



The Giving Common

An Initiative of the Boston Foundation

www.thegivingcommon.org

Emmanuel Gospel Center Inc.



Current

General Information

2 San Juan Street

PO Box 180245

Boston, MA 02118

(617) 262-4567

Website

<http://www.egc.org>

Organization Contact

Jeffrey Bass info@egc.org

Year of Incorporation

1938

Statements & Search Criteria

Mission Statement

Emmanuel Gospel Center's mission is to strengthen Christian leaders to serve urban communities.

Through teaching, training, tools and resources, we help leaders understand complex social systems (such as homelessness, human trafficking, urban education, and the refugee crisis), build fruitful relationships and take effective action within their ethnic and geographic community.

By working with and through churches and community partners, EGC seeks to build a community that supports and cares for the spiritual and physical needs of all individuals throughout the city.

Background Statement

Emmanuel Gospel Center began in 1938 as a neighborhood mission to address spiritual and physical needs of poor residents in Boston's South End. We offered programs for youth, fed people who were hungry, cared for people who struggled with alcoholism or mental illness, advocated for more affordable housing, encouraged racial reconciliation and economic justice, and befriended people who lived in the single-room occupancy tenements that surrounded our building. And for those who were interested, we offered Bible studies and worship services.

In the early 1970s, we realized local churches, serving their communities, would have a greater impact than what we could do ourselves. As we began to discover growing churches all over the city, we changed our strategy to supporting urban churches and their programs. We started helping churches begin or strengthen programs for youth in their neighborhood, or people affected by homelessness, or people in their ethnic community (such as Latinos, Brazilians or Haitians), or other target populations they identified. When we discovered many of the Latino pastors were driving to New York City for materials, we started a bookstore to provide resources in many different languages. And we started a separate church (South End Neighborhood Church) to serve the spiritual needs of our South End neighbors.

As we began focusing on building the capacity of urban churches, we became familiar with the work of Jay Forrester and Peter Senge and others in the then-emerging field of systems thinking. The more we learned, the more we realized how important it is to look at urban social issues systemically -- to see the bigger picture, to discover how the different parts of the system interrelate with each other, to understand that good intentions can be counterproductive if you ignore the interactions within the larger system, and to look for leverage points that can effect significant change in the system. So 30 years ago, we began helping pastors and other leaders to understand complex urban issues systemically.

Today, our focus is to strengthen Christian leaders to serve urban communities. Integrating systems thinking into urban ministry remains central to our approach and our teaching.

Impact Statement

Our goal is to help Christian leaders understand better their city and the systems that operate in it so they are well equipped to lead churches and organizations that develop programs that respond effectively and serve urban communities in productive ways.

We believe the city is a large, highly interrelated social system, so we take time to learn how the city and its related systems are changing; we connect with the people involved to build strong working relationships; and we equip where it is most strategic. We conduct practical demographic and community-based participatory research that informs and supports long-term positive growth. Then in collaboration with those most effected, we develop appropriate responses to what we learn by listening and being involved.

These are some recent activities:

- Provided customized training to 375 people on effective outreach to homeless people and served 670 people on the streets
- Trained 8 coordinators (from churches or organizations that have partnerships with public schools) on logic models and outcomes measurement, and helped 7 new church-school partnerships begin in Boston
- Offered 11 general trainings and 12 customized trainings for churches and community groups to help people understand the systemic nature of human trafficking and identify ways they or their church can engage the issue

These are some of our objectives for the coming year:

- Equip 12-15 churches in Greater Boston to know how to respond to a situation of human trafficking and support people who are at high risk for exploitation
- Recruit and train volunteers to walk alongside 30 refugee families as they acclimate to American culture
- Help begin and support 10 new partnerships between churches and public schools in Boston and nearby communities with struggling schools
- Recruit, train and support 10 churches and faith-based organizations (FBOs) to be mentors to 10 churches and FBOs interested in beginning a ministry to people affected by homelessness

Needs Statement

We need a better web presence. We are developing a new website that is more modern looking, better optimized for mobile devices, and fully integrated with social media platforms such as Facebook. This is critical for us as we seek to connect with multiple generations and provide more dynamic platforms for training and for communicating stories of what God is doing in Greater Boston.

