



DWELL

COMMUNITY CHURCH

a ministry of XCF

2023 ANNUAL REPORT

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.

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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Missions

Dave Glover, Division Coordinator

OUR VISION

The Missions Division exists to catalyze indigenously led house church planting movements among poor, least reached, and responsive 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 committed to meeting underprivileged communities' physical and spiritual needs in Columbus and overseas.

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 global network of indigenous and near-neighbor workers. In addition, our Global Partners serve their communities by offering help that empowers people in poverty. **Our target, by 2030, is to catalyze an international network of 100,000 people in 10,000 house churches, each led by at least one leader.**

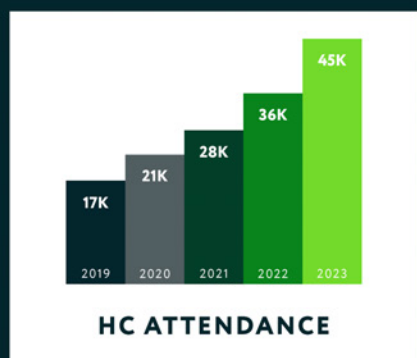
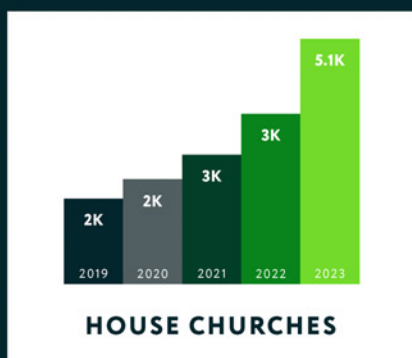


There are 11 Global Partners in seven regions: West Africa, East Africa, African Great Lakes, Central Asia, South Asia, Southeast Asia, and Latin America and the Caribbean. **Our Global Partners represent hundreds of national workers, indigenous church planters who oversee a network totaling 5,168 house churches and 3,393 house church leaders, with 45,002 members.** Our 13 Global Workers serve among six of our Global Partners. Global Workers are cross-cultural workers from Dwell who provide leadership development and facilitate church planting.

The Missions staff provides equipping for house church planting, discipleship, and theology. The Missions staff also provides strategic planning assistance, oversight, and pastoral care.

Our brothers and sisters overseas continue to experience significant challenges to daily life, such as regional armed conflicts, political and social instability, rapid increase in inflation, poverty, and worsening persecution. They have planted churches in seven countries identified by the International Rescue Committee (IRC) as having the most risk of a humanitarian emergency in 2024. 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. In word and deed, Christians in house churches reach out to their communities with the love of God. 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 micro-finance, 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 with Compassion International and building homes for the needy through the Houses of God ministry. Dwell provided Arco Church with \$30,600 in financial support through the Global Partnership Fund.



The political and social situation in Ecuador worsened significantly in 2023. Transnational drug cartels have been fighting over Ecuadorian coastal territory to control export routes to the United States and Europe. This has resulted in increased levels of violence and instability. Despite this, we saw a 13.8% growth in house church attendance in El Oro province since December 2022, with two new house church plants. There are 59 house churches in this province, with 1,141 people in attendance in five cities, led by 102 house church leaders.

The house churches connect at a broader church level. Three (in the cities of Guabo, Machala, and Santa Rosa) have established themselves as solid and stable churches and aim to expand within their cities. The three newer churches across the province (in Ponce, Pasaje, and Huaquillas) are growing as new teams were set up over the last two years to work in those locations. They plan to develop indigenous leaders in all house churches and work towards setting up an indigenous leadership team for each location.

BERAKA CHURCH – HAITI

Dwell has been working with Beraka Church in southern Haiti since 2011. Our partners in Haiti are experiencing difficulties because of 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, and the government is not capable of ruling. Haiti is waiting on a UN-commissioned multinational coalition that will impose law and order in the country.



Despite these unfortunate events, the local church perseveres to serve Christ and its neighbors. Beraka continues to plant churches, develop local leaders, and adorn the gospel in their community. This ministry's leaders and church planters oversee a network of 49 house churches with 310 people in attendance. This year, Dwell sent a total of \$75,000 in support. Dwell is honored to work alongside such resilient and loving brothers and sisters to share the hope of Jesus in Haiti.

CENTRAL ASIA

Dwell's Global Workers, Mark and Laura, continue working among Eastern European 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 begun to follow up on, train, and assist students who have returned to Central Asia to help them take steps toward evangelism and church planting in their contexts.

Dwell provided \$5,000 in financial support to Eastern Europe through our General and Global Partnership Fund. They use these funds to translate and distribute equipping resources and as seed money for business projects. It is essential to help returning graduates develop and implement business plans so that they can be self-supporting.

FOUNTAIN OF HOPE - CAMBODIA

The Fountain of Hope (FOH) executive leadership team, including representatives from each provincial office and the leaders of each of their four programs, continued to advance the ministry. Nareth and Ratha serve as co-country directors, 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. They have 38 cell church leaders deployed and plan to build on this foundation in the coming years. Fountain of Hope and Friends of Fountain of Hope (the U.S.-based non-profit supporting FOH) received a leadership development grant in the fall. This grant allowed them to accelerate their leadership development efforts.

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

- Life with Value provides support groups and a curriculum to address the community's needs. Local leaders work alongside FOH staff to initiate programs that deal with the most pressing community problems. There are 164 groups with over 1,700 adults participating.
- Life of Hope provides a spiritual impact in the community through cell churches. The cell churches are where Christians meet to learn, worship, and grow in their walk with Christ. As of December 2023, there were 243 house churches with 2,768 members. FOH is wholly led and staffed by national workers and builds on a well-established cell church network.
- The Joy of Our Children program provides spiritual and health education for children ages 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 includes 121 children's groups (ages 5-12) with over 9,900 children attending and 146 teen groups (ages 13-18) with over 2,000 in attendance. They also have a Big Brother/Sister program with 339 children paired with older mentors.
- Finally, Our Strong Village helps churches and communities meet needs with existing resources and skills, equipping them to forge their futures. Over 1,900 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 2023.

FRIENDSHIP MINISTRIES - CAMBODIA

Friendship Ministries is focused on developing a thriving network of house churches in and around Kampong Cham, Cambodia. The ministry's vision is to have a network of house churches made up of reproducing disciples that impact the community around them for Christ in every district in Kampong Cham province. In 2023, Friendship Ministries included 15 house churches led by 10 house church leaders with 91 people in attendance. In addition to these established house churches, 2 active outreach groups have an overall attendance of 12 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 God will do through our partners in Kampong Cham in future years.



Dwell Global Workers serves this community by offering medical care and education through the Friendship School, established in 2009. The school provides education to over 200 underprivileged children. Our Global Worker team includes Chris and Amy, who work closely with three indigenous church planters. This year, Dwell sent \$80,000 in support: \$50,000 from the Dwell General Fund and \$30,000 from the Global Partnership Fund.

MERCY MEDICAL CENTER - CAMBODIA

The vision of Mercy Medical Center (MMC) is to see 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 as it maintains the 4P mission (Proclaim, Provide, Prepare, and Partner) through its regional outreach centers.

MMC is based in Phnom Penh and serves individuals from every province in Cambodia. **MMC provided medical care to over 22,200 patients this year, provided over 1,940 counseling sessions, and witnessed over 640 people start a personal relationship with Christ.** MMC works with over 175 referring partners to plant house churches throughout Cambodia.

The Spiritual Impact Team (SIT) consists of 8 national workers who oversee a network of 16 house churches with approximately 161 members. A member of the SIT meets with each patient before their appointment. They also participate in the mobile clinics and provide training and support for the house church leaders. The SIT developed a set of discussion-based lessons that new leaders can use to teach the Bible. MMC staff includes Tim Benadum, director; Marjie Benadum, partnership director; and Scott and Jeanne Arter, accounting and administrative support. The Benadums and Arters also serve as mentors to several national workers.

In 2023, Dwell provided \$45,000 in financial support to MMC, \$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 consists of a 5-year commitment to fund church planting and community development initiatives in a specific region in India. By 2025, the goal is to plant 300 churches and have 80 church planters leading churches in the area Dwell sponsors. 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.

In 2023, the region Dwell sponsors had 187 churches, 64 church planters, and 2,948 believers in attendance. In addition to the growth in this region, Dwell had a prior partnership in a different part of India. The churches in that other region have continued to grow, and, to date, 403 churches, 93 church planters, and 8,502 believers are in attendance. Dwell contributed \$69,340 from the Global Partnership Fund to support the work in India this year.

SOUTHEAST ASIA

The Southeast Asia team is our longest-running partnership, and two couples serve on the expat team: John & Ruth and Jeff & Linda. Multiple non-government organizations (NGOs) are in place, led by 20 national workers. The scope of the ministry impacts thousands of people, and Dwell is grateful to the national workers and our team for their long-term service to their local communities.



We were saddened to hear that two of our long-term friends and co-workers passed away in 2023. They are greatly missed, and their spiritual legacy continues in the lives of the many people they impacted for Christ.

The national workers and Dwell's team oversee a network of 835 house churches with over 6,300 people in attendance. This represents a 45% growth in attendance from last year. They also have 756 facilitators who lead a network of house churches. In addition to the house churches, the national workers provide feeding programs, after-school activities, micro-lending, and various development initiatives.

Through the student sponsorship program, 306 students are on full or partial scholarships. These students would not be able to attend school if it weren't for the generous financial support of this ministry. Also, 27 college students receive a small stipend and housing. Seven more college-age students participated in a new discipleship and a job skill training course.

This year, Dwell sent \$326,600 in support, \$191,600 from the Dwell General Fund, and \$135,000 from the Global Partnership Fund.

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 181 house churches with 3,171 people attending, led by 387 house church leaders.



