



DWELL

COMMUNITY CHURCH

a ministry of XCF

2025 Annual Report

Leadership



CONRAD HILARIO
Senior Pastor



RYAN LOWERY
Senior Pastor



CHRIS HEARTY
Elder



BRET MCCALLUM
Elder



KATE MIZELLE
Elder



SCOTT RISLEY
Elder



JAMES ROCHFORD
Elder



JOHN ROSS
Elder



BRIAN RUNK
Elder

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Dwell Community Church

MISSION STATEMENT

Connecting biblical truth to modern life in real community.

CORE VALUES

Bible-Centered • Community • Multiplication • Grace • Stewardship • Transparency

Dwell is known for its equipping ministries to develop Christian workers and leaders. Our multimedia Bible teachings, class materials, and essays are excellent resources to browse and download at no charge. Please see our [copyright guidelines](#) for more information. We also offer books and other resources from Dwell leaders, many of which are available at our Study Center.

Dwell is organized by divisions. The five divisions each have their own coordinator and staff department heads. The coordinators meet with the senior pastors to form the management team. They are in turn responsible to the board of elders.

Missions

Dave Glover, Division Coordinator

OUR VISION

The Missions Division exists to catalyze indigenously-led house church planting movements among poor and least-reached people groups.

WHAT WE DO

Through our Global Partnerships, we come alongside indigenous and near-neighbor workers to facilitate the formation of house churches and community transformation overseas. These partnerships combine the powerful dynamics of movements overseas with Dwell's experience and resources.

Through the Humanitarian Aid & Development Fund (HADF), we support gospel-centered organizations dedicated to meeting the physical and spiritual needs of underprivileged communities in Columbus and around the world.

Domestically, we facilitate extra-local church planting efforts across the United States.

Global Partners

We focus on starting and accelerating house church planting movements through our Global Partnerships. Global Partnerships are collaborative ministries dedicated to partnering with and empowering the vast international network of indigenous and near-neighbor workers. In addition, our Global Partners serve their communities by providing assistance that empowers individuals living in poverty. **By 2030, our target is to catalyze an international network of 100,000 people in 10,000 house churches, each led by at least one leader.**



Cote d'Ivoire Church



Dwell works with 11 Global Partners in 7 regions: West Africa, East Africa, African Great Lakes, Central Asia, South Asia, Southeast Asia, Latin America, and the Caribbean. Our Global Partners represent hundreds of national workers who oversee a network of over 6,980 house churches and 4,665 house church leaders, totaling 57,300 members. Our 13 Global Workers serve among six Global Partners to provide leadership development and facilitate church planting. The Missions staff provides equipping in areas such as house church planting, discipleship, and theology. The Missions staff also provides strategic planning assistance, oversight, and pastoral care.

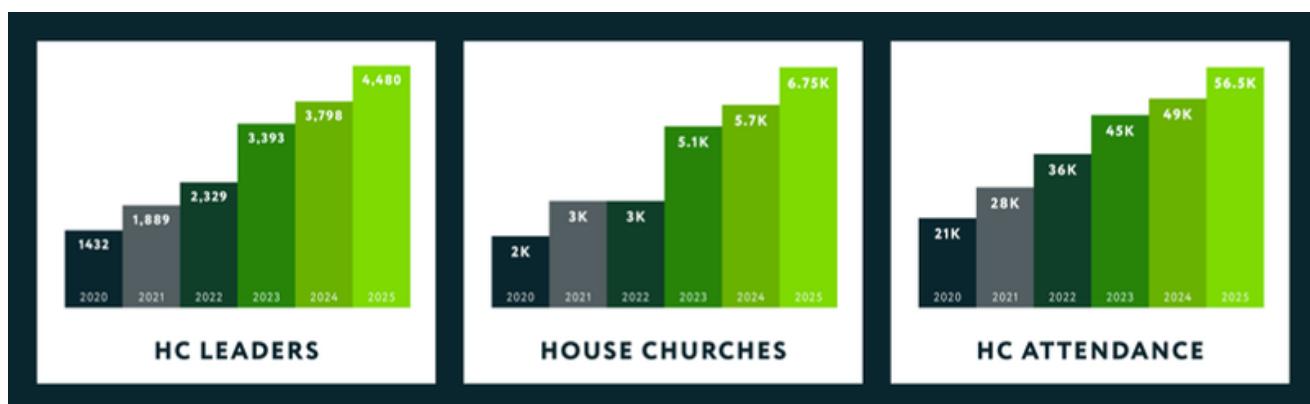




Cambodia School

Our brothers and sisters overseas continue to experience significant challenges to daily life, such as regional armed conflicts, political and social instability, a rapid increase in inflation and poverty, and worsening persecution. They have planted churches in six countries identified by the International Rescue Committee (IRC) as having the most risk of a humanitarian emergency in 2025. We admire the faith, resilience, and deep commitment of our Global Partners who live, work, and serve in these challenging contexts.

Despite all these difficulties, Dwell is incredibly encouraged by the significant gains in house church growth in many regions of the world. Christians in house churches reach out to their communities with the love of God both in word and in deed. Dwell's partners' commitment to running community development and poverty alleviation programs is exemplary. Communities continue to experience holistic transformation as these ministries remain committed to serving their communities through health education, village outreach, medical clinics, schools, scholarships, job training, business start-up microfinance, and emergency relief, among many other services.



Partnership Highlights

ARCO CHURCH – ECUADOR

Dwell Missions partners with Arco Church to plant house churches in El Oro province, a least-reached region in Ecuador. Dwell works alongside a talented and passionate team of indigenous leaders in El Oro to provide biblical equipping and strategic planning. In addition to church planting, Arco offers much-needed services to its community by serving impoverished children through Compassion International and building homes for those in need. Dwell provided Arco Church with \$30,600 in financial support through the Global Partnership Fund. These funds were used to support two church planters, training, and home church oversight.



Ecuador Clinic

The security situation remained difficult in El Oro, particularly in the coastal regions where our partners live. Intra-gang violence and government-versus-gang warfare are still ongoing. Gangs control certain parts of town and extort local businesses. Robbery and violent incidents are high. Most people don't go out at night. Many people are leaving the region and migrating to other countries. Our partners ask that we continue to pray for their "kings and all those in authority, that they may live peaceful and quiet lives in all godliness and holiness." (1 Timothy 2:1-2)

From a church planting perspective, the picture has been mixed. Overall attendance is down, but one new house church was planted. The security situation has also led to increased spiritual interest and a desire to seek God among the general population.

There are six assemblies of house churches in El Oro province. The assemblies in Guabo, Machala, and Santa Rosa have established themselves as solid, stable communities and aim to expand in their respective cities. The three newer assemblies across the province (in Ponce, Pasaje, and Huaquillas) are growing, with new teams established over the last three years to work in those locations. They plan to develop indigenous leaders in all house churches and to establish an indigenous leadership team for each location.

In the fall, representatives from the Missions division conducted a training session in Cuenca for the leaders from El Oro. They discussed discipleship and leadership within house churches.

BERAKA CHURCH – HAITI

Dwell has been working with Beraka Church in southern Haiti since 2011. Our partners in Haiti are facing challenges due to the national crisis. The house churches continue to meet, but growth is limited due to limited mobility and fear of leaving their homes due to violence and crime. The gangs continue to rule vast portions of the country. Many people fled Port-au-Prince and relocated to the southeast part of the country, where our partners established a small network of house churches.

Despite these unfortunate events, the local church perseveres to serve Christ and its neighbors. This ministry's leaders and church planters oversee a network of 51 house churches with 311 people in attendance. This year, Dwell sent \$65,000 in support. This goes to house church planting, training, and the medical clinic. Dwell funds two full-time house church planters. The medical clinic operates out of the Beraka Church and holds monthly mobile clinics in the Jacmel area, at locations where house churches are present, to assist and share Christ with their neighbors.

Pastor Duplessy and his wife, Mona, visited Columbus in May for an update on the ministry to discuss plans for 2026. Dwell is honored to work alongside such resilient and loving brothers and sisters, sharing the hope of Jesus in Haiti.

CENTRAL ASIA

Dwell's global workers, Mark and Laura, continue to work among Central Asian university students. These students are from some of the least-reached people groups in the world. Through their house church and personal relationships, Mark and Laura are discipling students to train them to plant house churches and practice disciple-making when they return to their home countries in Central Asia. They have started a successful youth home church that draws up to 35 students. Both Mark and Laura meet weekly with students and disciple them during their time at the university. They have begun to follow up on, train, and assist students who have returned to Central Asia, helping them take steps toward evangelism and church planting in their respective contexts.

Dwell provided \$5,000 in financial support to Central Asia through our General and Global Partnership Fund. They use these funds to translate and distribute evangelism and discipleship training resources, as well as to serve as seed money for business projects, enabling returning students to become self-supporting as they seek to plant house churches.

FOUNTAIN OF HOPE - CAMBODIA

The Fountain of Hope (FOH) executive leadership team, including representatives from each provincial office and the leaders of their four programs, continued to advance the ministry. Nareth serves as co-country director along with Phay, and Joke van Opstal continues to serve as the country advisor from her home in the Netherlands.

The ongoing priority for the Fountain of Hope staff is to develop leaders who can independently lead cell churches. One hundred and six leaders are currently deployed, and FOH plans to build on this foundation in the years to come.

Fountain of Hope operates in five provinces in Cambodia, offering four programs: Life of Value, Life of Hope, Joy of Our Children, and Our Strong Village.



Fountain of Hope



Fountain of Hope Leaders

- Life with Value provides support groups and a curriculum to address the community's needs. Local leaders collaborate with Fountain of Hope staff to develop programs that address the most pressing community issues. There are 268 groups, with approximately 3,350 adults participating.
- Life of Hope provides a spiritual impact in the community through cell churches. Cell churches are where Christians gather to learn, worship, and deepen their relationship with Christ. As of September 2025, there were 356 cell churches with over 4,100 members.
- The Joy of Our Children program offers spiritual and health education to children aged 5 to 18. The younger children attend lessons about safety, health, hygiene, and the love of God through songs, Bible verses, skits, and puppet shows. The scope of this program encompasses 143 children's groups (ages 5-12), with over 11,970 children in attendance and 169 teen groups (ages 13-18), serving over 2,370 participants. They also have a Big Brother/Sister program that pairs 525 children with older mentors.
- Finally, Our Strong Village helps churches and communities meet needs with existing resources and skills, equipping them to forge their future. Hundreds of cell church members have been trained in community development and have assisted in leading this program.

Dwell conducted two separate field visits to meet with and encourage the ministry's leaders and provided FOH with \$200,000 in financial support through its Global Partnership Fund in 2025.

FRIENDSHIP MINISTRIES - CAMBODIA

Friendship Ministries is dedicated to cultivating a thriving network of house churches in and around Kampong Cham, Cambodia. The ministry's vision is to establish a network of house churches composed of reproducing disciples who impact their community for Christ in every district of Kampong Cham province.

In 2025, Friendship Ministries consisted of 17 house churches, each led by a house church leader, with a total of 122 people in attendance. In addition to these established house churches, five active outreach groups have an overall attendance of 21 people. An average of 25 students participate in a soccer outreach program and hear a Bible teaching each week. We praise God for the momentum these groups have experienced and look forward to all that God will do through our partners in Kampong Cham in the years to come.



Friendship Ministries Classroom

Dwell Global Workers serves this community by offering medical care and education through the Friendship School, established in 2009. The school provides education for over 200 underprivileged children. Our Global Worker team includes Chris and Amy, who work closely with three indigenous church planters, including the development of a discipleship curriculum for the indigenously led Life Transformation Groups. This year, Dwell provided \$100,000 in support, comprising \$50,000 from the Dwell General Fund and \$50,000 from the Global Partnership Fund.

MERCY MEDICAL CENTER - CAMBODIA

Mercy Medical Center (MMC) envisions a fully staffed, Cambodian-led mission hospital that facilitates church growth locally and provincially, serves the poor and underserved, trains national healthcare workers, and partners with local and global churches. Through its regional outreach centers, MMC maintains the 4P mission (Proclaim, Provide, Prepare, and Partner).

MMC is based in Phnom Penh and serves individuals from every province in Cambodia. This year, MMC provided medical care to over 20,000 patients. The four-person counseling department offered counseling sessions to many individuals. MMC works with over 140 referring partners to plant house churches throughout Cambodia.



MMC Spiritual Impact Team

The Outreach Division (ORD) comprises 12 national workers who oversee a network of 19 house churches, with approximately 160 members. The ORD was reorganized in 2025 to include three departments: Church Planting Team, Onsite Spiritual Care, and Community Health Workers. To oversee the new ORD, the Division Coordinator role was established, and a highly qualified individual was appointed to the position.

MMC staff includes Dwell Missionaries Tim Benadum, Director; Marjie Benadum, Partnership Director; and Scott and Jeanne Arter, who provide accounting and administrative support. The Benadums and Arters also serve as mentors to several national workers.

In 2025, Dwell provided MMC with \$45,000 in financial support, \$35,000 from the Global Partnership Fund, and \$10,000 from the General Fund.

INDIA GOSPEL LEAGUE

The India Gospel League is an indigenously led ministry that aims to plant a church in every village in India by 2040 (Achieve 2040). Dwell's partnership with the India Gospel League involves a 5-year commitment to fund church planting and community development initiatives in a specific region of India. We completed the fifth year of our commitment in 2025. The goal is to plant 300 churches and have 80 church planters leading churches in the area Dwell sponsors by the end of our 5-year commitment. For security reasons, Dwell cannot share the name of the region, as there are increasing threats and persecution against Christians in India. Please join us in prayer for our brothers and sisters who risk their lives for the sake of the gospel.

As of 2025, the region had 278 churches and 85 church planters. The India Gospel League continues to invest in the next generation of workers and leaders. Over 9,100 children participated in the Children's Gospel Clubs. One hundred thirty-three youth leaders were trained for ministry. Praise God for the development of these young people.



In addition to the growth in this region, Dwell had a prior partnership in a different part of India. The churches in that region have continued to grow, and, to date, 501 churches, 103 church planters, and 9,886 believers are in attendance. Dwell contributed \$60,600 from the Global Partnership Fund to support the work in India this year.