Funding is always a pressing need. Our support primarily comes from individuals, churches, and foundations. Many of these support us regularly, for which we are grateful. However, we need to develop relationships with new donors in each of these categories. We have begun to implement strategies for each category.

We need more administrative support, especially for our executive director and assistant director. We don't have anyone now because of funding constraints.

Over the past few years, we have been upgrading some of our internal systems, such as HRIS software and new donor management software. We need to continue identifying and improving our internal systems so they serve our programs well.

We need to finish fully aligning all of EGC's programs with our Theory of Change. This will strengthen and improve the impact of every program as well as increase synergies between them.

CEO/Executive Director Statement

EGC believes the Church is God's chosen instrument to bring his life and presence into our communities. Therefore, our work is designed to support what God is doing through his Church in urban Greater Boston. As we invest in Christian leaders, we strengthen the Church's ability to leverage healthy change that helps build urban communities that support and care for everyone.

EGC has learned a lot since 1938 about how to do urban ministry well, and we have poured what we are learning into an approach to Christian ministry called Living System Ministry. It is this approach that will provide the foundation for EGC's work in the decades to come.

Central to Living System Ministry is the conviction that God is at work in the layers of social systems in which we live our lives. These systems include families, communities, neighborhoods, organizations, churches, networks, the whole city and more. EGC believes our job is not to bring God to these systems, but to discover how God is already active in them, and then to join in and cooperate with this work.

EGC's Living System Ministry approach can be simply described using three words: Learn, Connect and Equip.

- Learn: understanding the dynamics of key systems through relationships, ministry experience, and intentional applied research,
- Connect: "connecting the dots" of ministry stories, issues, people and systems, and identifying places (leverage points) in those systems where the church (broadly defined) can make a difference, and
- Equip: teaching, training and investing in leaders (including emerging and potential leaders and their teams) associated with these systems and leverage points.

Service Categories

Christianity

Management & Technical Assistance

Management & Technical Assistance

Geographic Areas Served

EGC is located in Boston's South End. Our programs help to strengthen Christian leaders in Greater Boston as they serve their communities and networks.

Through relational networks, we have connections with churches and Christian leaders throughout Boston, New England and the world.

Please review online profile for full list of selected areas served.

Programs

Abolitionist Network

Description

The Abolitionist Network equips Christian leaders to understand and abolish systems of human trafficking.

We equip churches to know how to respond to human trafficking and support people at high risk for exploitation. The Exploitation Response Plan was developed in 2015 by our leadership cohort with input from ministry leaders, pastors, survivors, law enforcement officials and social workers.

We also convene and facilitate 2 leadership cohorts that meet to network, learn together, pray, and encourage each other; offer trainings on the systemic nature of human trafficking; host Network gatherings to encourage and nurture relational networks; refresh leaders and help prevent burnout by encouraging abolitionists to practice self-care and maintain a healthy work/life balance; and conduct community-based research to deepen our understanding of human trafficking in Greater Boston and identify more opportunities for strategic engagement by churches and Christian ministries.

Budget

63000

Category

Human Services, General/Other Services for Specific Populations

Population Served

At-Risk Populations, Other Named Groups,

Program Short Term Success

100% of people who attend our trainings or participate in our leadership cohort increase their understanding of the systems of human trafficking and how churches can become engaged

80% of the leadership cohort participants began educating their leadership team and congregation about human trafficking, and their churches (or ministries) are beginning to implement the Exploitation Response Plan

80% of leadership cohort participants improve their regular practice of self-care

80% of churches and ministries that receive training on the Exploitation Response Plan begin to implement it

Program Long term Success

For us, success is when people move from passion to systemic understanding to effective action.

Our vision is for churches in Greater Boston be places where abuse is not tolerated or ignored. We want churches to be safe places, internally confessing and repenting of sin and brokenness (including pornography, abuse and domestic violence); to be places where abusers find restorative justice, and where those who have been abused find loving and healing community; and to be places where those at risk of entering systems of exploitation find a safe network of support, helping to restore them to a healthy relationship with God, self and others.

