (at time of printing): 2156

REDEEMER COUNSELING SERVICES
The mission of Redeemer Counseling Services is to restore lives with truth and grace through biblically-based, professional counseling. We are a staff of 32 full- and part-time counselors working out of 6 locations. We are an extension of the pastoral care of Redeemer, and approximately 20 other churches contract our counseling services for their members.

- State approval granted to us as a Non-Profit Religious Entity providing professional counseling services.
- First independent counseling ministry was launched in Philadelphia.
- Reduced-fee counseling services broadened our reach, and was made possible by five interns.
- Number of sessions and revenue increased by 30 percent.

GENEROSITY
In September we began working toward the goal of becoming a more generous church community. Our first step was a seven-week sermon series in the fall of 2012 on the different aspects of generosity: hospitality, relationships, power, ministry and finances. We also went through a study on Acts about the first community of believers who were radically generous with their possessions because of their newly-found boldness in the Spirit. As we experienced amazing growth in attendance in 2012, that growth brought with it a responsibility for more of us to increase our sacrificial service to both our church and our city.

There were three primary ways we integrated our theme of generosity into community practices and ministries:
- All Community Groups and Beta Groups used the seven-week generosity studies from the sermon series.
- Over 2,000 people subscribed to the weekly meditation and devotional for Advent that highlighted generosity.
- A collaborative effort was made with the three congregations in order to empower them in service projects and events related to generosity.
MERCY & JUSTICE

DIACONATE
The Diaconate is Redeemer’s support for those in need in our midst. Our deacons and deaconesses are trained to help Redeemer members and regular attenders who face challenging situations. We believe that God’s mercy moves him to relieve suffering and misery, and this makes us sensitive to others’ pain and gives us a desire to alleviate it.

* Served 186 individuals and families in crisis. Through the annual Mercy Fund Offering, the Redeemer congregation provided over $294,000 in financial assistance to people facing various hardships.
* Disbursed over $60,000 to Hurricane Sandy victims and to local churches providing relief throughout Brooklyn, Staten Island and parts of New Jersey.
* Provided two services to job seekers: job search training in the areas of interviewing, resume writing and networking; and weekly meetings for spiritual encouragement, networking and accountability.
* Started three new Care Groups: Developing a Discerning Heart (peer counseling), Divorce Care, and OWLS (Older Wiser Loving Servants, a gospel-centered group for adults over 60).
* Celebrated the one-year anniversary of our Free Indeed Food Pantry. On average 25 individuals and families a week come for free groceries and a time of spiritual nourishment that’s led by a deaconess.

HOPE FOR NEW YORK
Hope for New York (HFNY), Redeemer’s mercy and justice outreach to the city, provides volunteer and financial resources to 40 non-profit organizations (affiliates) who serve the poor and marginalized in New York City. HFNY affiliates serve populations including at-risk youth, low-income families, immigrants, the homeless and the elderly.

* Annual Citywide Outreaches: We saw unprecedented church participation in citywide outreaches, including His Toy Store (3075 toys donated).
* Hurricane Sandy Relief: In the aftermath of Hurricane Sandy, 728 volunteers served, generously giving over 4,000 hours toward relief efforts. Supporters donated over $210,000 toward the Hurricane Sandy Relief Fund, which was distributed to meet the immediate and long-term financial needs of HFNY affiliates affected by the hurricane.
* Capacity Building: We offered consulting and capacity building support to our affiliates in the areas of board development, strategic organizational growth, and effective outcomes measurement. These projects are strengthening our affiliates to effectively and strategically serve more New Yorkers in need.
* Volunteers & Grants: We provided over 41,000 volunteer hours and over $1.2 million in grants to our affiliates.

2012 HOPE FOR NEW YORK BOARD OF DIRECTORS
Dan Bitar | Stephanie Chang | Elise Chong | Katherine J. Chou, M.D. | Jeff Eberwein | Carol Herring | Paul Horrocks
In Seon Hwang | Meredith McGinn | Doug Monticciolo | Hee-Jung Moon, Esq. | Rev. Scott Strickman | Neal Winterhof
Rochelle Yu, M.D.