The turmoil caused by the civil war that started in 2021 has resulted in thousands of casualties, displaced thousands of people, caused widespread food shortages, and brought ethnic tension to an all-time high. The civil strife in the northern part of the country made it impossible to contact the church planters working in that region. More than half of the house churches were inside an active war zone. Thankfully, a truce was recently brokered between warring parties in Ethiopia.

However, a new conflict began in the Amhara region, making it difficult to travel from city to city in the North. Bethel Church conducted quarterly training sessions for 43 church planters despite limited mobility. 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. Sixty-eight potential leaders are participating in the “Growing Leadership” materials.

Finally, food insecurity remains a problem in various parts of Northern Ethiopia. Bethel Church continues to minister to people in both word and deed by providing food and basic household materials to hundreds of people.

This year, Dwell sent \$135,300 in support, \$17,300 from the Dwell General Fund, and \$118,000 from the Global Partnership Fund.

MISSION PENTECOSTE INTERNATIONALE (MPI) – WEST AFRICA

Dwell’s partners’ network of house churches in West Africa continues to grow at a rapid pace, experiencing a 30% growth in house church attendance from last year. This network now represents 17,924 people in 3,067 house churches led by 1,689 house church leaders who are in turn overseen by 156 church planters. The ministry has continued expanding the planting of house churches throughout the broader region of West Africa beyond Côte d'Ivoire to Mali, Niger, Burkina Faso, Benin, Guinea, Western Sahara, and Liberia.



Our partners have seen explosive growth over the last few years, making it challenging to develop enough house church leaders. They have passionately responded to the challenge to equip and mobilize leaders, deploying 709 leaders last year.

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

TUMAINI CHRISTIAN FELLOWSHIP – DEMOCRATIC REPUBLIC OF CONGO

2023 marked the second 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, and before Dwell formally partnered with them, the ministry experienced incredible growth from a small church to its current size. The national leadership team is well-organized, passionate, and driven. They are eager to learn and hunger for knowledge and input. There are currently 1,665 people in 113 house churches led by 194 leaders. This represents an astonishing 84% growth in attendance since last year.



House churches have continued to spread geographically from the original location of Bukavu into the surrounding provinces, as well as the nearby countries of Burundi and Rwanda. In addition, our partners connected with church planters in Tanzania who need coaching and encouragement as they work among unreached people. In 2023, Dwell sent \$5,000 to the DRC from our Disaster Relief Fund to aid with refugee relief efforts around the city of Goma, which a rebel group threatens. In addition, Dwell provided \$8,000 in financial support to the Tumaini Christian Fellowship from the Global Partnership Fund.

BURKINA FASO

We began our partnership with Kingdom Investments International (KII) and the Union of Interdenominational Churches (UIC) in 2022. KII has an office in Dublin, Ohio, and a national office in Ouagadougou, Burkina Faso. KII introduced us to UIC, a network of 120 churches based in Burkina Faso.

KII conducts Bible training for pastors and church planters and has expertise in development, micro-finance, and wells. They provide accountability in the country for UIC and their church planting efforts as they implement a home church strategy in the predominantly unreached parts of the country.

In 2023, the KII leadership brought two issues to our attention. First, the individual from UIC who was overseeing the church planting efforts was not following KII's policies for budgeting and reporting expenses. KII immediately flagged this and reported it to us in late June 2023.

Second, the KII leadership notified us that the president of UIC planned to divorce his wife unrighteously. Those at KII and other members of UIC know the president's wife and can attest to her godly character. Other leaders in UIC called for the president to step down, since UIC's policy states that you cannot be the president if you divorce or leave your spouse. The president refuses to vacate his position. We were made aware of this situation in late July 2023. We, along with KII, were disheartened to hear this news.

Both of these issues violate our Global Partnership engagement standards. Within six weeks of hearing and confirming these reports, we informed KII that we would terminate our partnership with UIC. We also decided to pause our partnership with KII until we can determine how best to proceed.

Please pray for the KII leadership as it navigates this difficult situation, and continue to pray for our brothers and sisters in Burkina Faso.

The Dwell Disaster Relief Fund

The Dwell Disaster Relief Fund enables the church to respond quickly to natural or human-caused disasters. This year, \$25,000 was distributed for relief efforts in Türkiye, India, Ethiopia, and the Democratic Republic of Congo.



Türkiye – In collaboration with MRDS, Dwell sent \$10,000 to assist survivors of the earthquake that hit south-eastern Türkiye in February.

India – Believers in Manipur province in north-eastern India have suffered (and continue to suffer) persecution and ethnic violence. Dwell sent \$5,000 to help relocate an orphanage that could no longer stay operational and safe.

Ethiopia – The civil war in the Tigray region of northern Ethiopia raged on for two years, killing an estimated 600,000 civilians and combatants in the area. Dwell sent \$5,000 to assist with regional food distribution in partnership with our Global Partners.

The Democratic Republic of Congo – In November, 100,000 internally displaced people came to Goma due to civil unrest. Dwell sent \$5,000 to our global partner to provide food, water, and essential items. The house church members in Goma helped distribute aid to many people in the camps.

Kenya – In September, Dwell sent \$2,000 to provide food support for 40 families in northeast Kenya.

STRATEGIC PARTNERS

In addition to Dwell's Global Partners and the commissioned missionaries that work in the context of the Global Partnerships, Dwell has maintained contact with five couples sent from Dwell over the last two decades. Dwell considers these couples Strategic Partners, making valuable and significant contributions 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 were deployed in 2000.
- Bruce and Sonya serve in Southeast Asia, developing and mobilizing national workers as church planters. They were deployed in 2002.
- Scott and Jeanne Arter serve in Cambodia with the Mercy Medical Center. They provide accounting and administrative support and the mentoring of national workers. They were deployed in 2018.
- Bob and Carol work with Bruce and Sonya in Southeast Asia. Bob and Carol were deployed in 2019.

Mark and Diana Michalek served as tentmakers in Uganda for two years. They had the privilege of teaching at a local university, professionally mentoring a group of young men, helping refugees, and serving rural communities. We celebrate their safe return from the work God sent them to accomplish!

Humanitarian Aid and Development Fund

Our Humanitarian Aid and Development Fund (HADF) program exists to develop underprivileged communities and alleviate poverty by funding ministries designed to meet physical and spiritual needs in Columbus and overseas. The HADF goal in 2023 was \$200,000. Thanks to the tremendous generosity of Dwell members, the goal was exceeded.



HADF Highlights

FELLOWSHIP OF CHRISTIAN ATHLETES

Fellowship of Christian Athletes (FCA) works to see the world transformed by Jesus Christ through the influence of coaches and athletes. Matt Dascenzo is the Area Director for Columbus City Schools. Through the HADF, Dwell contributes \$6,500 to help Matt with his annual support. FCA established lead Bible studies (“Huddles”) with sports teams and during lunchtime in six schools in the district.

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 \$5,000 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 and 10 Tips to Safety, as well as receiving school supplies.

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. Through the \$10,000 support provided through the HADF, Hope for Hilltribes served more people from these marginalized groups.

KINGDOM INVESTMENT INTERNATIONAL

Initially, \$20,000 was earmarked for Kingdom Investment International (KII) in the HADF. We planned to provide financial resources for microloans in two communities and assist three families internally displaced by violence and extremism. However, due to complications with the church partners in Burkina Faso, we did not distribute the funds in 2023. We will review options for supporting KII in 2024.

CENTRAL OHIO YOUTH FOR CHRIST

Central Ohio Youth for Christ is dedicated to working with at-risk teens in Central Ohio. The \$35,000 contribution helps support program initiatives, including Bible studies, educational initiatives and 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 assists the ministry in extending life-changing hospitality and friendship to international students.

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.

COLUMBUS INTERNATIONAL OUTREACH

The Columbus International Outreach Fund supports our neighbors from other parts of the world who have relocated to Central Ohio by seeking to meet 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. This year, the ministry team successfully ran a summer program, which gathered Bantu students to discuss building their relationships and sense of community. This team has also met with Bantu students throughout the year in small groups to explore community-building further and provide a safe and 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.

In addition to the work among the Bantu, a team of 10 Dwell volunteers has continued serving 29 Nepali students who attend groups in the middle school, high school, and college ministries. These volunteers have formed mentorship relationships with 13 of the 29 Nepali students.

HARAMBEE CHRISTIAN SCHOOL

Harambee Christian School began in 1998 with the mission to help youth overcome challenges in their lives 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. Additionally, the Dwell General Fund contributed \$115,000 to Harambee.

In 2024, there will be a significant change in the relationship between Dwell and Harambee Christian School. The following is a statement from the Harambee leadership team describing the change:

Over the next year, Harambee will become an independent ministry but remain in a strong partnership with Dwell.

Since the inception of Urban Concern in the early 1990s, the elders of Dwell have provided oversight of the ministry. Several things have changed over time. The strategic vision of Urban Concern has become Harambee Christian School, whose mission is to help inner-city youth overcome challenges and thrive in the body of Christ. Toward this end, we have labored for years to help Harambee students and alumni to find Christian community in Dwell.

This past year, the leadership of Harambee conducted an alumni survey where we learned that the overwhelming majority of alumni, who are now adults ages 18-30, stated they love Jesus. Many are walking with God in other congregations in Columbus and around the world. To accomplish our mission, we feel led to partner with a broader base of churches and explore multiple ways to reach alumni and parents who aren't connected to a church.

At the same time, God has blessed Dwell with a growing urban ministry over the past decade. Through organic relationships, the church is gradually becoming more diverse.

This has resulted in two wonderful visions for serving and reaching people in the city. We believe God's Spirit is behind both of these movements. We also believe both visions will be best served through a partnership relationship.

What will fundamentally change in this newly defined relationship is that Harambee will become an independent ministry with its own board of directors. What will not change is Harambee students being encouraged to grow with Christ in Dwell student groups or having the opportunity to attend Akili when they graduate from eighth grade. Harambee will also be accredited as a ministry of Dwell and will continue to participate in the Humanitarian Aid and Development Fund. Most importantly, our unity as members of one body will remain.