Program Success Monitored By

We do written surveys at the beginning and end of our 9-month leadership cohort, to measure their understanding of the complexity of human trafficking, their progress on self-care balance, and progress on implementation of the Exploitation Response Plan at their church or ministry.

We track the number of churches that have been trained on the Exploitation Response Plan and through discussions, we track the progress they are making in implementing it.

Examples of Program Success

Several years ago, a pastor became passionate about ending human trafficking, but didn't know what he or his church could do. Then a friend introduced the pastor and his wife to us. They learned the issue is much more complex than they realized, but there are ways to get involved. The pastor was part of the Abolitionist Network's leadership cohort for two years. His church has sponsored several educational events and trainings, and he challenges college students (especially the guys) to take a stand against sexualization in our culture. The pastor is continuing to engage his church with the counter-trafficking movement in his area.

We met a young woman passionate about human trafficking but unclear how to get involved. She joined our leadership cohort because she wanted her suburban church to become engaged in the issue. We trained the church on implementing the Exploitation Response Plan, and one of the church ministries now includes a focus on human trafficking.

Boston Education Collaborative's Church-School Partnership Project

Description	<p>Churches partner with schools in a variety of ways, including in-school or after-school tutoring, mentoring, supporting the school's parent engagement efforts, or service projects. Regardless of the model, students and teachers benefit.</p> <p>We support and strengthen existing and emerging partnerships in a variety of ways. We promote the value of partnership to schools and churches, help support matching schools and churches when needed, help new partnerships understand which program model works best for them, support and train new and existing partnerships, help partnerships work through challenges and deepen their relationship, encourage peer learning by facilitating periodic learning communities for partners, offer trainings (on topics such as logic models or tutoring), and provide resources.</p> <p>Currently, about 35 Boston public schools partner with at least one church. We want to expand to Cambridge, Somerville and other cities in Greater Boston that have struggling school systems.</p>
Budget	50000
Category	Education, General/Other Partnerships in Education
Population Served	K-12 (5-19 years), At-Risk Populations,
Program Short Term Success	<p>In the FY 2016-2017 school year, we expect:</p> <ol style="list-style-type: none">1. Increased commitment by churches and schools to partner together (<i>demonstrated by 20 new churches introduced to partnership opportunity, and 10 new partnerships established</i>)2. Increased depth of existing partnerships between churches and schools (<i>demonstrated by 5 partnerships adding mentoring, tutoring or parent engagements to their current engagement efforts</i>)3. Increased professional development opportunities offered for churches (<i>demonstrated by EGC facilitating 4 quarterly learning community gatherings and offering 4 trainings in outcome measurement, mentoring, or other topics</i>)
Program Long term Success	<p>The Church-School Partnership Project creates and strengthens church-school partnerships that help transform urban schools and empower the next generation to succeed in school and life. In the coming years, we want to increase the number of partnerships with Boston's public schools and also expand to Cambridge, Somerville and other cities in Greater Boston that would benefit from partnerships with churches.</p> <p>Long-term success, which will require time and multiple community partners, is higher attendance rates, higher graduation rates, improved grades, and improved scores on standardized tests.</p>

Program Success Monitored By

In partnership with the Black Ministerial Alliance, we offered a training on outcomes measurement in 2015 for six churches, to help them develop a plan for tracking student outputs and initial outcomes. Five of the churches have mentoring programs, so they collaboratively created a logic model and used it to design questions for a survey that would assess the strength of relationship between mentors and mentees (because we learned that stronger relationships generally have a greater positive impact on the mentee). The sixth church, which developed an in-school mediation and wellness program, developed its own plan for program implementation and student output tracking.

In the FY 2016-2017 school year, we will collect:

- Student attendance and grades from new mentor-mentee matches from families that give their permission for this information to be released to the school partner.
- Strength of relationship surveys from mentor-mentee matches after they have met for at least six months.

Examples of Program Success

A school liaison at English High is convinced 2 students probably would not have finished school, much less gone to college, if their mentors (from urban churches) hadn't encouraged them to attend class and do their homework, helped them learn new skills and develop confidence, and helped them identify academic and personal goals.