Finally, we are pleased to announce the launch of a new initiative in West Bengal and Bangladesh. This is a five-year plan for church planting, theological education, discipleship, leadership development, and community transformation.

SOUTHEAST ASIA

Southeast Asia is our longest-running partnership, with one couple still serving on the field (Jeff & Linda). More responsibility and leadership have been transitioned to national partners. Six non-Governmental Organizations (NGOs) are in place, led by 20 national workers. The scope of the ministry impacts thousands of people and continues to grow rapidly. Dwell is grateful to the national workers and expat couples for their long-term service to their local communities.

The national workers and Dwell's remaining in-country workers oversee a growing network of nearly 1,500 house churches, with over 9,750 people in attendance (a 24% increase in attendance from last year). In addition to the house churches, the national workers provide feeding programs, after-school activities, micro-lending, and various development initiatives serving people experiencing poverty.

Over 300 students are supported through the student sponsorship program, receiving full or partial scholarships. These students would not be able to attend school without the generous financial support of this ministry. Also, over 25 college students receive scholarships, small stipends, and housing while being mentored and trained as leaders. These initiatives are critical for developing the next generation of workers and leaders.

This year, Dwell sent \$381,070 in support, \$199,070 from the Dwell General Fund, \$140,000 from the Global Partnership Fund, and \$42,000 in student sponsorship donations.

BETHEL CHURCH - ETHIOPIA

Bethel Church continues its mission to mobilize, equip, and plant a network of multiplying house churches throughout Northern Ethiopia. Dwell Global Workers, Lou and Genet, reported a network of over 200 house churches with 3,700 attendees. This year, Dwell provided \$135,300 in support, comprising \$17,300 from the Dwell General Fund, and \$118,000 from the Global Partnership Fund.



Ethiopia Conference

The turmoil caused by the civil war in Tigray that started in 2021 has resulted in an estimated 600,000 casualties and nearly 1 million internally displaced people. This tragic war has been one of the bloodiest in our lifetimes. However, this year, travel to Tigray resumed, and the Bethel leadership conducted training sessions for the house church leaders and members.

Conflicts persist in the Amhara region, making travel from city-to-city in the North challenging. Bethel Church conducted quarterly training sessions for church planters, despite the limited mobility of some participants. The topics included contextualized evangelism, intercessory prayer, discipleship, and serving God in challenging circumstances. The regional coordinators provided quarterly training sessions for the home church leaders. Over 60 potential leaders are participating in the “Growing Leadership” materials.

Sixty-one church planters are part of the Bethel network. Bethel Church supports 24, Dwell supports 33, and another four are co-supported by Bethel and Dwell. The church planters work in seven different regions.

The Missions Division worked with the Bethel leadership to develop a proposal for funding a school in Shire, West Tigray. 500,000 IDPs live in Shire. The proposal, approved by the elders, was for \$18,500 (\$9,500 from the GPF undesignated fund and \$9,000 approved as an elder overage). The school began in the Fall with 156 students enrolled.



Ethiopia IDP Camp

MISSION PENTECOSTE INTERNATIONAL (MPI) – WEST AFRICA

Dwell's partners' network of house churches in West Africa continues to grow rapidly. This network now represents over 20,700 people in 3,590 house churches. One of the most significant indicators that MPI has entered the movement phase as an organization is the spontaneous expansion of home churches. There are 158 indigenous church planters mobilized to plant house churches across the regions of Côte d'Ivoire and francophone West Africa—specifically Burkina Faso, Guinea, Liberia, Niger, and Benin.



Please pray for our friends in West Africa as they face threats of persecution and violence on the part of extremists in certain parts of the region, along with all the other challenges experienced by people in developing nations (low incomes, little access to medical care, insecurity). Through the Global Partnership Fund, Dwell provided MPI \$180,000 in financial support, covering rent payments for church planters, training, church planter oversight, and transportation.

TUMAINI CHRISTIAN FELLOWSHIP – DEMOCRATIC REPUBLIC OF CONGO

2025 marked the fourth year of Dwell's partnership with Tumaini Christian Fellowship in the Democratic Republic of Congo (DRC). Dwell has worked with Vinton and his team for several years. Before Dwell formally partnered with them, the ministry experienced incredible growth, transforming from a small church to its current size. The national leadership team is well-organized, passionate, and driven. There are currently 1,642 people in 123 house churches led by 185 leaders.



Tumaini Christian Fellowship Members

The situation in the DRC remains challenging due to the presence of rebel insurgents. It is difficult for people to leave their homes, buy food, or operate their businesses. The banks were closed for most of 2025.

They planted 11 house churches this year and saw the number of members increase. People fled the fighting and were incorporated into the TCF house churches. According to Vinton, many people came to faith. They held leadership training sessions in five different districts for over 120 leaders. Their ministry motto is Remain teachable to become usable.

In 2025, Dwell sent \$33,800 to the DRC from its Disaster Relief Fund to support refugee relief efforts in the areas of Goma and Bukavu. Additionally, Dwell provided \$8,000 in financial support to the Tumaini Christian Fellowship through the Global Partnership Fund. Finally, Dwell provided \$18,500 to expand the microloan plan in the DRC. Loans were given to 292 women who were part of 38 microloan groups. Each participant received \$80 to purchase goods for resale.

STRATEGIC PARTNERS

In addition to Dwell's Global Partners and the Commissioned Missionaries who work in the context of Global Partnerships, Dwell sent five other couples, Strategic Partners, who are making a valuable and significant contribution to the cause of Christ overseas.

Seann and Amy Gibson are long-time faithful servants in Taiwan seeking to plant house churches for young adults. They are actively engaged in discipleship and provide a living example of authentic body life. In a place where such examples are scarce, this work is life-changing for the people involved. Seann and Amy have been in Taiwan since 2002.

Bruce and Sonya serve in Southeast Asia, developing and mobilizing national workers as church planters. They continue to lead a large team and are part of a broader effort to establish a "hub" in their city. The "hub" idea is to have a location and team that can help new people settle in well, providing good support while they learn the culture, language, and how to live in their new environment. They were deployed in 2002.

Bob and Carol work with Bruce and Sonya in Southeast Asia. Bob teaches at the international school, and both play a support role on the "hub" team. Bob and Carol were deployed in 2019.

Scott and Jeanne Arter serve in Cambodia with the Mercy Medical Center. They provide accounting and administrative support, as well as mentoring national workers. Scott also works closely with the Outreach Division, MMC's church-planting arm. They were deployed in 2018 and are an integral part of MMC.

Gianfranco (Canco) and Kait Casassa were deployed earlier this year to Spain to focus on the Western Mediterranean region. Kait is in language school and progressing at an excellent pace. Canco works with GBU, a campus ministry. He oversees two different campus ministries and is studying with three guys.

Brian joined a team in the Middle East and is doing well; his language acquisition is progressing at an excellent pace, and his role as an English teacher is going well. He has a supportive, unified team and has succeeded in making friends with nationals.

Humanitarian Aid and Development Fund

Our Humanitarian Aid and Development Fund exists to develop underprivileged communities and alleviate poverty by funding ministries that meet both physical and spiritual needs in Columbus and around the world. **The HADF goal in 2025 was \$198,500. Thanks to the tremendous generosity of Dwell members, the goal was exceeded.**



Humanitarian Aid and Development Fund in Democratic Republic of Congo

HADF Highlights

SHE IS SAFE

She is Safe seeks to help women worldwide who are vulnerable to abuse and sex trafficking through prevention, rescue, and restoration. The \$7,500 of support provided through the HADF helps protect girls in Indonesia and offers spiritual and economic training in transformation groups. Through She is Safe's Children-At-Risk program, thousands of children learn about God's love, 10 Tips to Safety, and receive school supplies.

2025 was a big year of transition for the work in Indonesia. We are sad to report that the founder and leader of the Transformation Groups and Children's Outreach ministry, as well as her husband, both passed away. Despite this difficult news, the ministry has been progressing well and is now led by her son. Here are just a few highlights from last year:

- 84,480 children participated in the Abuse Prevention Program
- 10,951 children participated in the weekly Children's Outreach Program
- 867 women and teens are in weekly Transformation Groups
- 9 girls under 18 years old were rescued from trafficking

HOPE FOR THE HILLTRIBES

Hope for Hilltribes works among poor minority groups in Thailand. It provides services for those affected by HIV/AIDS, education for children, and care for individuals with disabilities. With the \$7,500 in support from the HADF, Hope for Hilltribes was able to serve more people from marginalized groups.

CENTRAL OHIO YOUTH FOR CHRIST

Central Ohio Youth for Christ is committed to serving at-risk teens in Central Ohio. The \$35,000 contribution supports program initiatives, including Bible studies, educational programs, tutoring, job skills training, career coaching, and mentoring.

GRACEHAVEN

Gracehaven's mission is to care for the growing number of victims of local sex trafficking. It provides comprehensive, client-centered services to minors in Central Ohio. Dwell contributed \$15,000 to support this critical effort.

INTERNATIONAL FRIENDSHIPS

International Friendships (IFI) partners with local churches in Columbus to welcome international college students at local universities and help them return home with the gospel. The \$2,500 contribution enables the ministry to extend life-changing hospitality and friendship to international students. There are over 1,600 students served by IFI's programs, with more than 150 participating in Discovery Bible studies.

AKILI CHRISTIAN HIGH SCHOOL

Akili Christian High School's mission is to educate, train, and develop young leaders for God who can give back to their community. The \$60,000 contribution will support student scholarships, fund career opportunities and training, and provide other necessary student resources. A significant structural change occurred with Akili in 2025, as ownership was transferred to Urban Concern.

URBAN CONCERN

Urban Concern demonstrates the love of Jesus Christ by addressing the practical, relational, and spiritual needs of students and families facing economic hardship, empowering them to serve God and their community.



Dwell Community Church is relaunching Urban Concern, a nonprofit organization dedicated to serving individuals and families in Columbus facing economic hardship. Grounded in the belief that God deeply loves those affected by poverty, Urban Concern seeks to demonstrate the love of Jesus Christ by addressing practical, relational, and spiritual needs. Through this work, we aim not only to support students and families but also to empower them to serve God and strengthen their communities. Beginning in 2026, Urban Concern will bring together four complementary ministries to create meaningful impact in communities affected by poverty: Akili Christian High School, Renegade, the Free Clinic, and the Life Coaching Program. Together, these ministries address practical, relational, and spiritual needs while equipping people to grow in their love for God and their ability to serve others. Urban Concern will also offer targeted programs, including literacy training and several stipend initiatives, designed to help individuals overcome barriers and move toward greater stability and growth.

Please join us in praying that God will work powerfully through Urban Concern to impact individuals and communities, and that these ministries will help develop spiritual leaders devoted to strengthening their communities.

COLUMBUS INTERNATIONAL OUTREACH

The Columbus International Outreach Fund supports our neighbors from other parts of the world who have relocated to Central Ohio by addressing the most pressing needs of individuals, families, and communities. This fund contains \$6,000 earmarked for these efforts.

Volunteers from Dwell continue to serve the Somali Bantu community. The ministry team successfully ran a summer program that brought together Bantu students to discuss building relationships and strengthening their sense of community. This team has also met with Bantu students throughout the year in small groups to further explore community building and provide a safe, fun environment for them. This year, in partnership with a Bantu-led community organization, the team has held two community events serving hundreds of residents in three predominantly Bantu neighborhoods.

COMMUNITY CLOTHING OUTREACH (CCO)

CCO has become an established clothing ministry in the heart of Columbus. A free, reliable clothing resource ensures children have the proper clothing for school and provides parents with greater financial stability by reducing clothing expenses. The \$10,000 from the HADF provides funding for Saturday shopping hours, shopping hours for partner organizations, legal expenses, marketing, subscription fees, fundraising & staff development events, and office supplies. CCO served 86 shoppers per month.

HARAMBEE CHRISTIAN SCHOOL

Harambee Christian School was founded in 1998 with the mission to help young people overcome life's challenges and prepare them to thrive in the body of Christ. Through the HADF, Dwell sent \$40,000 to Harambee Student Support to help support high-quality education and mentorship of at-risk youth in Columbus.

Please see Harambee's annual report for more details about the 2024-2025 school year.

Domestic Church Planting

The missions division administered funding and partnership agreements with two extra-local church plants: Bryan and Hope Jones in Cincinnati and Josh and Meri Benadum in Central Florida.

The Central Florida plant became independent in June 2025, and we completed our agreement with Rooted Community Church (Cincinnati) in December.

2025 FINANCIAL OVERVIEW

There are three funding streams for the missions division: the General Fund, the Global Partnership Fund, and the Humanitarian Aid and Development Fund. The Missions Division is responsible for stewarding each of these income sources.

Fund	Amount
Dwell General Fund	\$969,440
Global Partnership Fund	\$890,600
Humanitarian Aid & Development Fund	\$198,500
Total	\$2,058,540



The General Fund spending was under budget by \$13,980, or 1.4% of the total budget. This positive variance was primarily driven by three factors:

- Reduced field visits—we were unable to complete a visit due to civil unrest
- Lower employee benefit expenses
- Fewer hours billed by hourly staff

In addition to their commitment to the Dwell General Fund, Dwell members made generous contributions to the Global Partnership Fund (GPF) and the Humanitarian Aid and Development Fund (HADF). Dwell is grateful to God for the incredible generosity of people. The HADF was fully funded in August, and the GPF was expected to be complete by the end of the year.

The Global Partnership Fund is the focus of fundraising in the Missions Division. In 2025, Dwell provided financial support for church planting, relief, and development efforts to our 11 Global Partners.

The Humanitarian Aid and Development Fund supports ministries that serve people and communities in Columbus and worldwide. Dwell provided support to 10 HADF ministries.

In addition, the Dwell Missions Division supported other work in 2025, such as:

- Dwell members supported 13 Global Workers serving among Global Partners serving in four different countries.
- Dwell provided \$33,800 in disaster relief to the Democratic Republic of the Congo (DRC).
- Dwell provided \$18,500 to expand the microloan plan in the DRC. Loans were given to 292 women who were part of 38 microloan groups. Each participant received \$80 to purchase goods for resale.
- Provided financial support for Urban Concern from the general fund.