2012 HOPE FOR NEW YORK ADVISORY BOARD
CENTER FOR FAITH & WORK

The Center for Faith & Work (CFW) is the cultural engagement arm of the Redeemer movement. We hope to grow in our understanding of the city and to bring to life the gospel's unique power to renew people, the workplaces in which we serve, and broader aspects of culture in order to bring about the flourishing of New York City. CFW's numerous programs are aimed at connecting, equipping and mobilizing the scattered church to effectively engage the world, emphasizing the importance of meaningful faith and work integration. At the end of 2012, after serving for 10 distinguished years, the founding director, Katherine Leary Alldorf, stepped down from her role and was succeeded by Rev. David H. Kim as CFW’s new Executive Director.

ARTS MINISTRY
- Engaged 75 artists through our discipleship training intensive, In the Living Room.
- Held InterArts Fellowship quarterly as an art and faith symposium, featuring key theologians, lecturers and Redeemer artists.
- Contributed to Redeemer’s national leadership in the area of art and faith through speaking engagements, partnerships and weekly blogs.

ENTREPRENEURSHIP INITIATIVE (EI)
- 2012 EI Forum gathered more than 300 participants comprised of entrepreneurs, pastors and investors from across the country to look at a biblical understanding of power.
- The lay-led Entrepreneurs Group drew an average of 40 participants each month for connecting and equipping.
- Our seventh annual Business Plan Competition received 42 entries and awarded three winners: Earmark, Spark and Echo, and A House on Beekman. Winners receive management consulting, financial planning and legal services through partner organizations, along with coaching and financial grants or investments ranging from $5,000 to $25,000.

GOTHAM FELLOWSHIP
- Graduated the fourth Gotham class, adding 36 to the alumni community of theologically trained cultural leaders.
- Increased the number of accepted Fellows to 42 for the 2012-13 class, making this our largest class yet and requiring the addition of a third weekly cohort.
- Hosted our fourth annual alumni retreat, seeking to reconnect and mobilize alumni toward gospel-centered renewal for the common good.
- In the fall, Gotham alumni led a pilot of a three-month “mini-Gotham” to support more effective discipleship in the church.

VOCATION GROUPS
- Engaged over 1,100 people across more than 12 vocational communities (including business, IT, architecture, finance and advertising, to name a few) seeking to explore how the gospel comes to bear in their particular areas of work.
- Started Faith & Work Night—a monthly, high-energy, collaborative vocation group gathering—at the W83 Ministry Center.
- Financial Services Ministry offered the fourth and fifth iterations of its Faith & Finance class—an eight-week intensive, ending in an annual leaders retreat, that provides finance professionals with a deeper understanding of how to re-envision their work.

GOSPEL & CULTURE
- Lecture Series continued with guest practitioners who grapple with the reality of the gospel at the intersection of their faith and work in areas such as the arts (Jeremy Begbie), the natural environment (Peter Harris), and the built environment (Eric Jacobsen).
- During the devastating week following Hurricane Sandy, the 2013 Annual Gospel & Culture Conference provided a much-needed time of renewal for New Yorkers. The theme of “Wrestling God” became even more poignant as over 500 participants sought to understand how God was working amidst the brokenness of our culture.
Through our work, we respond to God’s mandate to continue in his creation. Through our work, we serve God as we serve those he places in our lives. Our work provides a crucible where we more fully recognize our own limitations at the same time that we experience God’s majesty and grace.
In 2012, Redeemer City to City (CTC) helped start 45 new churches in global cities and trained 1,500 leaders in training programs delivered around the world. In September, CTC called a new president, Dr. John Hutchinson, to lead and direct these efforts to catalyze gospel movements in global cities. Redeemer City to City is a 501(c)3 organization.

CONTENT LABS
• Published two major books: Center Church by Tim Keller and Every Good Endeavor by Tim Keller and Katherine Leary Alsobrook.
• Began partnerships with major publishers in Korea, China and Brazil.
• Launched a monthly gathering for hundreds of New York City pastors, offering free training based on the book Center Church.
• Expanded web and social media presence and created a beta campaign site for entry-level donor development at GodLovesCities.com.