An urban Black church, urban Latino Church and suburban White church co-hosted an event for Timilty Middle School 6th graders and their families. Afterward, students reported feeling better prepared to respond to change and consider choices. A teacher shared that the churches helped to provide a positive reason for families to engage with the school (rather than reasons due to the student behavioral or academic issues).

An urban church trained 14 student mediators at West Roxbury Academy in 2015-2016. The mediation and wellness program helped mediate disputes between almost 70 students. Most disciplinary cases were related to bullying.

Intercultural Ministries' Greater Boston Refugee Ministry

Description	<p>We train, coach and mobilize volunteers to welcome refugee families and assist them as they settle in and journey toward self-sufficiency. Our model is designed to foster mutual appreciation, purpose, and healing through authentic, mutually beneficial relationships.</p> <p>We offer training on the challenges faced by refugees, the typical journey of a refugee from homeland to new home, nurturing cultural adjustment and promoting self-sufficiency. As volunteers begin to understand the refugee system, GBRM helps them develop a holistic vision for serving refugees and identifying entry points where they can serve.</p> <p>After training, some volunteers help with one-time events, such as hosting a holiday party. Others join a team that walks alongside a family for 6-9 months. This support is needed primarily during months 3-12 after the family's arrival, as the resettlement agency is phasing out its care. Together the family and volunteer team establishes goals, develops a plan and implements it.</p>
Budget	156000
Category	Human Services, General/Other Services for Ethnic & Immigrant Groups
Population Served	Immigrant, Newcomers, Refugees, Families, Minorities
Program Short Term Success	<p>After 6-9 months, we expect refugee families will:</p> <ul style="list-style-type: none">• Be better integrated into community where they are settled (<i>90% have met at least 1 neighbor; 100% know street names in their immediate neighborhood</i>)• Have better knowledge of resources available (<i>100% can identify and know how to utilize at least 3 community services [such as a food pantry, adult ESL program, or public library]</i>)• Have increased ability to be self-sufficient (<i>indicator: 100% know where to buy groceries and essential goods; 100% feel more confident speaking conversational English; 90% feel confident taking public transportation by themselves; 100% can identify at least 1 long-term goal and have taken 1 or more steps toward it</i>)• Have increased ability to understand and relate to people from different ethnicity, culture or language group (<i>indicator: 80% feel more comfortable around people who are different than them</i>)

Program Long term Success

For the refugee families, long-term success is stability and self-sufficiency for every family we serve. They will be fluent in English, have a job and can support themselves financially, have genuine friendships and not be isolated, are fully integrated into and contributing positively to their community, and are pursuing their dreams. However, it will take longer than the time we serve the families for them to achieve this.

Through their involvement with GBRM, volunteers will gain increased understanding of the resettlement process and the challenges refugees face before and after their arrival; increased cultural competence; and increased ability to understand and serve people from a different ethnicity, culture or language group. Success will be 100% of the volunteers have a better understanding of the systemic nature of the “refugee crisis” and develop a deeper appreciation for what they can learn from people who are different from them.

Program Success Monitored By

We will gauge the growth of cultural competence in volunteers through written assessments. Refugees will be evaluated on their progress toward self-sufficiency using qualitative and quantitative measures identified by resettlement agencies and through face-to-face interviews. They also will be evaluated on their progress in building relational bridges across cultural lines through face-to-face interviews.

There will be written evaluations after 3 months and 6 months, to assess and celebrate the family’s progress toward self-sufficiency and growth in cultural competence. After 6 months, some teams will decide the team’s services are no longer needed. However, other teams may decide the family would benefit from additional support and have the option to continue meeting for 3 more months.

In June 2017, at the end of the pilot phase, we will document our methodology, case studies, best practices, and summary of what we learned and recommendations for the future.

Examples of Program Success

We helped a Congolese family plant roots in Boston by helping them learn to navigate the public transportation system, set up bank accounts, find the local African grocery store, enroll in school, and form new friendships.

We helped a Burundian family enroll their daughter in elementary school in Lynn, walking the little girl to class on her first day.

In May 2016, we met an Iraqi family whose story was told in *The Boston Globe*. At the time, the family was homeless and living in a motel in Saugus. We began visiting them (it was the first time they had eaten a meal with Americans since arriving in the US 2 years earlier) and helped them find an apartment in Lynn and get their new home set up. We trained a volunteer team to continue to help them become settled. This family is not the typical target for GBRM because they are not recent arrivals. However, their story underscores the need for American friends who walk alongside refugees as they settle well into their new lives here.