2025 Budget

2025 Approved Budget: \$969,440

2025 Projected Spending: \$955,460

2026 Goals

We want to accomplish the following in 2026:

- Dwell will continue to work with its Global Partners to develop new house church leaders. The goal is to increase the number of leaders so that there is at least one per house church.
- Dwell will continue working alongside its Global Partners to identify and develop equipping resources, conduct field visits, offer biblical and strategic planning training, and enhance ministry oversight and pastoral care.
- In the summer, Dwell will host several global workers when they return for their regularly scheduled home assignments.
- The Missions Division will continue to explore opportunities to engage in ministry in Israel.
- Dwell plans to organize a short-term trip to Cambodia in 2026.
- The Missions Division will collaborate with national leaders and missionaries to ensure a seamless transition to indigenous leadership for Southeast Asia and Friendship Ministries.
- The Missions Division will continue to provide operational support to its Global Partners, helping them accomplish their ministry goals, ensuring Dwell meets its financial commitments for each Global Partner, and offering logistical assistance to both Global Partners and Global Workers.
- The Missions Division will continue vetting for two potential Global Partners.
- Dwell also seeks to mobilize and inspire the church to support its Global Partners. We have had rich and rewarding prayer times together year-round, through quarterly Missions Nights and monthly prayer meetings for each of our Global Partners. We praise God for the level of engagement our church has in praying for missions, and we want to continue these meetings. The Missions Division will publish a monthly prayer guide.
- The Missions Division plans to conduct 10 “Living Room Talks” to home churches interested in learning more about our global partners.

Staff



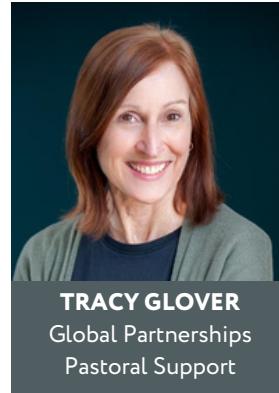
DAVE GLOVER
Missions Division
Coordinator



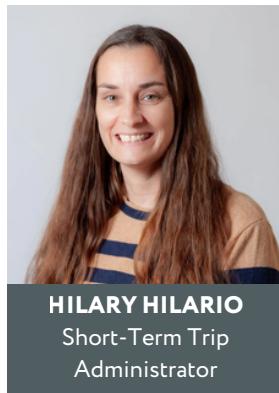
JIM LEFFEL
Global Partnerships
Co-Director



MIKE WOODS
Global Partnerships
Pastoral Support



TRACY GLOVER
Global Partnerships
Pastoral Support



HILARY HILARIO
Short-Term Trip
Administrator



ABBI READER
Advocacy & Promotion
Administrator



John & Ruth Welsh
Missions Staff

The Missions Division is led by the Division Coordinator, Dave Glover, who is also co-director of Global Partnerships. Jim Leffel is also co-director of Global Partnerships and creates training material for our partners. Mike Woods and Tracy Glover assist our Global Partners and Workers by providing ministerial, logistical, and pastoral support. Tracy also manages the distribution and reporting of our finances. Hilary Hilario leads and coordinates our annual short-term trip to Cambodia. Abbi Reeder leads our advocacy and promotion efforts for our Global Partners. Finally, John and Ruth Welsh joined the Missions staff in the fall after returning from Southeast Asia. John will assume the role of Division Coordinator in January 2027. Both John and Ruth continue to work with the Southeast Asia national leadership as they assume new roles and responsibilities.

Equipping

Pat Reeder, Division Coordinator

2 Timothy 3:17 “so that the servant of God may be thoroughly equipped for every good work.”

OUR MISSION

The Equipping Division provides educational resources to help Christians learn about God and serve Him effectively.

WHAT WE DO

The Equipping Division offers classes to prepare Dwell's members for leadership and Christian service. Church members can access a wide variety of resources through our Study Center, a full-service lending library, and three sites that sell recommended Christian literature. To equip the wider Christian community, Dwell publishes books written by church staff and hosts an annual conference, the Xenos Summer Institute.

2025 Division Review

SUMMARY

Over the past few years, several departments confronted a variety of external changes: cultural, demographic, and technological. For example, in 2024, class enrollment reached a ten-year low, and a distinct Study Center space closed due to low usage. But the Equipping Division saw these changes as opportunities to adapt. For example, the Study Center's digital checkouts massively increased. Also, Equipping has experimented in course delivery, offering course credit for a podcast and gathering members of Student ministry for a Friday class. Xenos Summer Institute continues to be a popular annual event. Our publishing arm, New Paradigm, continues in earnest, releasing new titles and reprinting classics. Looking ahead to 2026, Equipping plans to continue experiments in formatting and delivery.

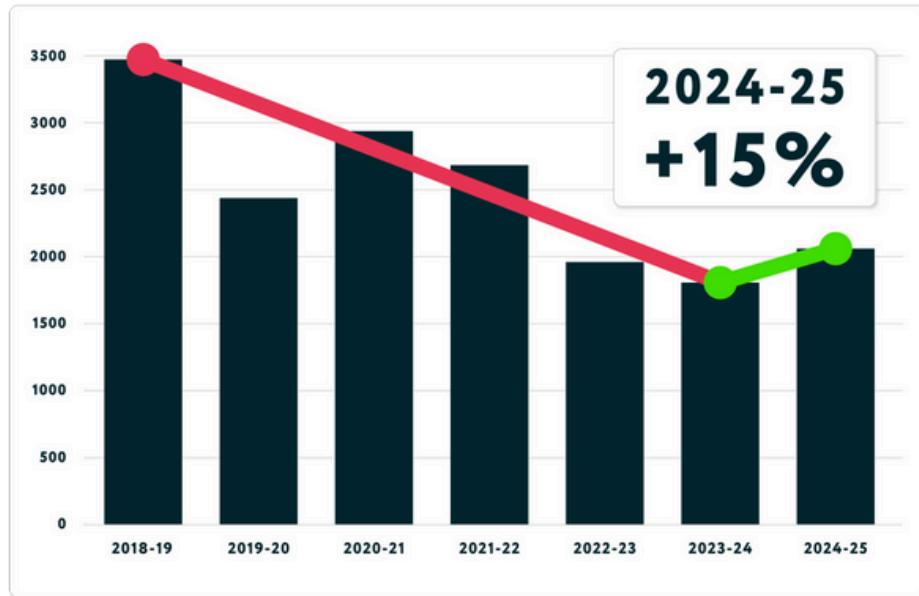
Academic Resources, Pat Reeder

Each quarter, Dwell offers several classes to its members, with thousands of unique registrations each year. The Leadership Training Class (LTC) serves as the backbone for equipping Dwell's members. LTC is a six-quarter sequence that covers systematic theology, hermeneutics, homiletics, and practical leadership skills. Dwell requires all deacons and home church leaders to complete this sequence. Dwell views the LTC sequence as the *bare minimum* required of those who consistently teach the Bible and oversee a home church.

Last year, Equipping observed that class enrollment has declined considerably over the past decade, due to demographic shifts, technological shifts, and broad social disruptions caused by COVID-19. In response, Equipping experimented with new approaches to rekindle our church's equipping ethos:

- **New classes:** Senior Sphere Leaders who normally teach our LTC series piloted new courses. These leaders are our best teachers. They know the needs of their members and what classes might best address these needs. They're also in strategic relational positions to communicate the value of specific course materials. Along these lines, Conrad Hilario, Ben Foust, Scott and Chris Risley all offered fresh or reprised courses.
- **New formats:** In the first quarter of 2025, the Equipping Director piloted an asynchronous online course by releasing audio recordings on all podcast platforms (Apple, Spotify, Amazon). This drew out a solid 55 enrollments. The podcast also had over 7,400 listens, demonstrating interest beyond those who officially enrolled.
- **New times:** Dwell's Student Ministry holds its men's and women's groups on Friday night. This offers a unique opportunity to offer courses to people involved in Student Ministry, without taking up another evening. In the fall, Equipping piloted a class for young women that turned out over four hundred students!

These efforts have paid off as the following chart demonstrates.



In line with these initiatives, here's a list of new or redeveloped courses in 2025:

1. **Canonicity:** Senior Sphere Leader James Rochford addressed this question: why does the Bible contain these sixty-six books? He reprised this course from 2021 with fresh content.
2. **His Masterpiece?!**: Counselor John Cleary developed this material on the place of beauty in our Christian identity. The title draws on Ephesians 2:10, where Paul declares, “For we are God’s masterpiece.”
3. **Introduction to the World Christian Movement:** Mike Woods, on staff with our Missions Division, developed this class to clarify misconceptions and fill in gaps in understanding concerning world missions.
4. **Combatting Brain Rot:** Based on experience in the counseling office, Abbey Merker developed this course addressing trends in unhealthy use of social media and smart phones.
5. **Means of Growth:** In preparation for a new book, James Rochford developed this content on the means of growth: prayer, service, fellowship, Scripture, and suffering.

6. **Pressed But Not Crushed:** Senior Pastor Conrad Hilario developed this course on the virtue of resilience. Resilience and grit recently have been topics of interest in the wider culture, and Conrad supplied the biblical basis behind these virtues.
7. **Reasons for Faith:** Dwell partnered with the Kalos Center to offer this class. The course developed out of a vision developed by James Rochford and Kalos' then-director, Jim Spiegel, PhD. This eight week course covered a wide array of apologetical topics. Rochford and Spiegel were joined by Dr. Chad McIntosh and Professor Robert DiSilvestro as instructors.
8. **Relational Peacemaking:** Drawing on Ken Sande's Peacemaking material, Senior Sphere Leader Scott Risley and Director of Pastoral Services Mateo Williamson presented this essential content on conflict resolution.
9. **Relational Wisdom:** Drawing on Ken Sande's excellent curriculum RW360, Scott and Chris Risley presented this content on preventing conflict through wise relational habits.
10. **Satan:** James Rochford developed this material on God's enemy.
11. **Spiritual Amnesia, Anorexia, Anemia:** This course is on spiritual flatness. John Cleary offered ways to experience the "abundant life" that God promises.
12. **Standing Firm in Truth:** Abbey Merker, Cindy Botti, and Rachel Tufano taught this four week class on issues that impact young women.
13. **Theology of Singleness:** Abbey Merker developed this material on the confusing area of singleness. Even though many American churches tend to orbit around families, Jesus and Paul never married. Such a contrast demands a reappraisal of singleness.

Academic Resources also reprised some courses:

- Joe and Cindy Botti taught "**Marriage Readiness**" for engaged and recently married couples.
- Ben Foust taught "**Homiletics**," and "**Teaching Through Group Discussion**" to help improve teachings at our home groups.
- Jim Leffel taught two sections of his three-part "**Who is Like Yahweh?**" sequence on Old Testament theology.
- Liz Sweet offered "**Thriving in Marriage Despite Spiritual Differences**" for couples who find themselves in different places spiritually.

External Relations, Kim Van Keuls

XENOS SUMMER INSTITUTE

The Xenos Summer Institute is an annual conference where more than 2,000 Christian workers from North America and beyond come to interact with top Christian leaders on topics facing today's church. The theme in 2025 was *Upside Down Wisdom*. Even as the global south embraces Jesus, the U.S. is becoming more "post-Christian." This year's conference explored how the Good News is still good even with new challenges. The keynote speakers were John Marriott and Gavin Ortlund.

John Marriott is a faculty affiliate of the Human Flourishing Program at Harvard University's Institute for Quantitative Social Science. He teaches part-time at Talbot School of Theology' Department of Philosophy. John has authored and coauthored several books, including *The Anatomy of Deconversion: Keys to a Lifelong Faith in a Culture Abandoning Christianity* and *Set Adrift: Deconstructing What You Believe Without Sinking Your Faith*.

Gavin Ortlund serves as the president of Truth Unites and theologian-in-residence at Immanuel Nashville. He has a Ph.D. from Fuller Theological Seminary. Gavin is a fellow of the Keller Center for Cultural Apologetics and is the author of numerous books, including *What It Means to Be Protestant, Why God Makes Sense in a World That Doesn't*, and *Theological Retrieval for Evangelicals*.



Gavin Ortlund Speaking at the Xenos Summer Institute

Among the breakout sessions included in this year's Xenos Summer Institute: the Keller Center's Michael Graham discussed material from *The Great Dechurhing*. Ian Harber also gave the breakout, "So What Is Deconstruction, Really?" Harber works for *Mere Orthodoxy* and has written the recent title, *Walking Through Deconstruction: How to be a Companion in a Crisis of Faith*.

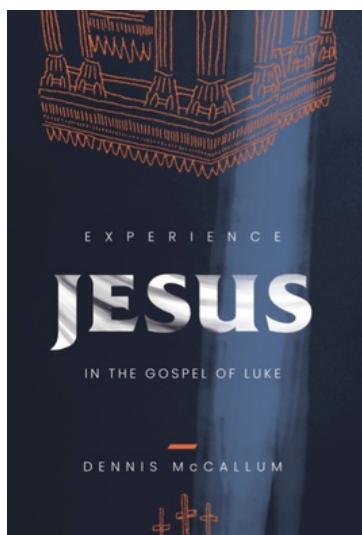
BOOK STORE

Dwell provides literature for its members to purchase at three different venues. The primary purpose is to provide convenient access to books at a competitive price. Dwell authors' titles are for sale at these locations, as well other favorites.

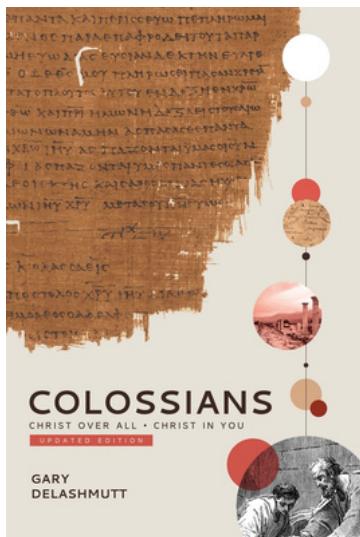
PUBLISHING

Equipping oversees New Paradigm, a Christian publishing house founded by Dennis McCallum. New Paradigm currently has over twenty titles in its catalogue, including the following favorites:

- *Loving God's Way* by Dwell co-founder Gary DeLashmutt
- *Members of One Another* by Dwell co-founder Dennis McCallum
- *Organic Discipleship* by Dennis McCallum and Jessica Lowery
- *Walking In Victory* by Dennis McCallum



Early in 2025, Dennis McCallum's *Experience Jesus in the Gospel of Luke* hit the shelves. This is a companion book to McCallum's *Experience the Book of Acts*, since both Luke and Acts were written by the Apostle Paul's traveling companion, Luke. In June, Gary DeLashmutt's *Drawing Near to God* had a full release with distribution on Amazon, Barnes and Noble, and other retail outlets throughout the country.