CHURCH PLANTING
NEW YORK CITY
• Helped train, coach or fund 12 new churches in New York City.
• 25 local pastors participated in one of three Incubator cadres (a two-year training program for church planters).
• Four leaders completed the CTC Fellows Program and are on track to start churches in New York City in 2013 and 2014.

EUROPE
• 14 new churches launched public services.
• Two leaders from Brussels who attended CTC’s International Training Intensive in 2012, Matthieu Klass and Olivier Engels, started a new church in December—the first French-speaking evangelical church plant in Brussels in 12 years.
• Berlinprojekt (founded in 2003) grew to over 400 members and began planning for two more daughter churches.
• A new church plant was initiated in the Exarcheia neighborhood, the intellectual center of Athens.
• Lisbon, Helsinki and Istanbul began relating to CTC.

AFRICA/MIDDLE EAST
• Continued developing a church-planting training center in the Middle East that will lead the effort to equip and mobilize leaders to reach cities in areas across the 10/40 window.
• In Pretoria, South Africa, Tobie Meyer and Johan Verster planted a church of more than 300 people and are about to start another daughter congregation. They are now creating a dynamic church planting network which is training 20 to 25 apprentices, many of whom will plant in the near future.
• Two alumni of the International Intensive started new churches in sub-Saharan Africa: Randrianjohary “Tank” Tanetsaka in Antananarivo, Madagascar, and Nicolas Kyalangiliwa in Bukavu, Democratic Republic of the Congo.

ASIA PACIFIC
• Hosted and delivered 15 Gospel in the City (GITC) courses (two-day training events for potential church planters and lay leaders). Over 825 leaders attended these events in Hong Kong, Tokyo, Seoul, Sydney, Manila and Kuala Lumpur.
• 13 church planters attended the International Intensive in the Asia Pacific region, the first of these programs to take place outside New York.
• Initiated nine new church plants in East Asia, Manila, Bangalore, Mumbai, Tokyo, Melbourne, Singapore and Sydney.
• Leaders were developed to start churches and gospel ecosystems in the global cities of NE & SE Asia, India and Australia. The leadership team met in Singapore in October 2012 and set a goal to start 250 new churches by December 2017.

LATIN AMERICA
• Marcelo Robles, who was coached for several years, started a new church in Palermo, Buenos Aires, one of the most influential and unreached neighborhoods in Argentina.
• Partnered with the largest theological seminary in Latin America to provide training for its certificate in urban studies, a one-year course based on CTC’s church planter training.
• 45 pastors in Santiago, Chile participated in the first year of Incubator.
• Trained four key leaders from Santiago, Chile during the International Intensive.
• Partnered with a church planting center in Northern Mexico (Monterrey) to start 27 new churches in the region.
Redeemer City to City seeks to catalyze and serve a global movement of leaders who create new churches, new ventures and new expressions of the gospel of Jesus Christ for the common good.
SUMMARY
Through your generosity and God’s provision, we opened the W83 Ministry Center in March, and launched the Downtown congregation in October. You gave generously, and our general fund giving grew 15% to $12.2 million, while overall income grew to $18 million. Including your giving to Redeemer City to City, our total income was $22.4 million in 2012.

Due to the growth to three collegiate congregations, and the growth in number of services, our annual operating budget is increasing from $14.2 million to $15.7 million in 2013. Also, 2013 will mark the first year that all three of our congregations will be operating for the entire year. As we face the challenges in 2013 and beyond, the help from your gifts to the RENEW Campaign and Downtown Challenge will be diminishing as the two campaigns complete. Our annual operating giving must make up this difference by 2015. We are thankful for your prayers, service and financial support as we move forward and work with you to serve our city as one church with three congregations.