DOMESTIC CHURCH PLANTING

Bryan and Hope Jones completed their second year in Cincinnati. They averaged 13 students attending their weekly high school meetings, with four coming to faith in Christ. Their college group averaged 20 students per week in attendance. They hope to recruit additional workers to follow up with the many other contacts in their ministry.

In 2023, **Josh and Meri Benadum and a team of over 30 people launched a church plant in Central Florida.** Central Florida is considered one of the most unchurched areas in the country. Consequently, there is a need for an authentic disciple-making church. They established two house churches and saw 20 guests and five new discipleship relationships formed.

Working with the Trident sphere, **Joe and Erin McCallum, with several east-side home churches, planted a church on the east side of Columbus.** They have worked in the Newark/East Side for several years, and this is the culmination of their team's efforts. This is a rapidly growing and strategic location as new businesses and people move there.

2023 FINANCIAL OVERVIEW

In addition to their commitment to the Dwell General Fund, Dwell members gave generously to the Global Partnership Fund (GPF) and the Humanitarian Aid and Development Fund (HADF). Dwell is grateful to God for people's incredible generosity.

The Global Partnership Fund is the focus of fundraising in the Missions Division. In 2023, Dwell provided financial support for church planting and relief and development efforts to our 11 Global Partners. We also released surplus funds for several one-time projects, complementing our yearly commitment to our Global Partners.

The Humanitarian Aid and Development Fund supports ministries serving people and communities in Columbus and globally. Dwell provided support to 10 HADF ministries.

In addition, the Dwell Missions Division supported other work in 2023, such as:

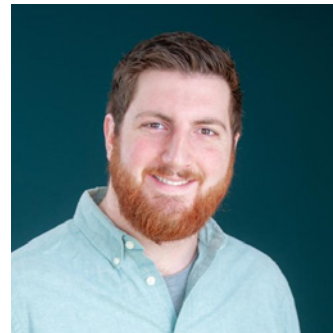
- Supporting 13 Global Workers serving on the ground among our Global Partners.
- Providing Disaster Relief Assistance to five different countries.
- Providing financial support for Harambee Christian School from the general fund.
- Providing funds to launch new church plants on the East Side of Columbus and Central Florida.

2024 Goals

We want to accomplish the following in 2024:

- Dwell will continue to work with its Global Partners to develop new house church leaders. The goal is to see the number of leaders increase, so there will be at least one leader 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.
- Dwell plans to organize three short-term trips in 2024, pending travel restrictions: India, Cambodia, and Southeast Asia.
- The Missions Division will continue to provide operational support for its Global Partners to help accomplish the ministry, ensure Dwell meets its financial commitment for each Global Partner, and offer logistical assistance to its Global Partners and Global Workers.
- Dwell also seeks to mobilize and inspire the church to support its Global Partners. We have had rich and rewarding prayer times together through quarterly Missions Nights and monthly prayer meetings for each Global Partner. We praise God for how engaged our church is in praying for missions, and we want to continue these meetings. Additionally, the Missions Division plans to conduct 10 “Living Room Talks” to home churches interested in learning more about our global partners.

Staff



The Missions Division is led by the Division Coordinator, Dave Glover, and co-director of Global Partnerships. Jim Leffel is co-director of the Global Partnerships and creates training material for our partners. Canco Casassa, Mike Woods, and Tracy Glover assist our Global Partners and Global Workers by providing ministerial, logistical, and pastoral support. Josh Keegan manages the distribution and reporting of our finances. Holly McCallum facilitates a short-term trip to Cambodia.

Equipping

Pat Reeder, Division Coordinator

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 venues that sell recommended Christian literature. To equip the wider Christian community, Dwell publishes books written by church staff; hosts an annual conference, the Xenos Summer Institute; and provides advanced training through a master's degree extension site.

2023 Review

SUMMARY

2023 witnessed a mixed bag for the Equipping division. On the one hand, Xenos Summer Institute (XSI) was a hit, and book publishing began in earnest. On the other hand, a few departments confronted a variety of external changes: cultural, demographic, and technological. For example, class enrollment is at a ten-year low, and use of the Study Center's physical location was limited, despite capital improvements. These need not be cause for despair. Equipping's plans to adapt to these changes are spelled out in the 2024 section.

Academic Resources, Pat Reeder

Each year, Dwell offers numerous classes to its members, with unique registrations numbering in the thousands.

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.



Students taking Leadership Training Class.

Beyond LTC, each year we offer courses on a variety of topics. Here is a list of new courses run in 2023:

1. ***Death of Hope***: Mike Woods engaged the troubling social phenomenon of lost hope. Drawing on Scripture, Woods called students to a living hope that shines light into the world.
2. ***Is God Good?***: James Rochford addressed tough questions about God's nature, including the philosophical problem of evil and some offensive biblical passages.
3. ***Jonah-Nahum***: Mike Sullivan and Jay Young taught on this pair of prophetic books addressing the ancient Assyrian city of Nineveh.
4. ***Peacemaking***: Conflict frequently spoils quality fellowship and deep community. Liz Sweet taught on the art of stewarding conflict and moving towards peace in our relationships.
5. ***Understanding God***: Chris Hearty created this "Next Steps" class to directly address God's nature. Given how our understanding of God impacts our lives, it's urgent to form a clear biblical portrait of His nature.
6. ***Ways of Knowing***: Knowing God can seem strictly intellectual. Jim Leffel explored Moses' instruction to God's people in Deuteronomy 6: to cultivate the knowledge of God with their head (intellectual), heart (inner-personal), hands (practical), and home (interpersonal).

A key goal in 2023 was to continue to develop *Next Steps* courses whose target audience is the newer Christian believer. Chris Hearty taught these, adding *Understanding God* to the three courses developed by John Ross.

External Relations, Kim Van Keuls

XENOS SUMMER INSTITUTE

Xenos Summer Institute is an annual conference where approximately 3,000 Christian workers from North America and beyond come to interact with top Christian leaders on topics facing today's church. The theme in 2023 was *In Christ: Receiving Our Identity*. In a season where many struggle with their identity and place in society, the conference explored the identity given to us by God in Jesus Christ (cf. Ephesians 1:4-14; Romans 6:3-10). The plenary speakers were Peter Greer, Rebecca McLaughlin, and Ken Sande.

Peter Greer addressed aging, identity, and friendship, drawing on his book *40/40 Vision* with Greg Lafferty. Greer is President and CEO of Hope International, a global, Christ-centered economic development organization. He holds a master's degree in public policy from Harvard's Kennedy School. Along with *40/40 Vision*, he's also written *Mission Drift*, *Rooting for Rivals*, and others.

Rebecca McLaughlin engaged tough questions about women in the Bible and diversity in Christianity. McLaughlin received her PhD in English Literature from Cambridge and has a theology degree from Oak Hill College. Her titles include *Jesus Through the Eyes of Women*, *Confronting Jesus*, and *Confronting Christianity*. The latter was *Christianity Today's* Book of the Year in 2020.



Rebecca McLaughlin

Finally, Ken Sande used the lens of Christian identity to address relationships and interpersonal conflict. Sande is the president and CEO of *Relational Wisdom 360*, a ministry dedicated to preventing conflict. Before that, he founded *Peacemaker Ministries* to help people and organizations with conflict mediation. Sande's also the author of the excellent book, *Peacemaker*. That deeply biblical book, written 30 years ago, has had an immense and ongoing impact on Dwell.

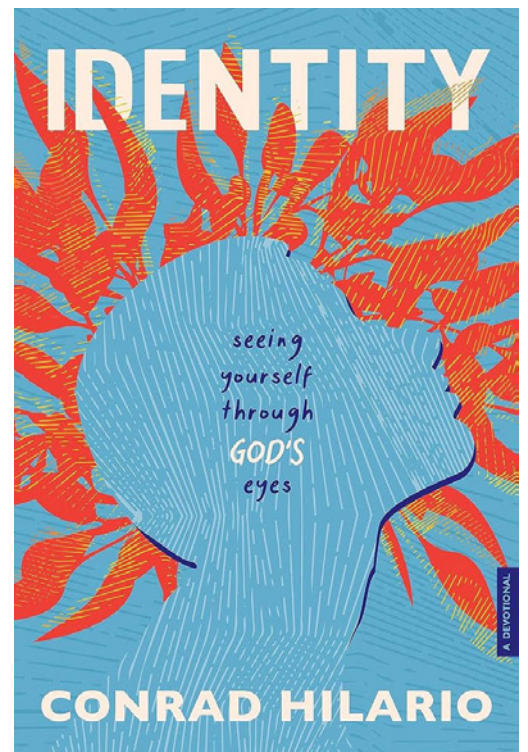
BOOK STORE

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 for our members. Titles by Dwell authors, as well as other favorites, are for sale at these locations. To save the church money, the Book Store migrated to a low-labor approach this year. The effect is that there will be a larger number of copies available for a smaller number of titles.

PUBLISHING

Dwell formed a publishing arm to produce high quality written materials. 2023 was the first full year where the Dwell-staffed editorial board had full control of *New Paradigm*, a publishing house founded by Dennis McCallum.

The new management faced a steep learning curve, but in 2023 released *Identity: Seeing Yourself Through God's Eyes*, a devotional by senior pastor Conrad Hilario. Dennis McCallum's newest title, *Experience the Book of Acts*, came out on Kindle during the 2023 Xenos Summer Institute. A full print release will appear early in the new year. During the last months of 2023, the editorial board received several submissions for publication. Stay tuned for new releases.