Each year, New Paradigm also reformats and reprints books as needed. Due to its popularity, New Paradigm had to immediately reprint Delashmutt's *Drawing Near to God*. New Paradigm also reprinted Conrad Hilario's *Searching for Wisdom* and McCallum's *Discovering God*. Finally, New Paradigm updated Gary DeLashmutt's *Colossians* book with a new cover and new typesetting. The content is essentially the same, but the new edition improves readability in key places.

Study Center, Harry Sarvis

As one of the largest Christian lending libraries in central Ohio, Dwell's Study Center hosts over 10,000 paper volumes and almost 2,000 digital volumes (on OverDrive, our digital content library). Approximately 1,000 paper volumes are present at the 4th St Study Center, with the remainder in a repository at our Oakland Park Site.

In 2025, the elders authorized additional spending for the OverDrive catalogue. This allowed the Study Center to purchase not only fresh titles, but also acquire numerous large sets, including:

- The New International Commentary on the Old Testament and New Testament
- The Expositor's Bible Commentary
- New Studies in Biblical Theology

Trinity Master's Degree Program, Harry Sarvis

Dwell partnered with Trinity Evangelical Divinity School (TEDS) in Deerfield, Illinois to host one of its extension sites. Students can take courses in Columbus from Trinity's faculty to receive a Master of Arts in Theological Studies.

2025 was the last year of Dwell's extension site, with TEDS no longer offering classes in the United States. TEDS is moving to Trinity Western in Vancouver largely due to financial difficulties. The Gospel Coalition listed the TEDS move as one of the biggest stories of the year. While this change was unfortunate, Dwell is grateful for 23 years of premier equipping and the opportunity to see hundreds of students take courses at our extension.

During the Columbus site's final semesters, TEDS offered courses on Biblical Preaching, Ecclesiastes, Family and Couple Counseling, Proverbs, and A Theology of Gender.

2025 Budget

2025 Approved Budget: \$671,216

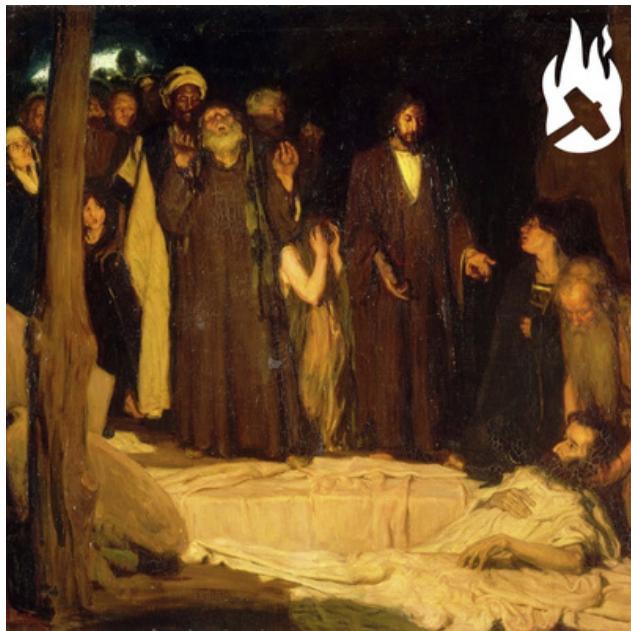
2025 Projected Spending: \$599,089

2026 Goals

ACADEMIC RESOURCES

The strategies of 2025 were a success. Equipping plans to continue this approach in 2026. Here are a few fresh courses to anticipate:

- ***Heaven***: James Rochford will teach on life after death, covering material on the intermediate heaven, Near-Death Experiences, universalism, and more.
- ***Gospel of John***: Pat Reeder will return to the Hammer and Fire podcast to take a close look at John.
- ***Who Is Like Yahweh?***: Jim Leffel will complete his three-part sequence on Old Testament Theology. This final course will focus on interpretation.



Hammer & Fire Podcast on the Gospel of John

External Relations

XENOS SUMMER INSTITUTE

For 2026, Equipping is excited to announce that XSI will take place on the weekend. This has the advantage of allowing parents and professionals to more easily attend without having to take off work or secure babysitters for long stretches. To keep the quality high within the shorter time frame, there will be four plenaries on Saturday.

PUBLISHING

New Paradigm anticipates at least two releases in 2026. After writing several expository Bible study handbooks, Dennis McCallum is working on a practical book on ministry, with the working title, *Introduction to Truth-Based Leadership*. James Rochford and co-author Joey Francisco also hope to see a 2026 release for their book, *Means of Growth*.

Advanced Equipping, Harry Sarvis

For 2026, we have merged the Study Center and TEDS departments under the name, Advanced Equipping. Equipping will continue the work of the Study Center, but with an emphasis on digital assets and distribution. Equipping will also continue to plan and budget for staff seminary training needs. With the move of TEDS, our students will enroll at Talbot School of Theology at Biola. Biola has strong, well-known faculty, including Ed Stetzer, Fred Sanders, and Sean McDowell. The price is also comparable to TEDS making for a smooth transition financially.



Student Ministries

Brian Adams, Division Coordinator

"He is the one we proclaim, admonishing and teaching everyone with all wisdom, so that we may present everyone fully mature in Christ. To this end I strenuously contend with all the energy Christ so powerfully works in me." - Colossians 1:28-29

OUR MISSION

The Student Ministries Division's mission is raising up godly workers and leaders for Christ's church by ministering to infants through college-age adults.

WHAT WE DO

Student Ministries serves thousands of kids and students through large fellowship gatherings, small home group fellowship, and fun events where they learn about God, His love, and the importance of developing a lifestyle of serving others, including sharing the good news of Jesus Christ.

2025 Review

SUMMARY

The Student Ministries Division has continued to enjoy growth from God, to whom we are so thankful. After many years of decline, Student Ministries grew for the second consecutive year. This year, the ministry grew 1.7% (from 2,031 to 2,066).

With profound gratitude, we are happy to announce that 542 students came into a saving relationship with Jesus Christ in 2025. It is a remarkable blessing to be part of such a powerful movement of God's Spirit.

"Or suppose a woman has ten silver coins and loses one. Doesn't she light a lamp, sweep the house and search carefully until she finds it? And when she finds it, she calls her friends and neighbors together and says, 'Rejoice with me; I have found my lost coin.' In the same way, I tell you, there is rejoicing in the presence of the angels of God over one sinner who repents."

Luke 15:8-10

College & High School Ministry

DEPARTMENT DIRECTOR: CONRAD HILARIO

Sphere Leaders: Conrad Hilario, Scott Risley, James Rochford, Bret McCallum, and John Ross

College and High School Ministry experienced a slight decline in 2025, dropping by 1.2% from 1,417 students to 1,400 students. The decline was concentrated in College Ministry, which saw 1,021 college students attend in 2025 (down from 1,049; 2.7% decline). The High School Ministry grew by 3%, from 368 students to 379 students. One factor in the decline was College Ministry sending 111 people into Adult Ministry in 2025, and we are eager to continue sending servants into Adult Ministry as the Lord calls them into that ministry.

COLLEGE MINISTRY HIGHLIGHTS

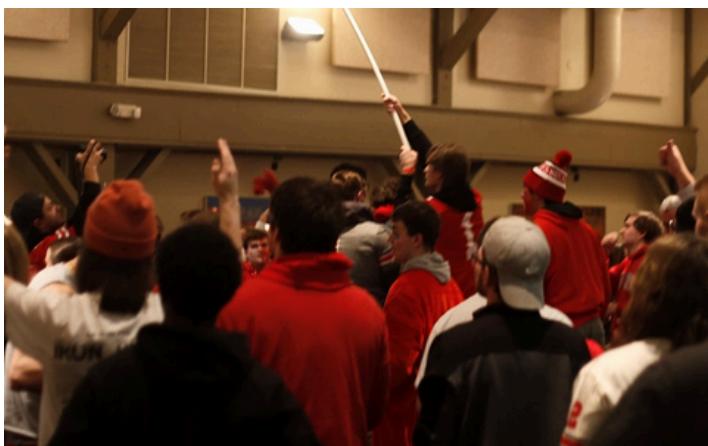
- College Ministry planted two home churches into Adult Ministry in 2025 – Cambridge and Diesel. The latter was an unprecedented plant – as stated by Bret McCallum:
 - *“One thing that is really unique about this plant is that the founders and architects of our student ministry--Holly and Dennis McCallum and Cindy and Joe Botti--are moving out of student ministry back into the young adult ministry. This is unprecedented. These couples have fully passed the torch of student ministry leadership over to the very students they helped raise up. Diesel Home Church has planted around 16 times since the late 1990s. Most of our groups originated in [one] way or another from Diesel. They have been the main engine fueling college ministry from the very small group that existed in the 90s to the vast movement that came shortly after that.*

The Bottis started our middle school ministry many years ago. They started Blowout Camp. Joe worked as the Student Ministry Division Coordinator overseeing Oasis, middle school, high school and college ministries for decades.

Yet, these couples have also done excellent young adult ministry in the past. They are returning to a ministry that they also thrived in.

I will share on behalf of everyone in student ministries a very sincere THANK YOU for all of the incredible investment and leadership you have done in student ministries for decades. Many of us have had our lives profoundly changed for the better because of what you have done here. We look forward to seeing the amazing things God still has in store for you in the young adult ministry. Although you may be older now, you can say with Caleb "I'm just as vigorous to go out to battle now as I was then!" (Joshua 14:11)."

- 201 students came to Christ in College Ministry in 2025. While this was a decline from 2024 (which saw 251 students come to Christ), we are thrilled to know that so many students are coming to Christ through our ministry.
- 13 new leaders were raised up as part of the home church plants in 2025.
- 84% of seniors in Dwell high school groups transitioned into college groups.
- College Ministry threw a party for the Ohio State National Championship game, featuring a halftime teaching, which saw 1,044 students in attendance, over 13% of whom were non-Christian guests.



- College Ministry also threw its very first tailgate party in November 2024, which was hosted at the Warehouse during a Thursday Night Football game between the Browns and Steelers. Shane Coulter led the event with a teaching, and various volunteers provided food and drinks for the ministry to enjoy. Many new guests attended this creative and fun event, which we look forward to doing again in a future year.



- After last year's successful Central Teaching (CT) wide baptism, College Ministry held two more at the other two CTs. The baptisms had 17 students get baptized in front of friends and family, publicly proclaiming their faith in Christ.



- 1,538 students came for the first time to a college home church, nearly even with 2024. Evangelism continues to thrive in the College Ministry.

HIGH SCHOOL MINISTRY HIGHLIGHTS

- Large-scale events continue to bear tremendous fruit for God in High School Ministry:
 - The 2024 Halloween Party saw 682 students in attendance, 51 of whom were first-time guests. 18 of those students later came to faith in Jesus.
 - The second Zoombezi Bay trip had 753 students in attendance, 249 of whom were first-time guests. Students went to Bible teachings with their home churches before going to Zoombezi Bay for the rest of the evening. 14 of those students later came to Christ.



- In total, 1,268 first-time guests came to high school home churches this year. 294 students came to Christ!
- Two high school home churches were planted – Skyhook and Atlas.
- 365 students attended Epic Summer Camp, and 12 of them came to Christ. Students enjoyed an inspiring teaching series on key statements from Jesus in the gospels, and enjoyed great fellowship with one another.





- 193 students attended a community service event, picking up an estimated 3,000 pounds of litter on 161.

- A High School Ministry missions team combined forces with Renegade for 2025's Camp Geronimo, its biggest version of the week-long camp. 165 students from across the 43229 and 43224 area codes attended – and nearly 40 students joined Dwell student groups since the camp ended, including a new Middle School cell group being formed out of the camp.



High School Ministry x Renegade

- Pop Up groups continue to bear fruit. Pop-Up groups are an initiative led by Doug O'Malley, in which short-term groups are developed organically in unreached parts of Columbus. These groups, led by volunteers with connections in unreached areas, have been a massive success. 16 students came to Christ through this initiative this year and, with Doug's help, a high school group began in Maine as well.

Middle School Ministry

DIRECTOR: QUEST SHANNAN

The Middle School Ministry is a place for students to learn about God, experience His grace, and build meaningful friendships. Our goal is to create a welcoming and fun environment where students feel confident bringing their unchurched friends. The ministry continued to show strong health and momentum throughout 2025.

The ministry grew again this year, increasing by 15.3% (from 203 to 234 students). CT saw its strongest growth in over a decade, rising 28.5% (from 130 to 167 students). More students are engaged regularly in mentoring, retention improved, and a new group—Brutus—launched from Camp Geronimo.



Middle School Groups

MIDDLE SCHOOL MINISTRY HIGHLIGHTS

- 31 students came to faith in Christ this year.
- 375 first-time guests attended a Middle School meeting – a 17% increase from last year.
- Blowout Camp had 237 students attend, one of its largest turnouts ever.



Blowout Camp

- Mentoring and retention numbers improved for the second consecutive year.
- Groups remain strong and stable, with continued enthusiasm for outreach and community.



Blowout Camp

Oasis Children's Ministry



DIRECTOR: NATHAN SULC

Oasis is a multifaceted childcare provision for Dwell Community Church. Oasis oversees the Central Teaching (CT) children's program, Discipleship Café, class childcare, after-CT playgrounds, Vacation Bible School (VBS), TNT Camp, and the Home Group Oasis Program (HOP). These diverse programs provide a high-quality, safe, and fun environment for kids, while giving parents the freedom to listen to Bible content and enjoy fellowship with peers.