DOWNTOWN CHALLENGE

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2013 &amp; Beyond Projection</th>
<th>Total Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenues</td>
<td>$1,742,700</td>
<td>$957,300</td>
<td>$2,700,000</td>
</tr>
<tr>
<td>Expenses</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Downtown Launch</td>
<td>$1,000,874</td>
<td>$1,699,126</td>
<td>-</td>
</tr>
</tbody>
</table>

RENEW CAMPAIGN UPDATE

<table>
<thead>
<tr>
<th></th>
<th>2011 Cumulative Actual</th>
<th>2012 Cumulative Actual</th>
<th>2013 &amp; Beyond Projection</th>
<th>Total Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenues</td>
<td>$11,727,688</td>
<td>$14,082,666</td>
<td>$4,717,334</td>
<td>18,800,000</td>
</tr>
<tr>
<td>Expenses</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>W83 Ministry Center</td>
<td>$10,000,000</td>
<td>$10,000,000</td>
<td>-</td>
<td>$10,000,000</td>
</tr>
<tr>
<td>Pastoral Leadership &amp; Lay Leadership</td>
<td>$1,308,436</td>
<td>$4,082,666</td>
<td>$4,717,334</td>
<td>$8,800,000</td>
</tr>
</tbody>
</table>
### ALL FUNDING SOURCES

<table>
<thead>
<tr>
<th>Revenues</th>
<th>2011 Total Actuals</th>
<th>2012 Total Actuals</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Fund Giving</td>
<td>$10,569,004</td>
<td>$12,196,448</td>
<td>15%</td>
</tr>
<tr>
<td>RENEW Campaign</td>
<td>$3,215,910</td>
<td>$2,354,979</td>
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</tr>
<tr>
<td>Downtown Challenge</td>
<td>-</td>
<td>$1,742,700</td>
<td></td>
</tr>
<tr>
<td>Mercy &amp; Justice</td>
<td>$680,711</td>
<td>$1,010,833</td>
<td></td>
</tr>
<tr>
<td>Redeemer City to City</td>
<td>$3,856,740</td>
<td>$4,410,163</td>
<td></td>
</tr>
<tr>
<td>All Other Donor Restricted Giving</td>
<td>$565,205</td>
<td>$339,170</td>
<td></td>
</tr>
<tr>
<td>Net Investment Income</td>
<td>$70,896</td>
<td>$15,894</td>
<td></td>
</tr>
<tr>
<td>Royalty Income</td>
<td>$249,602</td>
<td>$193,946</td>
<td></td>
</tr>
<tr>
<td>WBS Ministry Center</td>
<td></td>
<td>$140,995</td>
<td></td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td>$19,227,738</td>
<td>$22,392,626</td>
<td>16%</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenses</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Redeemer West</td>
<td>$893,535</td>
<td>$3,066,539</td>
<td>277%</td>
</tr>
<tr>
<td>Pastoral Staff &amp; Community Groups</td>
<td>$120,996</td>
<td>$60,416</td>
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</tr>
<tr>
<td>Worship &amp; Children’s Ministry &amp; SST</td>
<td>-</td>
<td>$1,493,222</td>
<td></td>
</tr>
<tr>
<td>Worship Site Rent</td>
<td>$692,339</td>
<td>$956,901</td>
<td></td>
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<tr>
<td><strong>Redeemer East</strong></td>
<td>$1,255,715</td>
<td>$3,415,624</td>
<td>172%</td>
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<tr>
<td>Pastoral Staff &amp; Community Groups</td>
<td>$353,473</td>
<td>$1,030,879</td>
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</tr>
<tr>
<td>Worship &amp; Children’s Ministry &amp; SST</td>
<td>-</td>
<td>$1,450,407</td>
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<tr>
<td>Worship Site Rent</td>
<td>$902,242</td>
<td>$934,537</td>
<td></td>
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<tr>
<td><strong>Redeemer Downtown</strong></td>
<td>$34,181</td>
<td>$1,000,874</td>
<td>963%</td>
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<tr>
<td>Pastoral Staff &amp; Community Groups</td>
<td>$94,818</td>
<td>$660,525</td>
<td></td>
</tr>
<tr>
<td>Worship &amp; Children’s Ministry &amp; SST</td>
<td>-</td>
<td>$127,649</td>