Starlight Ministries

Description

Starlight equips churches and individuals to build life-changing relationships with people affected by homelessness.

Each year, we serve 500-600 people in Boston, Cambridge and Chelsea through street outreach, shelter visits, a drop-in center and follow up care. We meet people where they are in life, help them set goals, and walk with them as they journey out of homelessness.

Using what we've learned since 1990 about effective outreach and care, we help churches understand the systemic nature of homelessness and build their capacity as they develop or refine programs that equip people to progress through stages of change as they regain physical, emotional, social, vocational and spiritual resiliency. The authenticity and care that we strive for, model and teach to others brings an unwavering hope for change to people affected by homelessness.

Starlight serves everyone on the streets regardless of religious background. In all of our programs, we offer optional faith elements.

Budget

131135

Category

Human Services, General/Other Services for the Homeless

Population Served

Homeless, Poor, Economically Disadvantaged, Indigent,

Program Short Term Success

400 people affected by homelessness develop trusting, sincere, valued, authentic, mutual relationship with a committed volunteer or staff member for at least 3 months

100 people affected by homelessness make new decisions/commitments and take the very best next step (for them) in achieving their stated goals regarding housing stability, sobriety, community or vocation

10 churches or faith-based organizations (FBOs) increase their ability to help another church or FBO serve people affected by homelessness by establishing and sustaining a mentoring relationship for at least 12 months

40 volunteers build relational bridges and nurture mutual life-changing relationship with people affected by homelessness by serving in the same Starlight outreach venue for at least 6 months

500 training participants grow in their knowledge of how to support people affected by homelessness and how to connect them to relevant community resources

Program Long term Success

Building relationships and trust with people affected by homelessness can often be a slow process, and waiting to see change requires a long-term view. Ultimately, we desire for our friends to become active members of a caring and supportive community and to gain stability in their lives (gaining and maintaining housing, achieving and maintaining sobriety/positive mental health status, and gaining and maintaining employment and financial security).

Working with churches and faith-based organizations (FBOs) also takes time, and some are more ready than others to engage in significant and life-changing ways (for them as well as for people affected by homelessness). As we do with people affected by homelessness, we walk alongside churches and FBOs as they set goals (especially regarding the type of programs they want to develop), strive to meet them and then set and move toward new goals.

Program Success Monitored By

Written assessment forms (completed by volunteers and guests affected by homelessness) and conversations with our guests (especially when they mention staff or volunteers by name) help us assess how well we're doing building relationships with people affected by homelessness.

We have identified six stages of change that people affected by homelessness progress through as they seek personal breakthrough in their lives. Written assessment forms and conversations with guests help us know when they have taken the next best step for them in achieving their stated goals.

Written evaluation forms indicate how much participants are learning through our training sessions. We also track the number of new programs or services begun by churches or faith-based organizations we trained.

Examples of Program Success

We have helped people obtain and maintain housing, get into detox, work through legal issues, get mental health services, and regain stability in their lives.

For many years, we took a volunteers to a medical shelter, to offer haircuts and lead a Bible study. In the fall of 2015, we felt the volunteers were ready to begin going by themselves. We check in on them monthly, but now we take other volunteers each week to another shelter, where we lead journaling exercises.

A church in Boston, located near a shelter, realized they could operate a drop-in program modeled after ours. We train all of their volunteers, offer advice (such as protocols to follow if someone is found doing drugs in the bathroom) and provide clothes and socks when their supply runs short. The church has been running the drop-in program continuously since February 2013. Program guests have participated alongside church members in church work days, joined Bible studies, and joined the church.