Oasis Group

OASIS CHILDREN'S MINISTRY HIGHLIGHTS

- Oasis grew 5.6% this year (390 children per week, up from 370 last year).
- Discipleship Café continues to be heavily utilized, watching 69 children per week across its two sessions. Discipleship Café allows parents of young children to have their child in safe, affordable childcare so they can have uninterrupted time to disciple peers and spend time with God in the Bible and prayer.
- Oasis camps (VBS and TNT Camp) served nearly 425 students this year, with 348 attending VBS and 74 attending TNT Camp. We welcomed 50 guests across both camps.
- Oasis continued to put on events such as the Easter Egg-Stravaganza, Trunk-or-Treat, and Christmas Parties for TNT students. In addition to these, Oasis piloted a few new events including movie nights and a back-to-school day at CT that featured a bike race.



Trunk-or-Treat

- Oasis opened our indoor playground for playgroups to use during the winter months, allowing numerous families to invite other parents and their children to come and see our church.
- The Home Group Oasis Program (HOP) continues to serve multiple home groups – and those groups grew and saw an average of six first time guests attend their groups over the past year.
- 501 individuals served in Oasis in 2025, a remarkable volunteer effort to serve the next generation of our fellowship.

Renegade



DIRECTOR: BOB FISHER

Renegade strives to reach urban elementary students city-wide, incorporating them into weekly gatherings to hear about the life and forgiveness of Jesus Christ and begin a journey of following Christ. Renegade's weekly meetings are centered around age specific Bible study, friendship, food, and fun.

MINISTRY HIGHLIGHTS

- Renegade grew for the fourth consecutive year, this year by 3.7% (from 41 to 42 students). It sent over 50 students into the Middle School Ministry during this time, showing the sheer amount of evangelistic fruit this ministry bears.
- As mentioned above, Renegade collaborated with Camp Geronimo this year. This collaboration proved fruitful, with 105 elementary aged students attending camp (a 48% jump from last year's Renegade Camp). 19 of those students have returned to Renegade since Geronimo ended.
- The Urban Ministry Conference, run by Renegade staff, had a fruitful year with 150 leaders in attendance. Leaders heard teachings around the subject of "Transforming a Worldview." Leaders are always refreshed to spend a weekend with like-minded peers who are dedicated to serving the impoverished in Columbus.

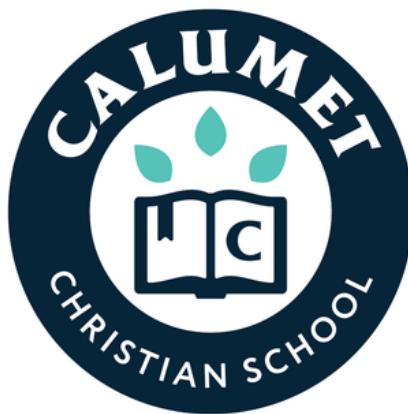
- 19 students transitioned into Middle School Ministry, the largest transitioning class in recent memory. The boys helped fortify an existing middle school cell group with former Renegade graduates, while the girls began their own new cell group. Three of Renegade's longest tenured leaders moved up into middle school cell groups with these students, allowing the new groups to begin.
- Renegade had several field trips this year—a trip to the Columbus Main Library to see the Columbus Youth Symphony in celebration of Black History Month, a visit to the wildlife center and new inclusive playground at Blendon Woods Metro Park, and a trip to Lynds Fruit Farm. Each event was a great time of fun and fellowship.



Renegade Group

- In 2026, Renegade will transition into Urban Concern (UC), which was relaunched toward the end of 2025. Future reporting on this department will come directly from UC.

Calumet Christian School



PRINCIPAL: JEFF YUND

Calumet Christian School's mission is to equip elementary and middle school students spiritually, relationally, and intellectually by providing high-quality education in a loving Christian community. Increasingly, ideological positions opposed to the Christian worldview are infiltrating public schools. Calumet offers a viable alternative for parents who wish to help their children establish a strong foundation within the framework of Christian Education.

CALUMET CHRISTIAN SCHOOL HIGHLIGHTS

- Enrollment at Calumet continues to skyrocket, increasing to 412 students this school year.
- Calumet offers exceptional educational value by maintaining lower tuition rates than many comparable private schools in the area. The expansion of Ohio's EdChoice voucher program in 2024 made receiving an education at Calumet accessible and affordable, by covering the majority of tuition costs for most of its families. We pray that this program remains in place for many years to come.

- Calumet continues to hire high-quality teachers and staff. This year, it added three new teachers. All three of these teachers lead in Dwell's student and adult ministries. In 2025, Calumet continued to add new classes to its North Campus at the Dwell Main Campus facility. With the increasing demand for Calumet, the school plans to add classrooms to the campus in the years ahead.
- Calumet students continue to surpass the school's goal of fostering intellectual growth, achieving outstanding results in 2025. On standardized tests, they ranked in the top 9% nationally in math, placed in the top 4% in reading and language arts, as well as the top 2% in science. In addition, students demonstrated remarkable progress, exceeding a full year's expected growth across all subject areas.



Calumet + Dominion Middle School Student Band

- Calumet strives to maintain an ethos of generosity and other-centeredness. This past year, Calumet students raised nearly \$11,000 for Dwell's Global Partners through various fundraising efforts. Calumet is also working to establish partnerships in the community. In the fall of 2025, for the second year in a row, Calumet collaborated with Dominion Middle School and Indianola Informal's bands for a neighborhood parade and halftime performance during a Whetstone football game. In June, Calumet hosted a free basketball camp for students in the Columbus area. The camp hosted 85 students, 20 of whom were guests of Calumet students. Additionally, Calumet students regularly serve in various community service projects throughout the school year.



Calumet 's Free Basketball Camp

- Calumet is well-positioned for continued academic achievement, spiritual development, and community impact; the school remains committed to equipping students in a Christ-centered environment.

Through these many highlights and more, Calumet continues to strive toward its mission of equipping students spiritually, intellectually, and relationally.

Akili Christian High School



AKILI CHRISTIAN HIGH SCHOOL HIGHLIGHTS

- This year, the school continued its mission by successfully graduating its second class of seniors! These 15 students are pursuing a diverse range of options for their futures, including in-state and out-of-state colleges, the military, and various trade schools. What is most important, however, is the Class of 2025's commitment to Christian fellowship and spiritual growth, and we are pleased to share that eight members of this class are currently involved in a college home church at Dwell Community Church.



Akili Students

- During the 2024-2025 school year, 52% of the Akili student body attended a Dwell high school Bible study at least once a month and 52% met for one-on-one mentoring with a Bible study leader. Ten students have started a personal relationship with Jesus over the past four years.
- Akili expanded its staff to provide additional services to students such as career counseling, individualized tutoring, and diversified sports programs. These services allow students to receive a holistic education and build community both inside and outside of the classroom, and we look forward to seeing how these additions improve school culture and outcomes.



Akili Students

Café Ministry

4TH STREET COFFEE BAR AND PAVILION & THE WAREHOUSE

MANAGER: KATIE WOOLLARD



4th Street Coffee Bar



The Warehouse

The 4th Street Study Center and Coffee Bar and the Warehouse provide space for personal study, mentoring, and church-wide meetings, while offering quality coffee products at affordable prices.



Coffee Bar

- 4th Street Pavilion went through several renovations in 2025, including getting new carpet, renovating the kitchen with a new ice machine, refrigerator, cabinets, and shelves. The Warehouse finally saw its long-lasting espresso machine reach its end of service, it was replaced as well.
- 4th Street Pavilion had several events and promotions this year, including a pop-up thrift shop, and new drinks, such as matcha and the honey brown sugar latte. Both locations tried out new snacks as well.

Budget

2025 Approved Budget: \$1,883,910

2025 Projected Spending: \$1,842,956

2026 Goals

The Student Ministry's mission remains to do its part to fulfill the Great Commission, and each ministry has creative ways to accomplish this. In our ministry, we need to continue to focus on qualitative development with the goal of making disciples of the many converts we see. This is at the heart of the Great Commission and the heart of Dwell. Pray these many new converts will love Jesus and choose to serve him with their lives.

COLLEGE & HIGH SCHOOL MINISTRY

- Plant four groups.
- Keep the ethos of high school groups strong and spiritually-focused.
- Improve post-CT activities in college to improve the atmosphere.
- Unfortunately, Epic Summer Camp will be moving in 2026 - due to the sale of Spring Hill Indiana. In 2026, Epic will travel to Spring Hill Michigan. We are excited for this new venture, but need to figure out a camp solution for 2027 and beyond. Please pray for this to be solved quickly.
- Refresh some college and high school events, such as the college New Years Eve party.

- Strengthen the 8th grade transition process to improve student retention.
- Improve large-scale Epic fundraisers and communication strategies.
- Improve collaboration with Renegade to further improve Camp Geronimo.
- Start six pop-up groups that successfully send 30 students into Dwell home churches, including one becoming its own self-sustaining group.

MIDDLE SCHOOL MINISTRY

- Plant two groups.
- Add another class for students.
- Start another middle school group through Camp Geronimo.

OASIS CHILDREN'S MINISTRY

- Improve Oasis participation to 55% or better.
- Continue to run successful events that see first-time guests who return in the future.
- Improve quality of events at the 4th Street CT, better utilizing the space.
- Improve TNT quality by hiring a director for the 10AM Main Campus location.
- Improve quality for 2nd and 3rd grade students by revamping curriculum and changing post-teaching activities.
- Update classroom management materials.
- Automate volunteer reference checks.

RENEGADE

- Win 20 Camp Geronimo students into Renegade.
- Successfully transition into Urban Concern.

CALUMET CHRISTIAN SCHOOL

- Continue to hire high-quality staff for anticipated expansion needs at Calumet North.
- Maintain three annual outreach events for students and families.
- Develop staff through regular staff meetings, new training sessions, and professional development programs.
- Work on new reporting structures to evaluate success in core values.
- Identify improvement projects necessary at the aging south facility.

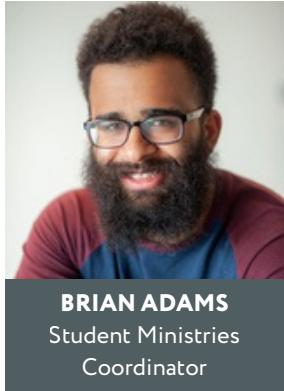
AKILI CHRISTIAN HIGH SCHOOL

- 100% graduation rate.
- Less than 10% chronic absenteeism rate.
- Enroll five new students before March 2026 and 65 total for the 2026-27 school year.
- Promote positive school culture.
- Improve consistent home church attendance rates to 50% and pray that every non-Christian receives Christ.

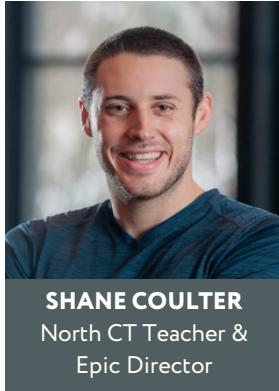
CAFE MINISTRY

- Expand hours to serve more students.
- Continue to try new promotions to create a better experience for visitors.

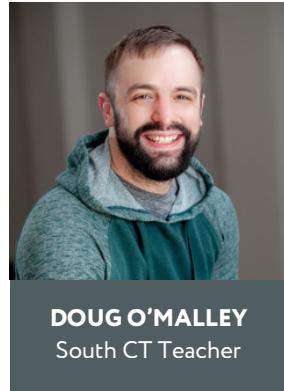
Staff



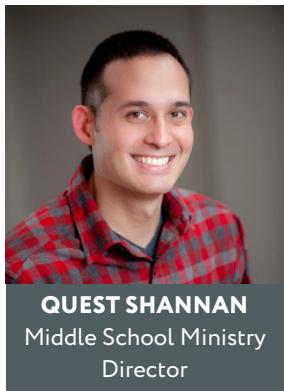
BRIAN ADAMS
Student Ministries
Coordinator



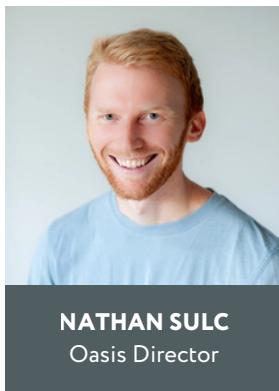
SHANE COULTER
North CT Teacher &
Epic Director



DOUG O'MALLEY
South CT Teacher



QUEST SHANNAN
Middle School Ministry
Director



NATHAN SULC
Oasis Director



BOB FISHER
Renegade Director



KATIE WOOLLARD
Café Manager



JEFF YUND
Calumet Christian
School Principal



ARIANA ADKINS
Akili Christian High
School Principal

Pastoral Support

Mateo Williamson, Division Coordinator

Ephesians 4:16 “From him the whole body, joined and held together by every supporting ligament, grows and builds itself up in love, as each part does its work”

OUR MISSION

The Pastoral Support Division exists to support and strengthen crucial initiatives across Dwell that lead God's people into greater love of Him and others.

WHAT WE DO

The Pastoral Support Division oversees several ministries and initiatives, including Adult Ministries, Hospitality, Pastoral Counseling, Peacemaking, Community Festival, Servant Team, Ministry Teams, and Information Communication and Technology (ICT). The Adult Ministry has 2,000 members who enjoy large weekly fellowship gatherings. This includes our Sunday Central Teachings (CT) and smaller home group fellowship, including home churches and cell groups.

2025 Review

SUMMARY

The Adult Ministry had over 1,000 people attend home churches and CTs for the first time this past year. We also celebrated 110 salvations, along with 26 baptisms. The Hospitality Team put on several events, including a few in collaboration with Student Ministry. Community Festival reached its largest estimated attendance to date. In Pastoral Counseling, we now have 100 trained marriage mentors equipped to support couples and we welcomed Nick Gagnet full-time to our team. Our Peacemaking team sent staff to the RW360 Peacemaking Summit in Billings, MT and launched a new Relational Peacemaking class. The Servant Team Retreat was hosted on-site this year, along with two other annual meetings. Life Coaching developed new resources this year, including dedicated programs directed towards assisting single parents and individuals in need of driver's education. All of our Ministry Team leaders met for a night of equipping and fellowship this spring. ICT launched a new podcast, expanded Dwell's digital footprint with a larger global audience, and integrated new AI tools to enhance communication and engagement.