<td></td>
</tr>
<tr>
<td>Worship Site Rent</td>
<td></td>
<td>$212,690</td>
<td></td>
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<tr>
<td><strong>Citywide Ministries</strong></td>
<td>$8,899,052</td>
<td>$4,335,133</td>
<td>-46%</td>
</tr>
<tr>
<td>Worship &amp; Evangelism</td>
<td>$1,074,350</td>
<td>$761,017</td>
<td></td>
</tr>
<tr>
<td>Community Groups &amp; Congregational Life</td>
<td>$1,437,077</td>
<td>$635,956</td>
<td></td>
</tr>
<tr>
<td>Family and Youth Ministry**</td>
<td>$545,051</td>
<td>$374,535</td>
<td></td>
</tr>
<tr>
<td>Children’s Ministry</td>
<td>$563,704</td>
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<td></td>
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<tr>
<td>Sunday Service Teams</td>
<td>$1,362,697</td>
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<td></td>
</tr>
<tr>
<td>Counseling Center</td>
<td>$310,072</td>
<td>$246,412</td>
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</tr>
<tr>
<td>Administration and Finance</td>
<td>$1,169,795</td>
<td>$1,863,673</td>
<td></td>
</tr>
<tr>
<td>Media and Communications</td>
<td>$511,410</td>
<td>$351,456</td>
<td></td>
</tr>
<tr>
<td>Executive Leadership</td>
<td>$401,954</td>
<td>$736,343</td>
<td></td>
</tr>
<tr>
<td>General Unallocated</td>
<td>(34,064)</td>
<td>$679,321</td>
<td></td>
</tr>
<tr>
<td>Mercy &amp; Justice</td>
<td>$1,608,386</td>
<td>$956,778</td>
<td>-41%</td>
</tr>
<tr>
<td>Diocesan</td>
<td>$822,930</td>
<td>$675,145</td>
<td></td>
</tr>
<tr>
<td>Hope for New York**</td>
<td>$290,798</td>
<td>$154,576</td>
<td></td>
</tr>
<tr>
<td>Community Renewal Grants**</td>
<td>$605,601</td>
<td>$659,355</td>
<td></td>
</tr>
<tr>
<td>Center for Faith &amp; Work</td>
<td>$1,046,761</td>
<td>$1,017,566</td>
<td>-3%</td>
</tr>
<tr>
<td>Redeemer City to City</td>
<td>$3,534,216</td>
<td>$4,018,817</td>
<td>21%</td>
</tr>
<tr>
<td>WBS Ministry Center</td>
<td>$4,694,726</td>
<td>$2,896,185</td>
<td>-37%</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>$23,359,414</td>
<td>$21,189,795</td>
<td>-9%</td>
</tr>
<tr>
<td>Reserve Build Up/(Reserve Draw Down)**</td>
<td>$(4,163,676)</td>
<td>$1,202,831</td>
<td>129%</td>
</tr>
<tr>
<td>Cash Reserve Actuas as of 12/31/12</td>
<td>$7,907,207</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

1. 2010 Renew Campaign revenues received in 2011 & 2012, net of Campaign overhead.
2. 2012 Downtown Challenge revenues received for launch of Downtown congregation, services beginning fall 2012.
3. Revenues include the annual special offerings for HFNY and Diocesan Mercy Fund. 2012 includes disaster relief funds received for Hurricane Sandy.
4. Portions of Family Ministries, such as Moms’ Groups, have moved to the Congregations in 2012 under Children’s Ministry.
5. Hope for New York (HFNY), an independent 501(c)(3), is Redeemer’s Mercy Ministry. HFNY raises substantial revenue on its own. Redeemer’s contribution is a portion of the overall budget of HFNY.
6. Community Renewal Grants are funds Redeemer has designated from its Operating Budget to support independent community ministries.
7. CTC raises substantial revenue on its own. Redeemer’s contribution is a portion of the overall budget of CTC.
8. In October 2010 Redeemer purchased its first ministry center on the Upper West Side and had its first service on March 4, 2012. The Board approved $2M of operating reserves to be used towards WBS building costs.
9. To provide a more accurate picture of spending by ministry front, expenses include an allocation of office rent.
10. All Funding Sources dollars reflect spending down Vision and Renew cash reserves.