Management

CEO/Executive Director

Executive Director	Mr. Jeffrey Bass
Term Start	Nov 1991
Email	jbass@egc.org

Experience

Jeffrey Bass, executive director, has served in leadership at EGC for 25 years. Under the Board of Directors, Jeff directs the activities of EGC and is responsible for all aspects of the Center's operation, including hiring, program development and administration. Jeff joined EGC's Board in 1987, consulted part-time for a year in 1990, became Assistant Director in 1991, and Executive Director in 1999. A 1981 graduate of Princeton University (BSE, civil engineering), he served as a consultant with Arthur D. Little, Inc., managing numerous projects and studies for businesses, non-profits and government. In 1987, he became the Administrator of Ruggles Baptist Church and learned first-hand how an urban congregation works. Today he is an active member of River of Life Church in Jamaica Plain. In 2014, he was awarded an honorary Doctor of Divinity degree from Gordon College. Jeff and his wife, Ellen, have lived in Mission Hill since 1986.

Co-CEO

Experience

Douglas Hall began leading EGC in 1964 with his wife, Judy. In 1991, he became President and Jeff Bass became Executive Director. For many years he also served as an adjunct professor with Gordon-Conwell Theological Seminary, teaching classes in urban ministry through their Boston campus, the Center for Urban Ministerial Education. Doug holds a diploma from Moody Bible Institute (1960), a degree in sociology and anthropology (BA, 1962) and Master of Arts in counseling and guidance from Michigan State University (1966). He graduated from Gordon-Conwell in 1968 with the equivalent of a Master of Divinity degree, and was granted an honorary Doctor of Divinity from that institution in 1981 for his pioneering work in urban ministry. He is the author of *The Cat and the Toaster: Living System Ministry in a Technological Age* (Wipf & Stock, 2010) as well as numerous articles and papers on urban ministry. Doug and Judy retired from EGC in August 2014, on the day of their 50th anniversary at EGC. They remain active in ministry and serve as consultants at EGC.

Former CEOs

<u>Name</u>	<u>Term</u>
Mr. Douglas Hall	Aug 1964 - Nov 1991

Senior Staff

Ms. Liza Cagua-Koo

Title	Assistant Director
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Experience/Biography

Liza Cagua-Koo, assistant director, enjoys working with Jeff Bass to provide leadership to all aspects of EGC's work and operations. After graduating from Harvard, Liza worked in the private sector as everything from bookkeeper to director of technology. In 2002, she quit her plush job and followed God's call to support ministries in Boston full time. Joining TechMission, a faith-based non-profit, she developed partnerships, launched tech programs and co-directed a youth worker program in Boston and Los Angeles. She came to EGC as senior program director to support the organization's various programs, and has served as assistant director since January 2010. Liza is a long-term resident of Boston, where she lives with her husband and two young children.

Ms. Nika Elugardo**Title**

Director, Applied Research and Consulting

Experience/Biography

Nika Elugardo directs Applied Research and Consulting for EGC. Before attending law school in 2007 to study corporate social responsibility and international law, Nika worked at EGC for 7 years; first in development and consulting, then as founding Director of Consulting. Nika began her career as a coalition-builder and advocate in 1996, managing the National Consumer Law Center's Foreclosure Prevention Project, a research-driven private-public sector partnership. Nika's work since has focused on equipping corporate, nonprofit and public leaders to work together to plan and impact sustainable and data-informed social movements. She holds a B.S. from MIT, a Master's in Public Policy from Harvard's Kennedy School of Government, and a JD from Boston University School of Law, where she continued as faculty on a six-month Fellowship to launch her ongoing pro bono consultancy in India.

Mr. Jeffrey Murray**Title** Operations Director**Experience/Biography** Jeffrey Murray became EGC’s Operations Director in 2013. In this role, he helps EGC provide both a healthy work environment and an efficient infrastructure for its staff and programs by supplying leadership and support to the Center's day-to-day operations, and managing EGC's capacity in areas such as finances, budget, human resources, and facilities. Upon graduating from Notre Dame in 1998, Jeffrey began his professional career specializing in technology and business. A lifelong Massachusetts resident, he has lived in Boston since 2006, and is ardently involved in two church congregations (New Hope Community Church in Ayer and Bethel AME Church in Jamaica Plain). Always desiring the sensitivity to God's calling, he has engaged in several critical arenas of service—ultimately leading to EGC—including youth mentoring, spiritual fellowship with men of God, and even missionary work in Durban, South Africa. Alongside his wife, Jeffrey is a loving parent of two children.**Ms. Dana Wade****Title** Grants Manager**Experience/Biography** Dana Wade has served on EGC's Development team since 2002, providing leadership with fundraising, special events, and communications. She also provides occasional individualized technical assistance and workshops on proposal writing and fundraising for non-profits. Prior to joining the staff, Dana served as a Board member of EGC. Professionally, Dana worked as the manager of contributions at John Hancock Financial Services where she reviewed funding proposals, conducted site visits, and provided technical assistance to non-profits. During her 20-year tenure at Hancock, Dana designed and led corporate volunteer programs and helped plan and run corporate events. She holds a bachelor’s degree from Gordon College and a master’s degree in urban affairs from Boston University. Dana is a member of River of Life Church in Jamaica Plain and lives in the Mission Hill neighborhood of Boston.**Staff Information**