Adult Ministries

DEPARTMENT DIRECTOR: LIZ SWEET

Sphere Leaders: Ryan Lowery, Brian Runk, Ben Foust, Kate Mizelle, Chris Hearty, Mike Sullivan, Scott Risley, Chris Risley, Bret McCallum, John Ross

Staff: Kim Geiser, Sherri Fojas, Bridget Knapke, Nikki Gabrenya, Theresa Lyons, Jean Ault, Brad Dufault, Brad Oatney, Kalyssa Deken, Ali McCance, Tricia Hills, Nicholas Burgett, Jennifer Hulett, Chris Hoffman

OVERVIEW

In 2025, the Adult Ministry experienced a year of growth. Adult Ministry spans across several key demographics: Young Professionals, Families, Empty Nesters, and Pacesetters. We continue to focus on helping people thrive across all demographics.

Currently, just over 2,000 adults attend Dwell home churches weekly. Many members of the Adult Ministry faithfully serve both Dwell members and those outside of the church, and they have expressed gratitude for opportunities to volunteer in food service, Oasis, and other hospitality roles at CT.

We were excited to have two home church plants this year, which included 10 new home church leaders, and 15 returning leaders. Along with emphasizing discipleship and evangelism, many adult churches worked on improving their HC teachings this year.

We continued to offer top-level Bible teachings from our regular adult CT teachers: Ben Foust, Ryan Lowery, Chris Risley, and elder-nominee Mike Sullivan. People in each venue benefited from excellent teachings and sound application of Biblical truth.

Because we had five venues and four regular CT teachers, several people taught CT for a quarter—Brad DuFault, Chris Hearty, John Ross, and Mateo Williamson/Scott Risley. We are grateful for how God has blessed our fellowship with great teachers and for meeting our teaching needs. We are also grateful for the service of these individuals and for their unique contribution as teachers.

2025 was an incredible year for Pacesetters, Dwell's ministry to senior citizens. Pacesetters grew by 4%, and had new guests attending every week. Pacesetters volunteers also run 11 Bible Studies in 10 senior living residences, with 125 people attending those meetings. There are four small home bible studies (i.e. fellowship groups) that attend Pacesetters. Multiple teachers rotated through Pacesetters, including Patrice McCormac, Lee Campbell, and Ben Foust. In 2026, we plan to launch new leadership classes designed for Pacesetters members.

In 2025, we revamped the staff Adult Ministry prayer meeting. It has been great to consistently get together and pray for Adult Ministry as a whole, for our home churches and CTs, and for each adult demographic. We have had the privilege of seeing many prayers answered. We are looking forward to continuing to grow this meeting to become even more robust in 2026.

STUDENT/ADULT LIAISONS

In 2025 the student/adult liaisons spent most of their time coaching people one-on-one through conflict, and creating proactive materials and workshops. Their goal is to continue to build trust and communication between student and adult ministries.

To that end, the student/adult liaisons participated in several proactive training sessions for members. The entire liaison team, Brad Oatney, Kalyssa Deken, and Liz Sweet, ran two workshops for new high school leaders in order to help them think through how to communicate and work effectively with parents. Additionally, the team created and presented a training for Ministry Team leaders, encouraging unity and teamwork between ministry teams and HC leaders. We also created [a new webpage](#) for the Dwell website with resources. Liz taught a follow up Counseling Workshop called "[Charitable Judgments II](#)", helping people think through more scenarios to combat critical judgments and improve charitable thinking. Furthermore, Liz and Kalyssa presented a parenting meeting on "[Navigating Stress and Suffering](#)".

The team is still working to build material based on frequently asked questions concerning Student Ministry and raising teens in fellowship. They are slowly building this material which will include some videos of parents sharing their experiences. Ryan Lowery will also continue to work directly in the liaison program in 2026.

NEXT STEPS

Next Steps is a program for believers in Christ, new and old, to explore opportunities for getting involved in serving, learning, and deeper community. It continues to run at Main Campus CTs and at 4th street; The [Next Steps survey](#) is also available as a discipleship tool to use at home or on the go. We are currently working on making Next Steps more effective by intertwining it more fully with the overall volunteer roles at CT.

HOSPITALITY OVERVIEW

CT food services continued to grow and flourish in 2025. Under Ali McCance's leadership, the team has provided a wide variety of delicious, homemade meals. Tricia Hills, Pam Kinlin, and Nic Burgett have continued to serve as part-time kitchen assistants, and Jenny Hulett has come on to help with events. This year we also hired Chris Hoffman to work part time with Hospitality and part time with Facilities. He has been a huge help with the kitchen and events.

Food service after CT plays an important role in facilitating after-meeting fellowship. Because a very affordable lunch option is offered after CT, individuals and families are able to stay afterwards and enjoy additional time with one another.

REVIEW

The Hospitality Team did an amazing job participating in fellowship-wide events and events that spanned across different ministries. They created an inviting atmosphere for the Servant Team Retreat, and also supported Xenos Summer Institute, Adult Ministry Harvest Meeting, Student Ministry Brunch Fundraiser, the volunteer appreciation dinner, Community Festival, and several other outreach opportunities, such as Trunk-or-Treat and Family Movie Night.

In 2025, the CT Hospitality Team ran 55 events to facilitate fellowship and evangelism. The meat smoker, which was purchased six years ago, was used extensively at the 25 smoker events hosted by Dwell in 2025. Additionally, the Hospitality Team, with the help of volunteers, fed attendees of Dwell's Community Festival.



Hospitality Team Events

Pastoral Support Admin

DEPARTMENT DIRECTOR: MATEO WILLIAMSON

Staff: Ali McCance, Sherri Fojas, Margo Shaw, Liz Sweet

OVERVIEW

The Pastoral Support Department covers a wide range of ministry activities to the whole church—ranging from the Servant Team to Ministry Teams to the Community Festival. This past year, we hosted two large events at Main Campus—the Servant Team Retreat and the Community Festival. Both events were a big hit. Additionally, the department sent two pastoral staff members for additional training on Peacemaking. For the first time in over a decade, we convened all the accredited ministry teams overseen by Pastoral Support for a night of equipping and mutual encouragement.



Peacemaking Training

PEACEMAKING

Two years ago, we developed a plan for building out additional materials to equip our members to become peacemakers in their relationships. As James writes, “Peacemakers who sow in peace reap a harvest of righteousness.” (James 3:18). Here’s a short list of resources we developed in 2025:

- Mateo Williamson, Scott Risley, and Chris Risley offered two courses:
 - Relational Wisdom, a four-week class that covers the theology, benefits and practical applications of relational wisdom. 61 students attended the class.
 - Relational Peacemaking, a six-week class that covers the theology, benefits, and practical applications of biblical peacemaking. 47 students attended the class.
- Liz Sweet taught a counseling workshop for all members (*Charitable Judgments 11*), comparing critical, necessary, and charitable judgments of others.
- Mateo Williamson and Scott Risley attended the Relational Wisdom 360 Summit in Billings, Montana. This multiple-day seminar included additional training on the application of peacemaking principles, networking with Christian conciliators, and building lasting relationships with church leaders around the country that are committed to bringing peace to their communities.



Servant Team Retreat

SERVANT TEAM

At the close of 2025, the number of Servant Team members was 800 people. This includes members and leaders in both College and Adult ministries. The Servant Team retreat, which included Friday evening, Saturday morning, and Saturday evening sessions, was a great success. We also held two shorter meetings in the spring and fall to encourage and equip the church's deacons.

MINISTRY TEAMS

Here is a list of current Dwell-accredited ministry teams that are overseen by Pastoral Support:

- Access: Creates and improves accessibility to the gospel for people with disabilities by providing specific support to adults, students, and children with disabilities, as well as their families.
- Embrace Grace: This support group serves young women in our community who find themselves in an unexpected pregnancy by coming alongside them with emotional, practical, and spiritual support.
- GIFT: Deepens the Christian's understanding of biblical and financial principles on a practical level through individual counseling, classes, and seminars.

- GRACE: Offers a workshop to help men and women overcome the damage of sexual abuse.
- Grief: Offers seminars and support groups for people grieving the loss of a loved one, featuring biblical perspectives on grief and reconciliation.
- Harambee Christian School: A missional Christian school serving students in grades pre-K-8 from economically-disadvantaged communities.
- HEART: Offers workshops for women who have been affected by abortion.
- Helping Hands: Provides general home maintenance and repairs for Dwell members and families within the greater Columbus area, particularly single parents, senior citizens, those who have physical impairments, and people in other unusual circumstances.
- Hope: A Christ-centered recovery group whose goal is to reach people who struggle with alcohol and/or drug addiction.
- Never Alone: Helps people struggling with addiction to drugs and alcohol discover and experience the hope God offers.
- Promise: A Bible-oriented support group for people who have or have had relationships with a loved one who is an addict, an alcoholic, or is substance-dependent, with the mission of providing tools and encouragement to be God-dependent rather than co-dependent.
- Redemption Group: A support group for men who seek to turn away from destructive and enslaving porn habits and surrender to God to move towards walking with Him in purity.
- VICTORY: Ministers to women who have been raped by exploring how rape affects their relationships with God and others and encouraging healing so that they can be free to love others and serve the Lord more effectively.

Additionally, Dwell partners with many local organizations for community service. For a list of these organizations, refer to dwellcc.org/ministries.



Leaders Social

This year, we held a social for the leaders of all of our ministry teams for equipping and mutual edification. After a group dinner, we did a group discussion on the role of ministry teams as it relates to the Great Commission and the mission of the church. As support ministries, these various leaders spend much time helping and ministering to hurting people who are also deeply involved in home church communities. It is therefore very important to work together with home churches and to be unified as we seek to restore hurting brothers and sisters and provide these various ministries with godly, qualified workers.

MINISTRY HIGHLIGHT: NEVER ALONE

Never Alone is a ministry that brings light into some very dark places. As people experience the hope of God in the midst of addiction, this ministry has seen some of its members experience real transformation. Over 100+ people attended for the first time this past year, with several attendees beginning to attend Adult CT, Adult home churches, and Adult cell groups. Praise God!



The 2025 Dwell Community Festival

COMMUNITY FESTIVAL

The sixth annual Dwell Community Festival was hosted in September of 2025. An estimated 3,000 people enjoyed games, live music, food, vendors and more, thanks to the work of hundreds of volunteers and dozens of staff members. Ali McCance oversaw the festival this year, taking over for Amanda Hoyt. Sherri Fojas also provided her wisdom and experience to running the event. Other key staffers from Pastoral Support include Tricia Hills and Pam Kinlin.

We were pleased to have 39 high school and middle school students volunteer at the Festival this year, running the kids' games. The event itself was a great opportunity for evangelism in both Student and Adult ministries. Dwell members report that over 130 guests attended the event.

LIFE COACHING

The Life Coaching ministry connects students who lack resources with people who can help them advance in functional aspects of living. This program has helped many of our low resource students thrive in ministry, including moving into leadership roles. Currently there are 48 general life coaching partnerships, and 3 Akili life coaching partnerships. Additionally, 22 students benefited from ministry house rent stipends. Four students graduated from life coaching this year.

Liz Mullineaux continued as Life Coaching Program Coordinator. Her faithful service as a home church leader and her skills as a social worker have helped her take this program to the next level. She has continued to improve communication with both coaches and students, and she has helped a greater number of students benefit from the resources we can provide. She provided students and coaches with several training opportunities:

- *Creating and Following a Budget* (Niccole Williamson and Michael Mullineaux)
- *Applying for College and Scholarships* (Sam Knight and Max Nelson)
- *Grocery Shopping and Meal Prepping* (Catrina Bogart and Jena Tucci)

Additionally, Life Coaching started a parenting support program in 2025; the first participant started in August. And, they relaunched Akili life coaching in Fall of 2025 –it will now be called the Skills for Success Program. The relaunch is a great way to frame the program to help Akili students more fully.

KEY SHIFTS

In 2026, Life Coaching is moving under Urban Concern; this shift will provide expansion of financial resources and stipends, which will meet a very long-standing need of our students, including our first driver's ed pilot program. We are looking forward to this ministry expanding in 2026 and beyond, as there is an increasing need for this work.

Pastoral Counseling

DEPARTMENT DIRECTOR: MATEO WILLIAMSON

Pastoral Counselors: Nick Gagnet, John Cleary, Abbey Merker, Bev DeLashmutt, Rachel Pfanz, Cindy Botti

Staff: Bridget Knapke

OVERVIEW

In 2025, Pastoral Counseling conducted 1,636 paid counseling sessions. The Counseling Department was able to host a day-long, onsite counselors' retreat for the third time, an event we look forward to continuing in 2026. We also hired Nick Gagnet, our newest full-time counselor.

REVIEW

The Counseling Department offered three recorded workshops for home church leaders and members:

- ***Brain Rot for Leaders*** (Abbey Merker): This workshop examined the impact of "brain rot" when it comes to the discipleship and leadership of home churches, with a focus on pursuing Godly wisdom with technology and establishing better digital habits.
- **Charitable Judgments II** (Liz Sweet): This workshop built on the material from the previous one, including an examination of the impact of suspicion and gossip, and how to help ourselves and others untangle from suspicion and negative-thinking.
- **Battling Worry** (Nick Gagnet): This workshop offered key insights on the area of worry. It also included practical exercises using the Psalms and other relevant scriptural truths.

The recordings and handouts for all of our workshops can be found on our website. Tracy Glover continued her role overseeing marriage mentoring within the church, aided by John Cleary and Cindy Botti. The addition of more marriage mentors provided the church with greater resources in marriage assistance/preparation. The Counseling Department continues to anticipate many marriages of Dwell members and are committed to meeting the ongoing need for marriage mentoring.

This year also saw a transition of all of our administrative systems to a digital platform. In doing so, we made registration, administration, and payment for counseling simpler for staff and members alike.

The Counseling Department also hosted several training events during our counselors' roundtable sessions. These meetings provide our counselors with additional equipping opportunities, as well as support and encouragement. Topics covered this year included case studies, peacemaking, and several counseling book reviews.