*New Title from Senior Pastor,
Conrad Hilario*

Study Center, Alana Miller

As one of the largest Christian lending libraries in central Ohio, our Study Center hosts over 15,000 volumes and nearly 1,000 digital volumes. This year, the Study Center accomplished several key goals:

- **Usage Improvement:** COVID had a negative impact on usage. This year, we regularly promoted new acquisitions and sent out instructional videos for using our digital library. As a result, print copy checkouts increased by a third and the digital library set a record in annual checkouts.
- **Capital Improvements:** In 2019, the Study Center space was retrofitted from its previous owner. The offices had little natural light. The director worked with the Division Coordinator and the Facilities Department to redecorate, as well as to install beautiful new doors and windows.
- **Study Center Access:** In order to expand access to the Study Center, the Director moved some of our most popular titles at the 4th Street Coffee Bar and Pavilion for checkout. Any title not on-hand could be reserved for delivery.

Trinity Master's Degree Program, Harry Sarvis

Dwell partners with *Trinity Evangelical Divinity School* in Deerfield, Illinois to host one of its extension sites. Students can take courses from Trinity's core faculty to receive a Master of Arts in Theological Studies, all here in Columbus.

This summer, Dwell's site coordinator Sterling Tamburello resigned to take part in the Orlando church plant. In his place, Dwell hired Dr. Harry Sarvis, a 30-year veteran of our Servant Team. He came to Dwell with decades of service at the *Ohio EPA*. While in-person enrollment has not yet returned to pre-COVID levels, it's climbing back up. A student favorite this year was Professor Cooper-Smith's course on the book of *Job*.



2024 Goals

ACADEMIC RESOURCES

During this planning season, we discovered that class enrollment has declined considerably over the past decade. Equipping identified several explanatory factors:

- **Demographic Shift:** Generally, the millennial generation is larger than Gen Z. Our own membership reflects this difference. The millennial cohort in our church is now mostly in the young parent stage of life. Students are more likely to take classes than parents, given their additional free time. Due to the smaller next generation, the "outflow" rate is greater than the "inflow" rate among those whose life stage is easily compatible with regular class taking.
- **COVID and Participation:** COVID heavily disrupted numerous peoples' habits. In a [recent Pew Research report](#), 1 in 5 Americans report attending church services less than before the pandemic. Dwell has witnessed this same phenomenon. Many people are still attending in some capacity, but not with the same frequency. Classes are a predictable casualty.

In the next year, Academic Resources will continue to run classes as usual, but the department will stage some experiments in content delivery. This will involve producing podcasts, linking those recordings to asynchronous web-based courses, and leaning into written materials. All of these will make resources more readily accessible to families who cannot leave their homes as easily.

Here are a few fresh classes to anticipate:

- ***Historical Adam***: William Lane Craig recently wrote some controversial material on the biblical figure of Adam. James Rochford plans to interact with this material in depth along with other literature on this topic.
- ***How Dwell Works***: Senior pastor Ryan Lowery will walk through Dwell's history and philosophy. He'll give special attention to how to thrive in Dwell, and what to do when facing difficulty.
- ***David: Heart of a Leader***: This five-week course is part of a series of spiritual biographies Jim Leffel has developed in recent years. The material is designed for personal, discipleship, or small group study.
- ***Hermeneutics and Expository Bible Teaching***: Jim Leffel will teach this 5-week class on biblical interpretation based on genre, with a special emphasis on teaching preparation.

Academic Resources will also reprise some favorite classes, including "*Building People Up, Breaking Ideas Down*," "*Seven Principles of Marriage*," and "*Strategies for Lifelong Faithfulness*."

External Relations

PUBLISHING

At the start of 2024, Dennis McCallum's *Experience the Book of Acts* will hit the shelves. The book of Acts is the second of two books of the Bible written by Luke, the Apostle Paul's traveling companion. McCallum is currently working on a manuscript on the Gospel of Luke. The editorial team will be working on this in the next year with a release date in late 2024 or early 2025. *New Paradigm* also hopes to publish a devotional by Gary DeLashmutt, one of Dwell's founders, based on material he developed during the pandemic.

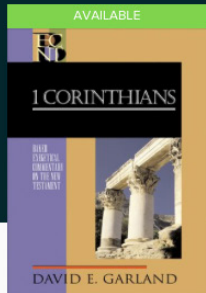

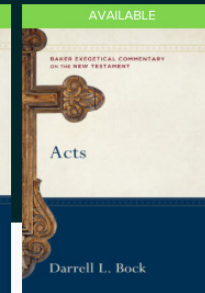

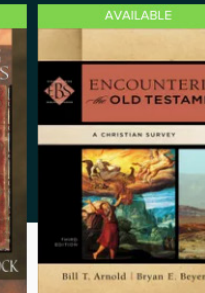







Study Center

In 2024, the Study Center is moving to 4th St Café and Pavilion. There are already a few hundred volumes there, and there will be even more starting in January. All other titles can be reserved through our [web-based catalog](#) and delivered to 4th St. At some point in 2024, the Study Center will have a pickup location at each Central Teaching site. While 2023 witnessed an increase in checkouts, the elders and Management Team determined that the primary site of the Study Center should be where people are already studying. The Study Center will continue to operate and invest in OverDrive, a digital library.

Commentaries

SEE ALL

All commentaries in our collection

AVAILABLE	AVAILABLE	AVAILABLE	AVAILABLE	AVAILABLE	AVAILABLE
 <p>1 CORINTHIANS DAVID E. GARLAND</p>	 <p>1-3 John Robert W. Yarbrough</p>	 <p>Acts Darrell L. Bock</p>	 <p>ENCOUNTERING THE BOOK OF PSALMS C. HASSELL BULLOCK</p>	 <p>ENCOUNTERING THE OLD TESTAMENT BILL T. ARNOLD BRYAN E. BEYER</p>	 <p>Jude and 2 Peter Gene L. Green</p>
<p>1 Corinthians by David E. Garland EBOOK</p> <p>BORROW </p>	<p>1-3 John by Robert W. Yarbrough EBOOK</p> <p>BORROW </p>	<p>Acts by Darrell L. Bock EBOOK</p> <p>BORROW </p>	<p>Encountering the B... by C. Hassell Bullock EBOOK</p> <p>BORROW </p>	<p>Encountering the Ol... by Bill T. Arnold EBOOK</p> <p>BORROW </p>	<p>Jude and 2 Peter by Gene Green EBOOK</p> <p>BORROW </p>

Trinity Master's Degree Program

Based on recent signups, Equipping expects enrollment in the Trinity extension program to increase in 2024. Here are some exciting courses planned for 2024:

- ***Emotions and Moral Formation:*** Professor Te-Li Lau will draw on his interdisciplinary research to explore a lesser considered domain of New Testament study: the causal interplay between moral formation and emotion.
- ***Solomonic Wisdom Literature:*** Professor Cooper-Smith plans to return for Fall 2024 to teach our students on the biblical books of Proverbs and Ecclesiastes.

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Student Ministries

Brian Adams, Division Coordinator

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.

2023 Review

SUMMARY

2023 was the most fruitful year in Student Ministries since the COVID-19 pandemic. While the number of students served by this ministry declined overall by 16.9% (from 2,365 to 1,966), this decrease includes the 638 people who moved from the College Ministry to the Adult Ministry. Besides the College Ministry, every other Student Ministry division grew in 2023. Praise God for bringing such growth.

Most excitingly, **420 people came to Christ!**



College & High School Ministry

DEPARTMENT DIRECTOR: CONRAD HILARIO

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

In 2023, the College and High School Ministry went through remarkable change. The College Ministry sent 638 people into the Adult Ministry, including 136 leaders. These people represented 42% of the College Ministry and are now thriving in young professional home churches across Columbus. This large-scale reorganization has allowed for many former members of the College Ministry to do more direct outreach with their peers.

As a result, the College Ministry declined significantly, from 1,556 to 1,053 (a 32% decline). However, factoring in the large “send” to the Adult Ministry, the remaining College Ministry home churches are showing signs of growth. For the first time since 2015, the High School Ministry grew! The growth was small (344 to 345 – 0.3% growth), but this ministry also sent out more seniors than the number of 8th graders it received. And, we praise God for any level of growth to His kingdom.

We are thankful to the hundreds of servants who pour out so much time, energy, and financial resources to serve and love the students in the College and High School Ministries.

MINISTRY HIGHLIGHTS

There are signs of profound health in College Ministry:

- 155 individuals received Christ, which is up from 96 the year before (61% growth)!
- Despite the College Ministry declining by 32%, first-time guests only declined by 9% (from 1,423 to 1,297). There is a significant amount of outreach happening in the College Ministry.
- A new college group was planted, and three new adult groups were planted. This is on top of sending 15 groups directly into the Adult Ministry as part of the large-scale reorganization.
- Central Teaching (CT) participation is up from 70% to 73%, coming closer to pre-pandemic participation levels.
- 36 college members were raised up into home church leadership. God continues to raise up quality leaders to lead His church and help with the loss of the 136 leaders sent to Adult Ministry. Another 27 leaders joined Dwell's Servant Team.
- 92% of high school seniors transitioned from the High School Ministry into the College Ministry.



- More than 25 individuals from the College Ministry contributed to an independent church plant in Central Florida.
- 203 students in the High School Ministry received Christ! We cannot overemphasize the magnitude of nearly one student coming to Christ per day in the College and High School ministries in 2023 (358 total). God has blessed us to be part of such a special movement of His Spirit.
- The High School Ministry saw two new home churches planted: Colossal and Renaissance. Renaissance was planted by two different pop-up groups (see more below). Praise God for multiplying individuals and groups through our city.
- The High School Ministry saw Epic camp grow for the first time since 2016. Twenty nine students came to Christ at Epic.



- Attendance at High School Central Teachings grew by 5%, from 325 to 341. Students continue to love CT. CT participation is at 99%, the highest it has been since 2001.
- Students also love the large events put on by the CT, such as the Haunted Trail—our annual Halloween party. This event saw 476 students come out, hear a gospel presentation, and have fun with their friends. This included 54 first-time guests.