Full Time Staff	20
Part Time Staff	18
Volunteers	150
Contractors	0
Retention Rate	91%

Staff Demographics - Ethnicity

African American/Black	9
Asian American/Pacific Islander	4
Caucasian	21
Hispanic/Latino	4
Native American/American Indian	0
Other	0

Staff Demographics - Gender

Male	18
Female	20
Unspecified	0

Formal Evaluations

CEO Formal Evaluation	Yes
CEO/Executive Formal Evaluation Frequency	Annually
Senior Management Formal Evaluation	Yes
Senior Management Formal Evaluation Frequency	Annually
NonManagement Formal Evaluation	Yes
Non Management Formal Evaluation Frequency	Annually

Plans & Policies

Organization has a Fundraising Plan?	Under Development
Organization has a Strategic Plan?	Yes
Years Strategic Plan Considers	5
Date Strategic Plan Adopted	Sept 2012
Does your organization have a Business Continuity of Operations Plan?	No
Management Succession Plan?	No
Organization Policy and Procedures	Yes
Nondiscrimination Policy	Yes
Whistleblower Policy	Yes
Document Destruction Policy	Yes

Collaborations

We collaborate closely with ministry partners such as the Black Ministerial Alliance, Vision New

England, and Gordon-Conwell Theological Seminary. We also work closely with networks such as Greater Things for Greater Boston.

In addition to collaborating with churches, all EGC programs partner with a variety of faith-based and secular community organizations. For example, the Greater Boston Refugee Ministry is working closely with the Refugee Immigration Assistance Center, Catholic Charities, and the Lowell office of the International Institute of New England. Starlight Ministries is a member of the Massachusetts Housing and Shelter Alliance and the Boston Warm Coalition and also works closely with many shelters and service providers, including Barbara McGinnis House, Southampton Street Shelter, Woods-Mullen Shelter, and Friends of the Homeless of the South Shore. We have a signed Memorandum of Understanding with the Boston Public Schools for the Church-School Partnership Project.

Comments

CEO Comments

From the executive director:

Our current strategic plan was developed in 2012 with the help of the Bridgespan Group. The plan covers FY2013-2017. This year (FY2017) I am working closely with the Board Strategic Planning Committee and staff leadership to develop a new strategic plan for FY 2018-2022. The plan will address how we need to grow organizationally to be effective and sustainable, and articulates the impact we hope to have in the community during this timeframe.

Board & Governance

Board Chair

Board Chair	Rev. Eva Clarke
Company Affiliation	Boston Financial Investment Management
Term	July 2016 to June 2017
Email	pastor.eva@lifechurchboston.org

Board CoChair

Board CoChair	Rev. Dongsup Samuel Kim
Company Affiliation	Intercultural Mission Church
Term	July 2016 to June 2017
Email	heysamkim@gmail.com

Board Members

<u>Name</u>	<u>Affiliation</u>	<u>Status</u>
Mr. Nathan Abramson	Noteflight	Voting
Mr. Jeffrey Bass	Emmanuel Gospel Center	Exofficio
Ms. Julie Buchta	community volunteer	Voting
Rev. Eva Clarke	Boston Financial Investment Management	Voting
Ms. Betsy Cowan	City of Boston	Voting
Rev. Ramonita Diaz	retired	Voting
Ms. Crystal Dixon	Cross-Factor Academy	Voting
Mr. David Hanna	Boston Advisors	Voting
Dr. James Harper	Pure Tech	Voting
Mr. Daniel Jang	Monitor Clipper Partners	Voting
Rev. Dongsup Samuel Kim	Intercultural Mission Church	Voting
Dr. Mark Yoon	Boston University	Voting