Information Communication & Technology (ICT)

DEPARTMENT DIRECTOR: TIM NUNN

Staff: Greg Lawless, Jon Henry Van Luinen, Joey Ambrozich, David Pease, Sharon Rich, Haley Dodd, Nikki Gabrenya

OVERVIEW

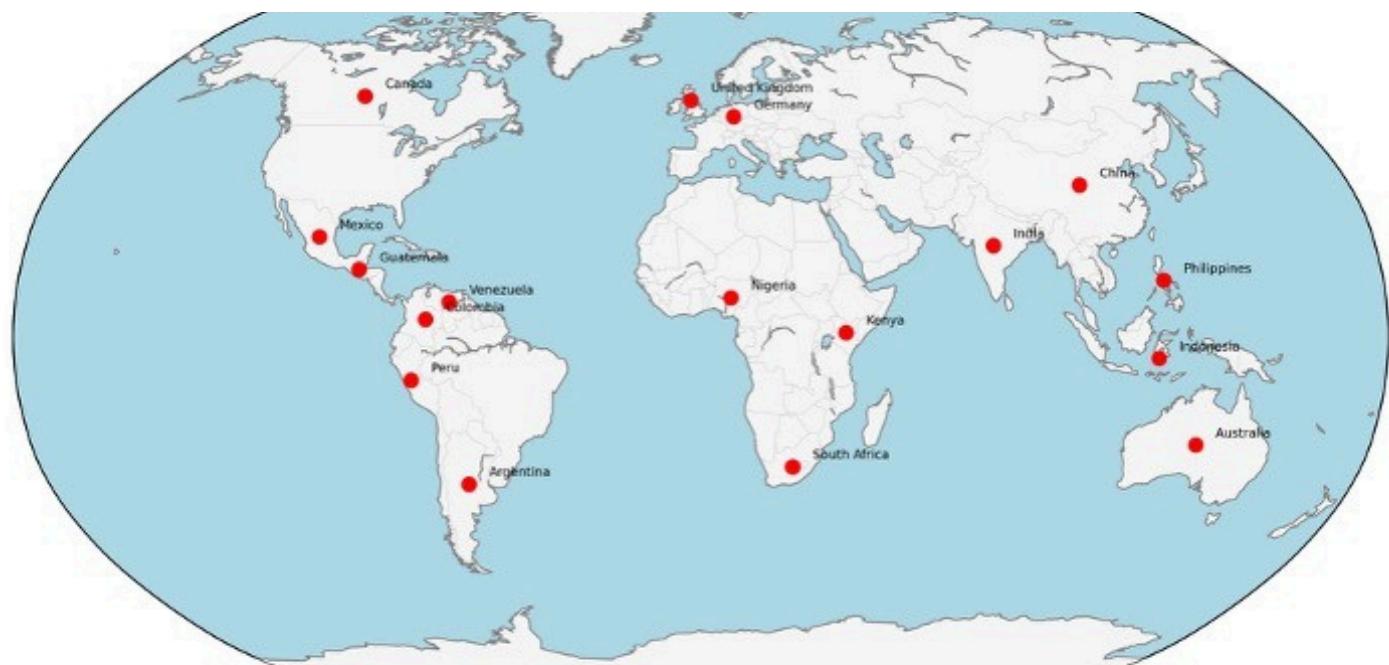
This department manages the largest budget within Pastoral Support. ICT functions as a support to all parts of the church as it relates to information technologies and communication technologies. This year saw major updates to our website and mobile app with quality content developed to support and promote many of the life-changing ministries in Dwell.

THE ROCK AND IT HELP

The Rock, Dwell's data management system, facilitates a variety of data management such as statistics, Oasis registration, Epic registration, Discipleship Café check-in, human resources on-boarding, giving, and pledge information. In 2025, ICT supported 93 unique events with over 10,000 registrations. ICT also facilitated training for several staffers which will allow us to improve services in the future.

DWELLCC.ORG

Our website, Dwellcc.org, saw 1.65 million page views this year, a major decrease from the previous year. When the app and webpage are included together, this number is up overall. One phenomena that is observed across the internet is the decline in web traffic due to the changes in how users consume the internet. With the explosion of generative AI and its use in web searches, web traffic and page views are down across the board. In the midst of this changing landscape, we continue to see web traffic to our essays and Bible teachings. The most-listened-to teaching had over 19,000 listens ([The Old Covenant v. New Covenant, Gary DeLashmutt 2022](#)). Many of our teachings also added extensive outlines using AI technology for transcription. We look forward to offering additional teaching outlines in the future. Additionally, 48% of our web traffic was international, spanning every continent except Antarctica. As the internet habits of Americans are changing, we are seeing more and more international audiences accessing the content on our website.



Dwellcc.org International Usage

DWELL MOBILE APP

We were excited to announce the release of our new mobile app in 2024. The app allows users to listen to thousands of free Bible teachings; read hundreds of free essays on a variety of theological topics; discover current and archived classes on the Bible, systematic theology and practical ministry skills; register for classes and stay connected to upcoming events at Dwell. Dwell App interaction in 2025 exploded—the number of people listening to teachings on the app in 2025 exceeded overall app usage in 2024 alone.

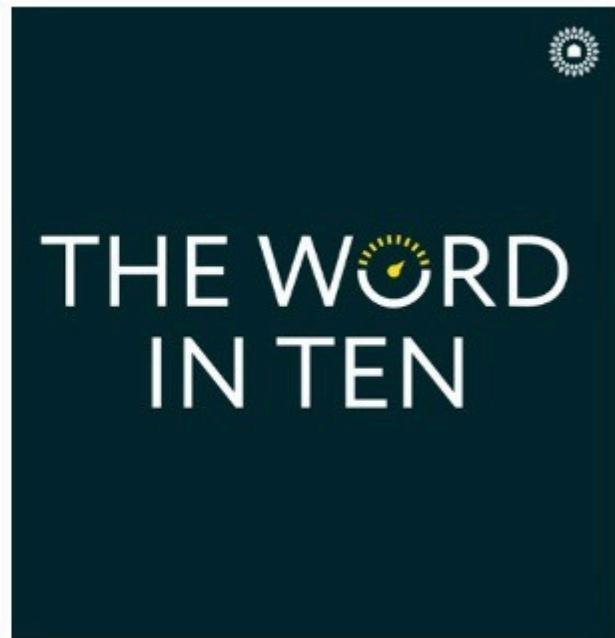
NEW FEATURES FOR MEMBERS

We introduced many new features for members in 2025 who access our website and mobile app:

- Text to Speech for Essays: We have added an audio version of our website essays.
- Teaching Outlines: We are adding text teaching outlines to teachings that are published every single day.
- Language Translation Tool: Any webpage that is a part of Dwellcc.org can be translated into seven different languages.



Language Translation Tool



Dwell Podcasts

CONTENT CREATION

Our podcast, Dwell on These Things, continued to generate great content, with 18 new episodes in 2025. Additionally, we released a new podcast series, The Word in Ten. Both podcasts have over 14k listens this year, with an audience base that spans the entire U.S.. We continued to film personal stories, with over 13 published in 2025. We also continued to highlight our ministries and church via our social media channels (Instagram, Facebook, Youtube).

Budget

2025 Approved Budget: \$2,340,001

2025 Projected Spending: \$2,321,000

2026 Goals

ADULT MINISTRIES

- Develop & publish video testimonies for parents of kids in our Student Ministry
- Develop additional equipping materials by our Adult/Student Liaison team
- Grow and develop our weekly staff prayer meeting for Adult Ministry
- Try out various new outreach events for Adult Ministry

PASTORAL COUNSELING

- Have one of our counselors complete the Christian Counseling & Education Foundation (CCEF) core coursework
- Hire a new counselor
- Partner with local clinical counseling group(s)
- Analyze counseling data for future recommendations related to equipping and support
- Pilot a 4 or 5-week “Current Counseling Trends” on Saturday morning

PASTORAL SUPPORT ADMIN

- Complete new nomination and renewal process for the Servant Team
- Complete ministry team reviews
- Host a ministry team social
- Develop additional peacemaker materials
- Improve night activities for Community Festival

ICT

- Provide development opportunities for key staff
- Pay off our “tech debt”
- Test live closed-captioning for CTs and events
- Test additional Rock and AI tools
- Improvements to our website and mobile app
- Conduct additional phishing audits and vulnerability scans

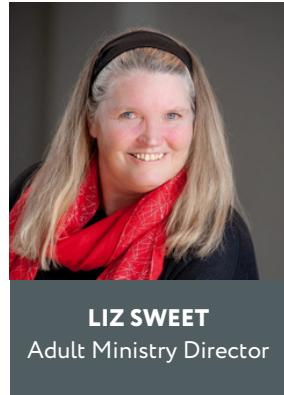
Staff



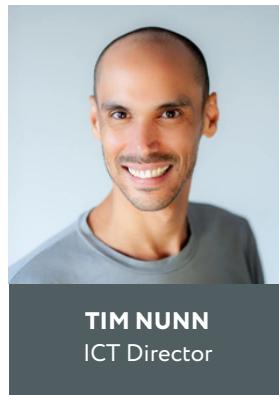
MATEO WILLIAMSON
Pastoral Support
Coordinator



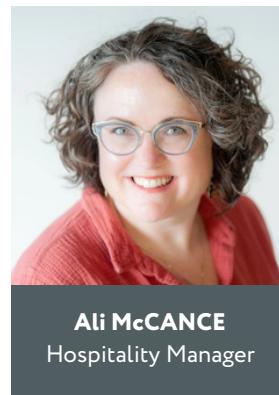
KIM GEISER
Adult Administrative
Director



LIZ SWEET
Adult Ministry Director



TIM NUNN
ICT Director



Ali McCANCE
Hospitality Manager

Operations & Administration

Steve Bauer, Division Coordinator

1 Peter 4:10 “*Each of you should use whatever gift you have received to serve others, as faithful stewards of God’s grace in its various forms.*”

OUR MISSION

There are two primary directives that guide the work of the Operations and Administration Division (“Operations”): to provide professional, responsive, and proactive support for today’s ministry at Dwell and to prepare for Dwell’s future ministry.

WHAT WE DO

Operations supports the ministry of other church divisions with staffing, materials, and infrastructure. The division supports all initiatives, meetings, events, and ministry activities that take place within all locations of Dwell Community Church.

2025 Review

SUMMARY

God had wonderful plans for Dwell in 2025, some of which were expected and others He presented as the year unfolded. The Operations & Administration Division remained responsive and flexible in addressing support needs of Dwell ministries. Support from Operations involves both the provision of current resources for the work at-hand and a focus on the future, seeking to lay a foundation that provides a basis to address coming needs. This means that every year division staff must understand the needs of church ministries and implement processes, policies, and procedures in support of ministry goals. 2025 was no exception, with solid results in partnering with other Dwell divisions while keeping a long-term focus.

Administration Department

Dwell's leadership relies on the Operation Division's Administration Department for practical needs—budgeting and planning—to implement Dwell's goals. The church has key objectives and works with many partners, leading to a myriad of circumstances to make sense of. The strategic work to address details and navigate the broader goals of the church falls to the godly leaders of Dwell. Budget within this area provides for the needs of the church's highest-level leadership, with resources including:

- Senior Pastor compensation for church oversight, one part of their multiple roles within Dwell.
- Board of Trustees (i.e., the Elders) funding for meetings, planning retreats, and periodic travel.
- Administrative support for the Elders of Dwell.
- Special church-wide project-oriented initiatives called for by the Elders.
- External consultation and counsel when needed.

Dwell's Senior Pastors, Conrad Hilario and Ryan Lowery, oversee the work managed by Dwell's division coordinators, sphere leaders, pastors, and extended staff. Under the administrative umbrella they have direct oversight of twice-monthly elder meetings, Management Team meetings, annual administrative retreats, and recurring church sphere meetings.

The Operations Division Coordinator also has resources to address broader issues affecting Dwell. Many ministry issues can be navigated by Dwell staff. However, as with any large, complex, and community-engaged organization, sometimes legal matters must be addressed. Dwell staff members have the expertise to handle most issues related to properties, agreements, contracts, and other business concerns; but sometimes outside advisers need to be brought in on a specific concern, and this department oversees this work.

Division Support

The church is a God-initiated, spiritual entity, but there are many business elements involved in its work. Accounting and Finance, Office Services, and Human Resource Management functions are part of what it takes to support the work of Dwell. Professional staff in these areas of Operations work in the daily details of providing for staff, church members and parties doing business with the church. Division Support efforts are largely behind-the-scenes, dealing with all it takes to keep church resources provisioned.

Unlike some churches, Dwell approaches finances with an “open book” ethos. The annual Vision and Stewardship Meeting allows church leaders to share openly about church finances, and address questions from attendees. The church seeks transparency with appropriate controls, allowing for access to accounting records by church members wanting more detail on how Dwell is stewarding God’s money.

The Accounting and Finance Department entered 2025 with Josh Keegan, CPA, in his first full year as the department director. With his credentials and a commitment to his role in a fiduciary capacity, Dwell has an asset in its work in Josh. Early in 2025, Josh worked with Dwell’s bankers and an investment firm to analyze the church’s cash assets, seeking to maximize interest income while ensuring capital preservation. Liquidity is also of importance as the church seeks to be highly flexible and responsive to God’s leading and His provision of opportunities at any given time. As a result of implementing some prudent investment options, Dwell has been able to increase income, covering a solid portion of bank fees and related transaction costs.

The accounting team is also anchored by Catherine Gilbert, the 36 year veteran senior accountant for the church, and Tom Edgar in a dual role with Accounting and Human Resource Management (HR). Accounting and HR administration have many common connections and bringing these functions together has proven to be productive and efficient. In 2025, HR implemented several functions on the church's Rock RMS system to assist managers with the job posting and application, and on-boarding processes. These were solid steps forward in improving efficiency and HR will continue to build on those steps.

MAJOR 2025 PROJECT – ACCOUNTING SYSTEM REPLACEMENT

Every two to three years, Dwell's accounting staff has considered replacing its accounting system that had several key drawbacks that prevented true integration between accounting functions. The old system was inexpensive, but it was a case of getting what you pay for. However, cost was historically a hurdle for any adequate upgrade and system research also always came up short on solid reasons to make a switch. Given the critical nature of this function, Dwell staff has been concerned about possible disruptions with a new system.

In 2024, staff members decided to allocate the funds required to replace the church's outdated accounting software system. Over several months, staff carefully considered many different options, and chose to go with Sage Intact. The platform offers critical built-in interfaces for banking functions, payroll processing, database integration, and reporting, and is widely used and highly recommended. The system itself is just one element of the huge implementation effort to replace a legacy computer platform. The policies and procedures related to accounting functions have to adapt to a new system's nomenclature. Something as basic as account numbering is different, but the entire structure of entity set-up varies depending on the software solution being implemented. A system conversion is always a time of revisiting past decisions, the "why are we doing it this way" questions. And the team sought to answer "how can we do this better" as part of the conversion process each day.