- Camp Geronimo, led by Shane Coulter, is a week-long missions trip for high school and middle school students, where they serve students in the 43229 area. The camp saw its largest year yet, with 139 attending. Seventy eight of these students were first-time guests, and many have since become involved in Dwell.
- The pop-up group initiative, led by Doug O'Malley, saw nine new groups begin in various neighborhoods in and outside of Columbus. Two of those groups merged to become a high school home church, one became a middle school cell group, and several others incorporated their members into existing Dwell groups. Twenty students came to Christ through this initiative. Praise God!



Middle School Ministry

DIRECTOR: QUEST SHANNAN



The Middle School Ministry serves 6th through 8th grade students, helping them learn about God and His message of grace, while having a blast with their friends. It aims to create a welcoming and fun environment where students can bring their unchurched friends.

The Middle School Ministry grew for the second year in a row, and had its best year of growth since 2015. Home church attendance grew from 156 to 168 (7.7% growth), despite sending out 41 more eighth grade students than fifth grade students it received. Additionally, 45 students came to Christ!

This is up from 22 the year prior. The Middle School Central Teaching also grew 16.7%, from 93 to 108. Dwell's Middle School Ministry is among the fastest growing ministries in the church.

God is blessing this ministry immensely. Praise Him!

MINISTRY HIGHLIGHTS

- Two hundred ninety first-time guests came to visit the Middle School Ministry. Guests constantly remark on how fun, inviting, and enjoyable the meetings are.
- Blowout Camp continues to be excellent. At the camp, 186 students heard high-quality Bible teaching, enjoyed great fellowship with their peers and leaders, and came home invigorated to serve the Lord.
- Middle School Ministry students again served at Camp Geronimo, which saw 139 local students involved, including 78 first-time guests. Many of these students have since become involved in Dwell.
- Beloved staff members Patty Young and Anna Brown left the Middle School Ministry this year, joining a new church starting in Central Florida. Their contributions will be sorely missed. God has brought in Jes Lynch, Joe Botti, Hannah O'Malley, and Ida Van Dromme to help fill that void, and we are eager to see their contributions to this ministry.
- One hundred nineteen leaders served in the Middle School Ministry this year. We are thankful for the countless hours these servants have chosen to invest into loving students in the Middle School Ministry.

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.



MINISTRY HIGHLIGHTS

- Oasis grew by 34% this year (351 children each week). This is the first time Oasis has grown by more than 1.5% since 2001.
- Oasis camps were larger than they were before COVID. VBS grew to 318 students and TNT Camp grew to 100. Both students and parents love these camps. We made many to make the camps more enjoyable by offering different kinds of activities.
- Discipleship Café grew by 59%. Ten percent of Dwell members have children ages 5 and under. Discipleship Café serves those parents by providing inexpensive child care, so they can study the Bible with a friend. Discipleship Café is full to the brim every week.
- Oasis continued its annual Easter Egg-stravaganza event for kids with an egg hunt, bunny nerf hunting, and more.
- In 2023, Oasis introduced a new curriculum feedback system for its volunteers. Through this and Oasis' own internal review, Oasis plans to continue to keep its curriculum fresh and enjoyable for the children it serves.
- An Oasis giving campaign resulted in \$300 being raised for India Gospel League, all of which was raised by students.
- HOP saw its payment system improved.
- 564 individuals served in Oasis in 2023. The Oasis staff is thankful for all of the service and sacrifice these volunteers made to make Oasis possible.

Renegade

DIRECTOR: BOB FISHER

RENEGADE

Renegade strives to reach urban elementary students for Christ while incorporating them into weekly gatherings for Bible teaching, friendship, food, and fun!

MINISTRY HIGHLIGHTS

- For the second year in a row Renegade grew—this year by 1.4%.
- 16 students made decisions for Christ!
- Renegade Camp, led by Jenna Herron, also grew. In 2023, the camp averaged 67 students a day, including 23 first time guests. It was the largest daily attendance ever for Renegade Camp.

- Renegade continues to partner with Camp Geronimo. Since the summer, ten Geronimo guests have become involved in Renegade.
- Renegade saw increased involvement from students enrolled at Harambee Christian School, one of its key goals for 2023.
- Renegade hosted two family events with over 90 students, with parents present at both its family picnic and Friendsgiving. Renegade leaders have loved being able to connect not only with students but also their families.
- Renegade runs an annual urban ministry retreat. In 2023, retreat attendance grew by 50% to 144 leaders. The teachings revolved around the idea of maintaining a strong walk with God as a leader, among other topics. Many Dwell urban ministry leaders remarked on how refreshing this weekend of fellowship was.
- Eight Renegade students successfully transitioned into the Middle School Ministry.



Calumet Christian School

PRINCIPAL: TYLER WRISTON



Calumet's mission is to equip elementary and middle school students spiritually, relationally, and intellectually by providing high-quality education within a loving Christian community at an affordable tuition. Ideological positions, opposed to the Christian worldview, are making their way into public schools at an increasing rate. Calumet is a strong alternative to public schools, a vital ministry that supports parents as they help their children build a stable foundation.

In 2023, Calumet expanded its second location at the Dwell Main Campus facility. With a growing demand for education through Calumet, the school plans to continue expanding at the Main Campus facility.

Not every family can afford a private education for their children; however, Calumet continues maintaining lower tuition than other local private schools. The school also accommodates the state-sponsored EdChoice voucher, which covers all or the majority of tuition for qualifying families.

Calumet hired 11 new staff members over the past year. All of them are home church leaders in Dwell's Student or Adult Ministries. Calumet has been blessed with many high quality staff members.

Calumet students continue to serve as well. This year students and staff members raised \$7,000 for Dwell Global Partners at events like an ice cream social. In addition, Calumet did a band event with students from Dominion Middle School along with several other events to serve the community.



Akili Christian High School

PRINCIPAL: ARI ADKINS



Akili began its fourth year in July 2023. Akili serves low-income students who live in neighborhoods with failing school districts. Akili provides holistic education, giving students a head start in their careers while encouraging involvement in the local church where they experience authentic life change.



In 2023, 66% of the Akili student body attend a Dwell high school Bible study at least once a month, 48% meet one-on-one for mentoring with a Bible study leader, and nine students have started a personal relationship with Jesus over the past four years.

Akili students are outperforming many other local schools in academic achievement, while also having significantly lower rates of chronic absenteeism (students who miss 10% or more of school instruction). Good attendance rates are linked with graduation success, and Akili has been blessed with strong attendance.

Akili has continued to see its school culture grow, with staff remarking on 2023 being the smoothest year yet.

Please pray for this school to bear holistic fruit in the lives of the student body.



Café Ministry

4TH STREET COFFEE BAR AND PAVILION & THE WAREHOUSE

MANAGER: ALANA MILLER



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

The Cafe barista team represents God and our church to visitors. As a gesture of hospitality, the staff gives out hundreds of free drinks and copies of Dennis McCallum's *Discovering God* to first-time attendees at Central Teachings. We continue to offer premium local coffee from Luck Bros, an assortment of syrups and teas from Stauf's, and Sammy's New York Bagels. Members and guests alike enjoy a full range of specialty hot and iced drinks.

In 2023, Alana Miller took over as the new manager of the Cafes, on top of running the Dwell Study Center. The Cafes are very thankful to Dan Branaghan, who successfully led the Café Ministry for many years. Alana has done an excellent job stepping into the role.

As a result of this shift, the Study Center and 4th St Café are now completely integrated, and in 2024 the Study Center will fully move to the 4th St location.

The Café staff continued to be committed to learning more about coffee and service to its customer base. The Cafes are even meeting non-Dwell guests who use the space to study. One such guest ended up joining a home church and receiving Christ!



2024 Goals

Our mission remains to do our part in fulfilling the Great Commission, and each ministry has creative ways to accomplish this.

COLLEGE & HIGH SCHOOL MINISTRY

- Plant four college groups and one high school group. Maintain all existing high school groups.
- Start six successful pop-up groups that send 30 students into Dwell. Get pop-up groups to host sibling & friend nights to expand their reach.
- Invest more money into High School Ministry events, which have borne much fruit for the Lord.
- Launch Rock-based retreat sign ups.

MIDDLE SCHOOL MINISTRY

- Get a prayer meeting going for every group.
- Get three coaching meetings with each group.
- Make several developments in administrative work to have a smoother process for transitions.
- Move to a larger space for the biweekly CT meeting, as the ministry has outgrown its current meeting space.

OASIS CHILDREN'S MINISTRY

- Oasis will look to become “outward-facing” as a ministry. While Oasis has traditionally been a ministry that is “inward” – serving students within the church – the ministry is a great opportunity for parents to get friends and their children involved in fellowship. Many parents use Oasis to this end, and we hope many more will take advantage of using Oasis for outreach in 2024. Many new initiatives will be presented to help accomplish this goal.
- A new monthly newsletter will provide parents with digestible content to know what their children are learning, allowing them to have better spiritual conversations with their kids.
- A new teaching workshop will be provided to further improve teaching quality.
- Curriculum will continue to be updated, in part by updating outdated materials like kids Bibles, coloring pages, etc.
- TNT will run two evangelistically oriented events.

RENEGADE

- Run one additional family event in 2024 (three total).
- Continue to increase Harambee involvement.
- Renegade Director Bob Fisher will lead monthly meetings for leadership equipping to provide further growth opportunities to the Renegade leadership team.
- Transition to Rock check-in to provide better security.

CALUMET CHRISTIAN SCHOOL

- Add an additional second grade class to meet demands.
- School principal to conduct weekly classroom observations to provide better feedback and specific encouragement.
- Expand partnerships in the community through Winterfest, among other events.
- Finish Yale's The Science of Well Being and add a similar course from the Biblical worldview to the school curriculum.
- Schedule another school choice meeting for Dwell members.