Board Demographics - Ethnicity

African American/Black	2
Asian American/Pacific Islander	4
Caucasian	5
Hispanic/Latino	1
Native American/American Indian	0
Other	0

Board Demographics - Gender

Male	7
Female	5
Unspecified	0

Board Information

Board Term Lengths	4
Board Term Limits	2
Number of Full Board Meetings Annually	6
Board Meeting Attendance %	93%
Written Board Selection Criteria?	Yes
Written Conflict of Interest Policy?	Yes
Percentage Making Monetary Contributions	100%
Constituency Includes Client Representation	Yes

Standing Committees

Strategic Planning / Strategic Direction

Board Development / Board Orientation

Finance

Development / Fund Development / Fund Raising / Grant Writing / Major Gifts

Financials

Fiscal Year

Fiscal Year Start	July 01, 2016
Fiscal Year End	June 30, 2017
Projected Revenue	\$2,092,152.00
Projected Expenses	\$2,144,950.00
Endowment?	Yes
Endowment Value	\$124710.00
Spending Policy	Income Only
Credit Line?	Yes
Reserve Fund?	No
Months Reserve Fund Covers	0

Detailed Financials

Revenue and Expenses

Fiscal Year	2016	2015	2014
Total Revenue	\$1,823,329	\$1,760,244	\$1,299,676
Total Expenses	\$1,967,788	\$1,618,668	\$1,457,795

Revenue Sources

Fiscal Year	2016	2015	2014
Foundation and Corporation Contributions	\$926,296	\$855,147	\$496,207
Government Contributions	\$0	\$0	\$0
Federal	--	--	--
State	--	--	--
Local	--	--	--
Unspecified	--	--	--
Individual Contributions	\$804,692	\$753,163	\$654,256
Indirect Public Support	--	--	--
Earned Revenue	\$87,211	\$146,906	\$133,793
Investment Income, Net of Losses	\$5,130	\$5,028	\$15,420
Membership Dues	--	--	--
Special Events	--	--	--
Revenue In-Kind	--	--	--
Other	--	--	--

Expense Allocation

Fiscal Year	2016	2015	2014
Program Expense	\$1,411,053	\$1,145,179	\$934,228
Administration Expense	\$357,527	\$326,853	\$407,282
Fundraising Expense	\$199,208	\$146,636	\$116,285
Payments to Affiliates	--	--	--
Total Revenue/Total Expenses	0.93	1.09	0.89
Program Expense/Total Expenses	72%	71%	64%
Fundraising Expense/Contributed Revenue	12%	9%	10%

Assets and Liabilities

Fiscal Year	2016	2015	2014
Total Assets	\$1,268,997	\$1,357,972	\$1,241,191
Current Assets	\$432,532	\$440,221	\$292,024
Long-Term Liabilities	\$364,617	\$379,076	\$393,371
Current Liabilities	\$156,247	\$86,304	\$96,804
Total Net Assets	\$748,133	\$892,592	\$751,016

Short Term Solvency

Fiscal Year	2016	2015	2014
Current Ratio: Current Assets/Current Liabilities	2.77	5.10	3.02

Long Term Solvency

Fiscal Year	2016	2015	2014
Long-Term Liabilities/Total Assets	29%	28%	32%

Top Funding Sources

Fiscal Year	2016	2015	2014
Top Funding Source & Dollar Amount	--	--	--
Second Highest Funding Source & Dollar Amount	--	--	--
Third Highest Funding Source & Dollar Amount	--	--	--

Capital Campaign

Currently in a Capital Campaign?

No

Comments

Foundation Staff Comments

Financial summary data in charts and graphs are per the organization's audited financials. Contributions from foundations and corporations are listed under individuals when the breakout was not available.

Please note, while Emmanuel Gospel Center (EGC) is covered under a 501(c)(3) status, it is not required to file an annual return (Form 990) with the IRS because it is a church, as such, no Form 990s are posted above.