The implementation process began in January with weekly meetings and tasks to map existing accounting data to the new system. Existing data was brought over to the new system to match Sage's nomenclature. Following extensive testing, dual processing on both the old and the new systems commenced in May and, by July, Dwell staff was reviewing data with Sage as the primary accounting data source. By fall staff were relying on Sage.

The Dwell team learned that there cannot be too much communication or training when it comes to a major change in the critical toolset used by dozens of users. There could have been better training opportunities, which was especially noticeable as Dwell staff entered fall planning and budgeting. In any case, by year-end, the new system, and changes that went with it, had settled out and Dwell has a solid solution to accounting needs into the future.

Another key function in the Division Support area is the Office Services Department. Hospitality with professionalism is key when serving communities in need and providing support in ministry. Users of the office – visitors to Dwell, church members, church staff, service providers, and vendors – can all expect to be treated with a serving attitude, matched with patience and proficiency from Office Services staff. This team juggles many responsibilities associated with an engaged, thriving, and large organization. The reception staff is often the first point of contact for those seeking assistance from or at Dwell and must maintain expertise about office systems and the myriad of church programs and services. Malia Bauer leads a team that provides service with excellence and grace as its ethos.

Facilities Support Services

God has blessed Dwell with an abundance of facilities and grounds that are put to use every week, often early each morning to late into the night. The staff that supports this are in the Facilities, Master Scheduling and Events, and Sound and Light departments. These staff members offer professional services that make the many programs and services offered by Dwell possible. Without diligent and timely attention from Facilities Support Services staff, the fast-paced, naturally chaotic work of all other church departments would not shine as it does.

Operations is responsible for working with internal users and external resources, planning and implementing indoor and outdoor projects, maintaining (aging) infrastructure, upgrading facility systems to better support ministry needs, continually enhancing security features, and overseeing church-wide support projects working with staff from other church divisions.

The Dwell Facilities Department oversees multiple facilities and property that add up to over 230,000 square feet of ministry space situated on over 81 acres. Three primary campuses and a school keep a team of staff busy virtually every day of the year:

- Main Campus (near Westerville). This space holds church offices (opened 1996), main building (opened 1997), and Building X youth facility (opened in 2001).
- 4th Street Coffee Bar and Pavilion (in the University District, opened 2006).
- Oakland Park (in Clintonville, opened in 2014), the home of Akili Christian High School, which also hosts Dwell meetings and classes.

This department also retains some maintenance and cleaning responsibilities at Dwell's partner school, Calumet Christian School in Clintonville, and hosts a Calumet "North" site at the church's Main Campus location.

God has blessed Dwell with multiple ministry locations in the heart of the communities it serves.; but Facilities staff members also come alongside new ministry initiatives. In 2025, Dwell sought a venue on the southwest side of Central Ohio for a possible meeting site. It's often difficult to find a meeting-ready venue. Retail spaces available typically require extensive life-safety and HVAC renovations, along with lighting changes, sound systems, and general ambiance needing to be addressed. While a suitable location was not found, the search demonstrated the amazing spaces Dwell already has.

Dwell's facilities are incredible spaces for ministry, but they are in constant need of maintenance and upgrades. Dwell's first owned facility, the church office building, will turn 30 years old in 2026. The 4th Street Pavilion property and Oakland Park include construction from the first decade of the 1900s and the 1960s respectively, along with many subsequent renovations. Such facilities all require substantial, periodic upgrades to reflect changes in systems, technology, and the incorporation of evolving building materials used for infrastructure.

The Facilities Department oversaw the first year of Akili Christian High School's home at Oakland Park. The meeting and classroom space on site carries signage with the Akili logo as the primary user of the space. Dwell shares the space as a user for evening church meetings. This arrangement will continue for at least 2 more years as church leadership studies the changing needs associated with the high school, and plans for the future.

Conner Martin is Dwell's Facilities Superintendent, with management responsibilities for all properties. He is supported by Gabe Reece in a critical role in staff management and with scheduling of all church-owned spaces. The Scheduling and Events Department has to ensure that hundreds of venue uses each year reflect the high standards the church sets for meetings and events. Spaces must be properly resourced with tables, seating, and all of the other elements required to serve user groups. Making sense of so many requests and prioritizing ministry uses is a huge and very visible job, since it affects so many people. Every church division, church members, and long-time external partners all rely on the excellence this group seeks to achieve day-in and day-out.

Operations also oversees safety functions for meetings and events at Dwell facilities. Over the past decade, Dwell has invested incrementally in security infrastructure. There are police officers at every key church meeting as a key part of the church's overall safety approach. Roger Wicks and Rae Kirkbride oversee a team of over 70 volunteers serving as "eye-and-ears" at Dwell's Central Teachings each week, along with a compassionate and skilled Medical Response Team active at all key meetings and church events. This team coordinates with officers at church meetings, through an investment in shared-frequency communication.

The Sound and Light Department rounds out the Facilities Support Services area, as a critical element of all ministry uses at Dwell locations. Ryan Hall directs the work of a professional staff, skilled at both the technology required for excellent meetings and the servant attitudes that make such meetings shine.

As stated previously, each Dwell facility has a history of when infrastructure was first installed, and how those systems have fared over time varies. The sound and light team identifies and prioritizes upgrades and improvements across all church venues. Starting in 2021, Dwell has invested in sound and lighting system improvements at every facility Dwell operates. Staff has updated antiquated analog sound equipment, non-integrated systems, decades-old speakers and drivers, and stage lighting components. Through careful planning, this department will continue to update systems, with clear impact in better supporting ministry and clarity in delivering God's message.

2025 was no exception to this updating process as Dwell invested in replacement of the original incandescent lighting system at the largest church venue, Main Campus. The LED lights of this new system save money, and allow better control of auditorium lighting. While more updates are ahead, staff has now largely addressed the issues of outdated systems.

Budget

2025 Approved Budget: \$2,945,436

2025 Projected Spending: \$2,924,400

2026 Goals

Dwell's Operations and Administration Division is well-situated to continue excellence in support of God's work through His church. Division staff seek to have all meetings and events proceed as the users of Operations services expect – with any glitches addressed quickly and professionally, and with no glitches as a goal, due to diligent planning, training, and execution.

With large processing system changes in Accounting and large investment in venues in Sound and Light in 2025, 2026 should be a year of consolidating gains in those areas and seeing the fruit of that labor. At the same time, God has made it clear that His plans for Dwell involve continued partnership between Operations and the church divisions it supports and serves. Some specific plans for the coming year include:

- Administration time for Senior Pastor Conrad Hilario has been allocated to study and visit locations for a possible extra-local church plant from Dwell.
- Based on input from Dwell's Fiscal Support Team, designing and erecting a permanent outdoor structure at Main Campus to replace the well-used tents in use since 2021.

- Adding functionality via the new Sage accounting system to improve the speed with which transactions are posted so management reporting is timelier, and various processes are more efficiently completed.
- Determining the best approach for use of the Sage budgeting tool-set and implementing the same for the fall planning and budgeting cycle.
- Improving management processes building on the existing Human Resource Management tools put into use this year. Basic elements of key processes exist, they need further development.
- Designing and implementing additional safety elements on church properties, with additional specialty cameras, potential reporting service providers, enhanced alarming, and site access controls (e.g., a driveway gate at Main Campus).
- Identifying the next most critical facility components for sound and light to upgrade and/or replace.
- Developing and taking steps in a transition plan for division leadership.

2025 Finances Overview

God continues to bless Dwell with the opportunity to steward amazing resources for His church's ministry. Dwell members covered the 2025 budget and exceeded it by a substantial amount for the first time in four years. That is a great sign of commitment and generosity.

- **FST Approved Budget | \$8,810,000**
- **2025 Contributions | \$8,995,400**

Between the additional giving and under-spending by church managers, Dwell has a "war chest" that provides flexibility in responding to opportunities that come up in the future. Having a bank account with a balance also allows for better long-term planning and provides a buffer against potential economic downturns in any given year.

At the same time, the church does not want such funds to grow and sit fallow. There are plans for 2026 projects that are made possible by God's largess in these funds.

Details on Finances in 2025

As covered earlier in this report, Dwell transitioned to a new accounting service in 2025, Sage Intacct. In its first year the new platform has already provided Dwell with substantial enhanced efficiencies and reporting capabilities, but much more will be achieved through this system in 2026 and beyond.

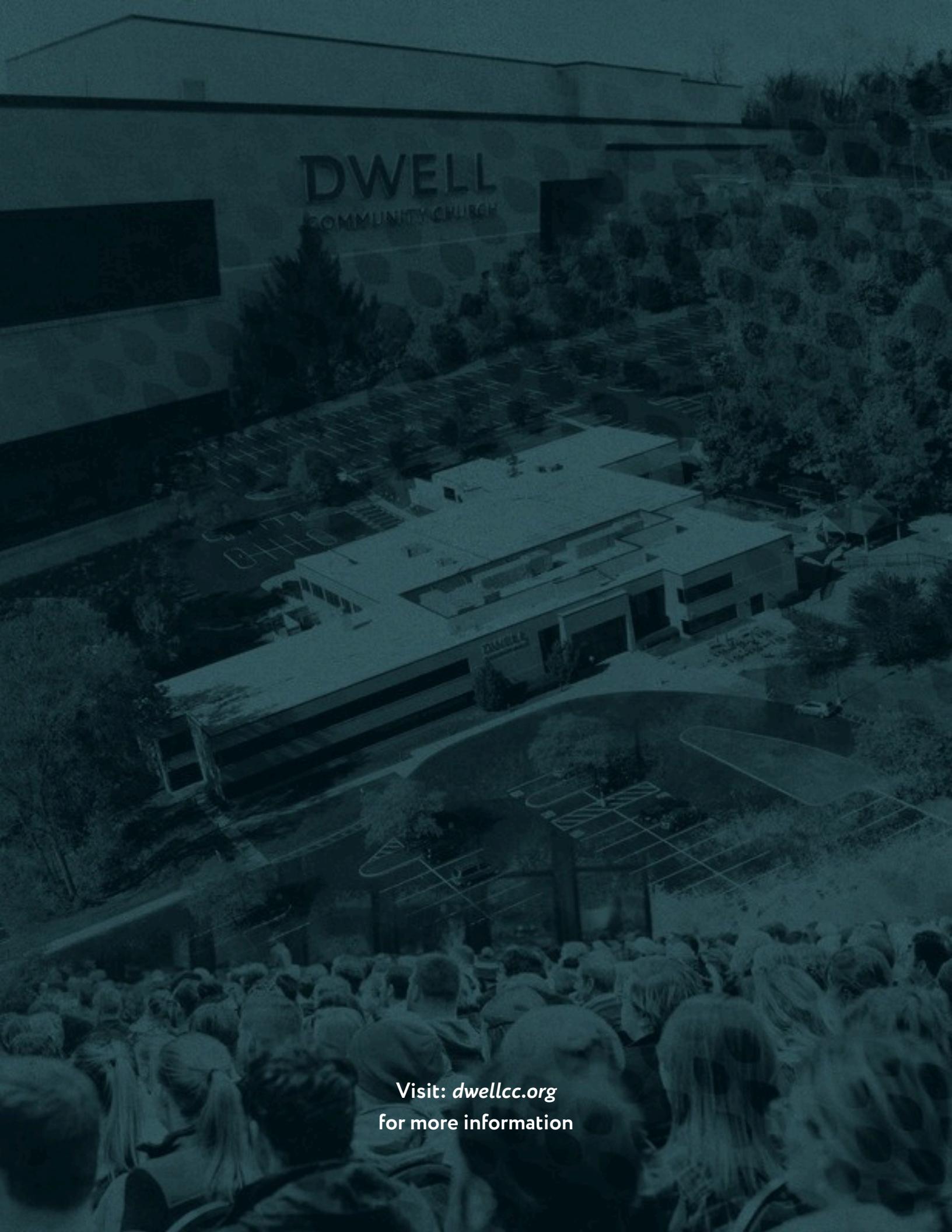
One key financial area that was a focus in 2025 was staff benefits.

- Healthcare benefits provided through the church underwent a large change a few years ago. Due to that change, Dwell as a church is still paying less than it did for health insurance in 2022. Not only that, the average employee is also paying less for their coverage than they were in 2022. Dwell leadership views this as a significant provision from God, as it has enabled the church to maintain a more stable budget and alleviate some of the financial strain that health insurance was causing our employees.
- Dwell also updated the life and disability insurance offered to staff, which now provides a 2x salary benefit payout up to \$200,000, from the previous \$100,000 cap.
- In line with the church's commitment to providing excellent benefits to staff, Dwell introduced a Roth-based retirement contribution option for all employees.

Along with a focus on staff compensation, Dwell changed its credit card vendor this year. This move might seem of little significance, but such incremental improvements make a big impact over time. Credit card coding can require staff time from users and accounting staff, and this move makes processing timelier and more efficient.

Dwell has also made moves to increase earnings on its cash reserves. The church follows very principled, conservative protocols for such funds, balancing liquidity and stability of any investment vehicle. Historically, the church has taken a less active approach to investing funds. It changed that approach somewhat in 2025. Dwell accounting staff vetted new higher yield, insured market options and placed funds in solid high-yield savings accounts. The church achieved significant gains in interest while fully protecting reserve assets. Several thousand dollars were earned for ministry through these efforts.

God's people remain committed to the work of Dwell and its affiliates as evidenced by the incredible generosity shown in 2025. This solid financial foundation will carry into 2026 with plans for ministry expansion around the world and in Central Ohio. God has blessed Dwell to be a blessing to our communities.

An aerial photograph of a modern, multi-story church building with a light-colored, textured facade. The building has several rectangular windows and a prominent entrance. In front of the building is a large, mostly empty parking lot with a few scattered cars. The church is surrounded by a mix of green trees and some bare ground. In the foreground, the dark silhouettes of many people are visible, looking towards the building. The overall image has a slightly grainy, high-contrast quality.

DWELL

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