AKILI CHRISTIAN SCHOOL

- Find a suitable long-term facility.
- Create financial sustainability through monthly donors & the Scholarship Granting Opportunity (SGO).
- Find a suitable replacement for Akili's beloved principal Ariana Adkins, who is moving on from her role at the conclusion of the 2023-24 school year.
- Continue to provide means for spiritual, vocational, and academic advancement.
- Recruit additional students from Harambee Christian School and the Dwell High School Ministry.

CAFÉ MINISTRY

- Increase gross sales through price increases and promotions.
- Improve scheduling system for employees.

Pastoral Support

Mateo Williamson, Division Coordinator

OUR MISSION

The Pastoral Support Division exists to support and strengthen crucial initiatives that lead people into a deeper relationship with God.

WHAT WE DO

The Pastoral Support Division oversees several departments, including Adult Ministries, Pastoral Counseling, Servant Team, Ministry Teams, CT Hospitality, and Information Communication & Technology (ICT). The Adult Ministry has thousands of members who enjoy large weekly fellowship gatherings—Central Teachings (CT)— and smaller home group fellowship, including home churches and cell groups.

2023 Review

SUMMARY

Dwell Adult Ministry continued to bring the gospel to non-believers, with 935 people visiting for the first time, and 102 people coming to Christ through those efforts this year. The counseling department continued to improve staff development and marriage mentoring. Both the Community Festival and Servant Team Retreat were resounding successes in 2023. CT Hospitality continued to bolster post-CT fellowship for adults while making key upgrades to important equipment. Information & Communication Technology (ICT) continued to roll-out the new website, in addition to producing key materials such as the Welcome to CT and Personal Stories videos, and new Dwell on These Things podcast episodes.



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

OVERVIEW

2023 was a year of huge transition for Adult Ministries. Hundreds of people moved from College Ministry to Adult Ministry, the East Side sphere became an independent church, College and Adult worked together to plant a church in Orlando, Florida, and the Westside sphere became part of the Multisphere in Adult Ministry.

Six hundred and thirty eight people moved from college ministry to adult ministry. Eighteen home churches were formed and planted into the Adult Ministry. These groups added to the young professional demographic that has been growing in the Adult Ministry.

Some sphere changes included Chris Hearty joining up with Conrad and Kate to lead the sphere now called Delta Sphere; James Rochford, Ryan Lowery, Brian Runk, and Ben Foust joining forces to create a sphere with multiple demographics, called Multisphere; and the Trident Sphere sending several groups adult.

Currently over 2000 adults attend Dwell home churches weekly. Many members in the Adult Ministry have faithfully served both Dwell members and those outside of the church for several decades. In 2023, Adult Ministry attendance grew by 21%, despite contributing to the East Side and Orlando church plants.

REVIEW

Adult CTs increased in attendance, both because of people moving up from college and because people continue to become more comfortable attending large group events. We offered top-notch Bible teachings from our regular adult CT teachers: Gary DeLashmutt, Ben Foust, Jim Leffel, Ryan Lowery, and Mike Sullivan. The young professional CT at 11 a.m. also heard from James Rochford. In general, people express gratitude for excellent Bible teaching and the ability to enjoy robust fellowship. Gary Delashmutt took a leave from teaching CT this year due to illness, but we pray for his recovery and return to teaching.

2023 was an incredible year for Pacesetters, Dwell's ministry to senior citizens. Pacesetters grew by 24%, with Bible Studies and volunteers in six senior living residences. Attendance at the senior living residence meetings has grown from around 50 people in 2022 to 80 in 2023. Multiple teachers rotated through Pacesetters, including Patrice McCormac, Lee Campbell, and Ben Foust. Many in Pacesetters continued to benefit greatly from the devotionals written by Gary Delashmutt.

KEY SHIFTS

Adult Ministry saw some role changes in 2023. As we moved toward including Westside in the Multisphere and in the teaching rotation, we hired Chris Risley as a full time CT teacher.



STUDENT/ADULT LIAISONS

The student/adult liaisons continue to help navigate difficult cases and build trust and communication between the Student and Adult Ministries. In 2023, they helped navigate multiple student and adult conflict cases. Additionally, liaisons spent considerable time working with people one-on-one to coach them through personal conflicts. Kalyssa Deken and Brad Oatney continued to grow in their roles as new liaisons for the program. The team started taking Peacemaking classes produced by *Relational Wisdom 360*.

The liaison team also participated in three proactive trainings: Kalyssa Deken taught a Counseling Workshop called *Developing Mercy and Discernment*, created from much of the liaison experiences; Liz Sweet presented a workshop for all college and adult coaches on peacemaking; and the entire liaison team ran a workshop for parents of juniors and seniors to help parents think through their children’s transition in fellowship from high school ministry to college ministry. Ryan Lowery will also continue to work directly in the liaison program in 2024.

NEXT STEPS

In 2023 we launched the *Next Steps* program at all Main Campus CTs. Because of COVID, our plans to launch the program were delayed a few years. The program is for believers in Christ, new and old, to explore opportunities for getting involved in serving, learning, and deeper community. Through the launch, many Dwell members stepped into ministry leadership roles. A number of people volunteered to try new roles as a result of taking the *Next Steps* survey. In 2024, we are launching *Next Steps* at the 4th Street CT, and we are looking forward to encouraging people to use the program as a discipleship tool.



The banner features a dark teal background. At the top right is the DWELL logo. The main title 'NEXT STEPS' is in large, bold, white, italicized font, with a white arrow icon pointing right. Below the title is the question 'WHAT IS YOUR NEXT STEP?' in white, all-caps font. A horizontal line separates this from a row of seven white icons on a dark teal background, each with a label below it: 'CLASSES' (book and people), 'INFORMATION' (info icon), 'HOME CHURCH' (house with heart), 'MINISTRIES' (people around a table), 'OASIS' (palm tree), 'VOLUNTEER' (shovel and broom), and 'INTEREST TEST' (document and pencil). At the bottom center is the URL dwellcc.org/nextsteps in green text.

Pastoral Counseling

OVERVIEW

In 2023, Pastoral Counseling conducted 1,861 paid counseling sessions, including over 250 couples sessions. The Counseling Department consists of Cindy Botti, Lee Campbell, John Cleary, Bev DeLashmutt, Tracy Glover, Abbey Merker, Duyen Rochford, Barbara Silverman, and Bryan Jones. 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 2024.

REVIEW

The Counseling Department offered a recorded workshop for home church leaders and members: *Developing Mercy with Discernment* by Kalyssa Deken. 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 Lee Campbell and John Cleary. The addition of seven 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.

In 2024, due to shifted budget priorities, the clinical counseling department creation was suspended in hopes to review its future in the coming years. The space at RDP that was set aside for clinical counseling will now be open for other ministry purposes.

This year, 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 infertility, coping with stress, cross-cultural counseling, and trauma.



Tracy Glover also led a marriage seminar at Mercy Medical Center in Cambodia this past February. With input from local missionaries on cultural practices, Tracy taught marriage principles through couples exercises. Thirteen couples attended (Cambodian staff with their spouse or fiancé), as well as one single woman who wanted to learn about marriage. The seminar was very well received as the participants said they do not have this kind of teaching in Cambodia.

Pastoral Support Admin

OVERVIEW

2023 was an exciting year for the Pastoral Support department. In addition to the Servant Team retreat at the Northern Kentucky Convention Center, Pastoral Support hosted the 2023 Community Festival. One new ministry team was given accreditation this year: Embrace Grace.



RELATIONAL WISDOM 360

In 2023, with the help of Dwell's Equipping Division, several of our staff members took courses on peacemaking offered by *Relational Wisdom 360*, an international peacemaking organization founded by Ken Sande. Ken gave a training session for several staff members while he was at XSI this summer and helped put staff members in touch with a variety of other resources related to peacemaking. Staff members will continue to get training through the RW360 materials in the hopes of launching a peacemaking ministry at Dwell.

SERVANT TEAM

At the close of 2023, the number of Servant Team members was 816, down from 871 in 2023. The Servant Team retreat, which included Friday evening, Saturday morning, and Saturday evening sessions was a great success, with several of our elders teaching on the topic of heaven. 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.
- **Free Clinics:** Provides free basic healthcare, dental, counseling, and legal services to the working poor and homeless as an expression of the love of Jesus Christ.
- **GIFT:** Deepens the Christian's understanding of biblical and financial principles on a practical level through individual counseling, classes, and seminars
- **Hope:** A Christ-centered recovery group whose goal is to reach persons who struggle with alcohol and/or drug addiction.
- **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.

- **Never Alone:** Helps people struggling with drugs and alcohol discover and experience the hope God offers.
- **GRACE:** Offers a workshop to help men and women overcome the damage of sexual abuse.
- **HEART:** Offers workshops for women who have been affected by abortion.
- **Navigating Your Grief:** Offers seminars and support groups for people grieving the loss of a loved one, featuring biblical perspectives on grief and recovery topics.
- **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.
- **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.
- **Community Clothing Outreach (CCO):** Provides free clothing and social services to anyone in need in an environment of Christ-centered love & grace.
- **Serving Deployed Families:** A volunteer force of over 50 men and women, including some veterans, helping families on the home front while a relative is deployed.
- **Redemption Group:** A support group for men who seek to turn away from destructive and enslaving porn habits and surrender to God and move towards walking with Him in purity.
- **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.

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

COMMUNITY FESTIVAL

The fourth annual Dwell Community Festival was hosted in September of 2023. 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. Key staffers from Pastoral Support include Amanda Hoyt and Sherri Fojas. The event itself was a great opportunity for evangelism in both Student and Adult ministries. Dwell members report that 260 guests attended the event, including 179 who had never attended a Dwell Community Church meeting. Dozens of these individuals have since checked out Dwell home churches and CTs.



LIFE COACHING

The Life Coaching ministry connects low-income students with older people who can help them advance in functional aspects of living. This program has helped many of our low-income students thrive in ministry—including current/former High School HC senior leaders, High School and Middle School leaders, and Ministry Team volunteers. Life Coaching currently has 65 students being coached, including 14 Akili students. This year, three training seminars were hosted for life coaches and students, including a car buying seminar in conjunction with Equip Auto. Additionally, 13 students benefited from ministry house rent stipends. We are looking forward to this ministry expanding in 2024, as there is an increasing need for this work.



CT Hospitality

OVERVIEW

CT food services grew and flourished in 2023. Ali McCance expanded the year-round food options by providing a wide variety of delicious, homemade meals. Ali has also continued to improve communication with volunteers. Volunteers and staff have worked hard to make sure the food service is prepared, efficient, and organized. We are happy to be hiring Tricia Hills as the assistant kitchen manager for 2024.

We gathered data on the impact of food service on fellowship and evangelism. CT members remarked that the improvements have encouraged people to stay and fellowship after the meeting, and that visitors have been impacted positively from having tasty food for a reasonable price; some guests were influenced to come to CT because of the food offering. We believe that the food service will continue to impact the atmosphere at CTs.

KEY SHIFTS

This year we changed the format of CT events. Instead of a centralized model, events are being run and driven by teams of volunteers at each CT. These teams are continuing to grow in their insight and effectiveness.

REVIEW

In 2023, the CT Hospitality team ran 66 events to facilitate fellowship and evangelism. The meat smoker that was purchased four years ago was used extensively at the 29 smoker events hosted by Dwell in 2023. Additionally, the Hospitality team, with the help of volunteers, fed attendees of Dwell's Community Festival.

Information Communication & Technology (ICT)

DEPARTMENT DIRECTOR: TIM NUNN

OVERVIEW

Tim Nunn continued to lead the ICT Department. This department manages the largest budget within Pastoral Support. This year saw major updates to our website, with quality content developed to support and promote many of our life-changing ministries.

THE ROCK AND IT HELP

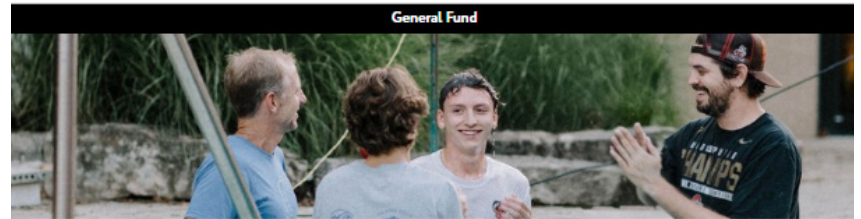
The Rock, Dwell's data management system, facilitates a variety of data management such as statistics, Oasis registration, Epic registration, Discipleship Café check-in, HR on-boarding, giving, and pledge information. In 2023, the department facilitated training for several staffers which will allow us to improve services in the future. One major change already in place is our website's Giving page, which was accomplished through the Rock.

DWELLCC.ORG

Our website, Dwellcc.org, saw 2.5 million page views this year, similar to the amount of web traffic in 2023. For the second consecutive year, essays were the most popular section of the website, with teachings being the second-most visited. Additionally, 31% of web traffic was international, spanning every continent except Antarctica!

Dwell Giving Catalog

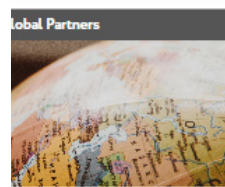
Phrase to search the Giving Catalog



General Fund
 Essential for supporting God's ministry domestically and globally through Dwell. It covers the core needs and operating expenses of efficient resources for staffing and infrastructure to carry out our entrusted ministries.

ADD TO CART

MORE INFO



Global Partners
Most Needed
 A designated option allows money to be allocated to a Global Partner in need of funding for the beginning of...



Global Partners
Cambodia: Fountain of Hope
 Fountain of Hope serves the vulnerable in rural Cambodia by providing holistic transformational business with individuals and families who...

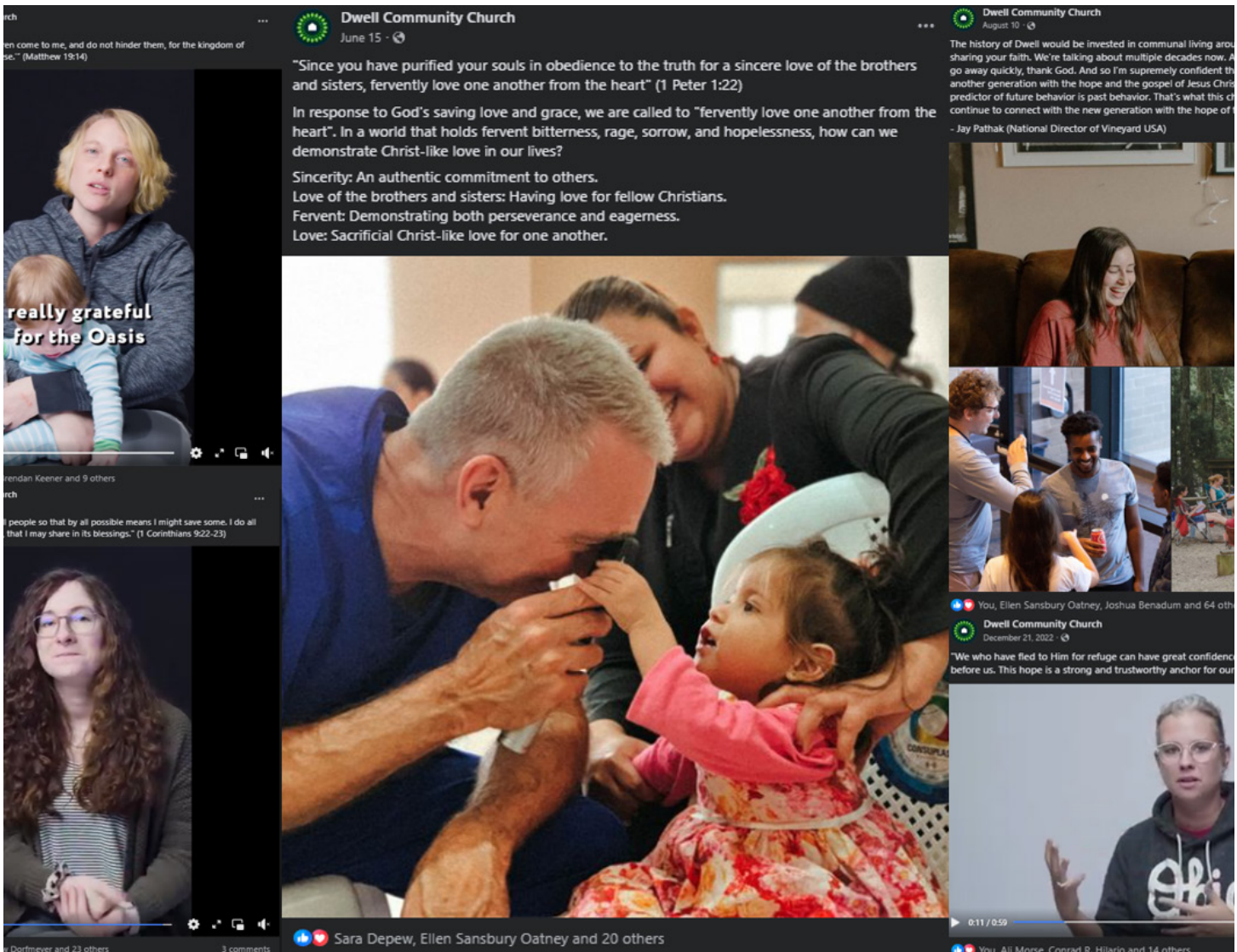


Global Partners
Cambodia: Friendship Ministries
 Our partners at Friendship Ministries serve the gospel in both word and deed through church and community...



CONTENT CREATION

Over the year, Dwell ran 12 live streams, as well as developing promotional videos and testimonies. Our podcast, Dwell on These Things, continued to generate great content, with 27 episodes hitting over 26,000 listens. We began posting more proactive content on our social media pages, including several videos and posts highlighting the ministries of Dwell and insights on various topics that members are interested in (i.e. mental health, biblical view of community, etc.). Additionally, we developed over 1,000 graphics for different ministries, to help them promote their ministries and ministry events.



2024 Goals

ADULT MINISTRIES

- Launch the *Next Steps* program at the 4th Street CT. We will continue to follow-up with all individuals who interact with *Next Steps* in under 48 hours. We would also like to place 75% of all interested individuals into volunteer slots to help support the ministries of our various adult CTs and develop several related discipleship and follow-up tools.
- Expand Pacesetters this year, growing both its workforce and helping win unchurched residents to Pacesetters small groups.
- Welcome the West Side into the Multisphere, providing oversight of CT and home churches.

PASTORAL COUNSELING

- Identify potential part-time pastoral counselors.
- Pilot Prepare/Enrich premarital and parenting group sessions to supplement our current offering of individualized marriage mentoring.
- Update our counseling resources available on the Dwellcc.org website.
- Offer three workshops for leaders.

PASTORAL SUPPORT ADMIN

- Develop a Servant Team Retreat proposal for 2025 in Columbus, OH.
- Conduct reviews of our current Ministry Teams overseen by Pastoral Support.
- Develop training materials and process improvement for Life Coaching.
- Recruit additional coaches for Life Coaching.
- Develop community partnerships for Life Coaching events/resources/training.
- Develop equipping resources from our Peacemaking training.
- Plan non-family activities for the 2024 Community Festival.

CT HOSPITALITY

- Continue to quantify the impact of the food service and events on CT evangelism and fellowship.
- Train the assistant kitchen manager.
- Make food service even more efficient.
- Continue to support CTs and large events.

ICT

- Provide ongoing Rock support across divisions to improve ministry and administrative functions.
- Develop a new mobile app for use in 2024 and 2025.
- Review the User Interface (UI) design of our various webpages.
- Improve search engine optimization (SEO) in order to make our content more easily accessible.
- Hire a full-time videographer.

Operations & Administration

Steve Bauer, Division Coordinator

OUR MISSION

The Operations and Administration Division (“Operations”) is guided by two directives: to provide excellent support for Dwell’s current ministry and to plan and act for Dwell’s future ministry.

WHAT WE DO

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

2023 Review

SUMMARY

Both directly and indirectly, the Operations Division supported each of Dwell's ministries to better serve the church's communities and to meet each department's program goals. While the ministry largely returned to pre-pandemic norms in 2023, Operations continued to focus on best practices for maintaining healthy spaces for each ministry. Additionally, the Operations team made improvements to each Dwell venue to better support the work of reaching the lost for Christ and helping people grow spiritually. Operations implemented security enhancements, completed several indoor and outdoor projects, and planned multiple church-wide support projects in tandem with staff across multiple divisions. The behind-the-scenes nature of Operations means that if people do not notice its work, a large part of the division's goals have been met.

Administration Department

The Administration Department of Operations provides the staff and budget for church leadership to develop strategy, and ensure those strategies are carried out by division coordinators, sphere leaders, pastors, and their staff. Dwell's Co-Senior Pastors, Conrad Hilario and Ryan Lowery, and the Board of Trustees and Elders receive support within Operations to carry out the tasks necessary to keep this large and complex organization headed in the direction God leads. Every year the church does its best to plan, but must remain flexible and responsive to unexpected challenges and ministry opportunities as the year unfolds. Operations provides the budget for overseeing the church, including travel, staff leadership retreats, and targeted project support. The Senior Pastors oversee bi-weekly Management Team meetings, as well as monthly Board-of-Trustee meetings and church sphere meetings.

The Operations Division Coordinator also maintains a budget for addressing issues that impact the church on a broader scale. There are many property-related issues, legal matters, and other policy issues that arise, that need to be addressed with staff time as well as external professional assistance. Work within this area includes an on-going focus on best practices for approaching difficult issues and situations arising from social media and related media outlets. The church is learning more about how to handle times when people share disparaging and misleading views of what a biblical community should look like in practice. Leaders and key staff continue to receive focused professional input on how to retain a loving stance when dealing with often malicious critique, while maintaining a focus on the truth and on biblical standards and imperatives.

A YEAR OF INSURANCE-RELATED CHALLENGES AND CHANGES...

- **Health Care Insurance:** In mid 2023, Dwell was notified of an exorbitant 40% health care insurance premium increase, which vastly exceeded the budget. Prior year increases had also been high, but this level of increase caused church leadership to realize the church's existing approach to health care insurance would not be sustainable. After temporarily renewing the existing health insurance plan, a local ministry friend brought a replacement option to the church's attention. We implemented a new plan, using individual market plans under an ICHRA. The new plan will continue in 2024. Almost every covered staff household will see substantially reduced premium costs, while the church will save \$280,000 over the prior coverage. This kind of change is a blessing in the face of a distressing financial situation, which would have required extensive budget reductions to other ministries.
- **Property & Casualty (P&C) Insurance:** The P&C insurance industry has been in distress for over two years. In late fall, Dwell was notified that it would need to find new P&C insurance, and do so in a short time frame. The staff worked quickly to find several replacement options. As He often does, God provided a solution as the church's prior policy expired. Dwell will enter the new year on solid footing and will continue to seek to reduce costs in this critical area.

Facilities Support Services

Daily tracking of and support for the many meetings and events held at Dwell's facilities and grounds falls to Operations Division's Facilities Support Services staff. Three departments make up this area: Facilities Support Services (Facilities), Sound and Light, and Master Scheduling and Events. These departments form an incredible core of service-oriented personnel addressing ministry needs through the many physical assets God has placed in the hands of His church.

Since 1991, when Dwell acquired its Main Campus property, the Facilities Department has been responsible for the properties God has provided to Dwell. Dwell has three primary ministry locations: Main Campus near Westerville, the Warehouse in Clintonville, and 4th Street Coffee Bar and Pavilion in the University District. In all, Facilities oversees 83 acres with over 263,000 square feet of well-used ministry space. This department also retains some maintenance and cleaning responsibilities at Dwell's partner schools: Calumet Christian School in Clintonville and Harambee Christian School in South Linden, although the schools continue to take on more of their own facilities-related oversight each year.

The Superintendent of Facilities for Dwell, Dave Bucklew, has provided detailed, professional oversight of Dwell's sites for 27 years. Conner Martin plays an increasingly large role in daily oversight, as Dave passes on his extensive experience-based knowledge. Last year Dave started to partially step-back from his role, but remains an indispensable resource. Facilities worked with Student and Adult Ministries on a number of outdoor projects, making Main Campus patio spaces and grounds more conducive to post-event ministry.

A renovation project at 'Building X' (a large Main Campus youth facility) improved the venue's ability to be used for diverse functions., as has similar work at other venues. Facilities also continues to address security at Dwell's venues, including increasing the number of camera locations and improving access controls at buildings.

The Scheduling and Events Department deals with the many contending requests for church spaces, across several venues. Gabe Reece heads a team that responds to facility-use requests, from the play areas at Main Campus, to rooms at every site, to wedding venues. While the team prioritizes using the spaces for Dwell's ministries, the church also hosts limited personal events for its members, as well as events for non-profit organizations and governmental groups.

The Sound and Light Department oversees the infrastructure and staffing required to maintain the church's complicated audio-visual systems. Ryan Hall and the staff of the Sound and Light Department support over 150 unique venue uses, with over 600 meetings and events each year. This service-oriented team works to provide effective support, and consistently receives positive feedback for their work.

Dwell's ability to count on the consistency and diligence of Facility Support Services is a shining area in the provision of outstanding service across the church. These departments are led well and have staff who desire to serve others and meet needs, often going above and beyond expectations.

VOLUNTEERS MAKE DWELL MEETINGS AND EVENTS SHINE

Dwell relies on its remarkable volunteers for meeting support and other ad-hoc projects. The Operations staff is charged with ensuring volunteers have what they need – training, equipment, and encouragement – to be successful in their roles. The staff of the church is very grateful to support and to be supported by the serving members of Dwell, without whom the work of the church would simply not be accomplished.

Division Support

The Division Support section of the Operations Division includes Accounting and Finance, Office Services, and Human Resource Management, all performing critical functions that keep the church moving efficiently and in the right direction. This area is charged with balancing issues that arise between fast-moving entrepreneurial ministry and the necessary level of control required to combat potentially chaotic results.

Dwell takes the stewardship of its God-given assets very seriously. Openness in finances and transparency in church operations have been part of the core “DNA” of Dwell since its inception.

The Accounting and Finance Department is charged not only with maintaining the financial books of the church and accounting for its assets, but also enforcing the policies and procedures that ensure the church's solvency and adherence to all governmental requirements. Alan Burkholder, Dwell's Director of Accounting and Finance, is responsible for a professional staff that meets Dwell's high level of standards and practices. A key to the responsive and flexible approach in Accounting is Catherine Gilbert, a veteran of 32 years on staff with the church. These staff members are truly behind-the-scenes warriors without whom strategic and tactical leadership decisions would be difficult, if not impossible, to make with confidence. And the daily work of staff would be hindered as so much ministry activity relies on financial data.

Transparency, Direction Setting, and Open Books

- Each year the Accounting and Finance Department helps to facilitate the processes for the annual Vision and Stewardship Meeting. This meeting is open to anyone who wants to hear more about the finances of the church, although the primary audience of the event is members of Dwell's Fiscal Support Team (FST). The FST is open to anyone willing to meet some basic requirements of household financial support for the church. FST members are tasked with helping prioritize ministry enhancements each year.
- This process is part of Dwell's "open book" policy. Anyone interested in how donations are used can come to Dwell's accounting staff and ask to see the numbers.

Another key boots-on-the-ground department is Office Services. Members of the church, church staff, and visitors all rely on the hospitality and professional service that can be expected from the Dwell main office. Malia Bauer heads this department with a solid support staff. This team often provides initial contact, follow-up, and problem resolution for hundreds of staff members and thousands of church members across many ministries. This team is often called upon to patiently and diligently resolve people's questions, often across different Dwell divisions.

The third function in the Division Services area is the Human Resource Department (HR). Between the church and schools, Dwell employs almost 400 people. The HR staff, often working with the Accounting and Finance Department, ensures that employees have all they need to be compensated and seek help with benefit queries when needed. HR also on-boards new staff members, maintains payroll, and answers many questions about benefits and related staff concerns.

2024 Goals

The Operations and Administration Division stands ready to support other division partners as they capitalize on the opportunities and challenges that Dwell will face in the coming year. A solid foundation is critical for a church like Dwell, with wide-ranging service in various communities in Central Ohio and beyond. The dedicated professionals in this division provide much of that foundation.

In 2024 we plan to support enhancements to Dwell ministry spaces, with an eye for coming alongside the things God is doing and remaining flexible to enter doors He opens. In addition to providing the staff and infrastructure to support church-wide projects and direction, the Operations Division will prioritize improving Dwell's facilities and grounds and enhancing some of the church's older audio-visual systems.

2023 Finances Overview

Even with a high level of upheaval in financial markets and many questions about the integrity of the U.S. economy, God's people at Dwell remained generous in providing for the work of the church. The key financial metrics for the church shows a solid year of giving to Dwell's General Fund:

- FST Approved Budget | \$8,732,100
- 2023 Contributions | \$8,723,500
- 2023 Estimated Spending | \$8,678,800
- 2023 Estimated Under-Spending | \$53,300

Details on Finances in 2023

In 2023 the U.S. economy was still recovering from the effects of inflation, which increased costs over 15% across-the-board, for consumers and businesses since 2020. The church has seen the effect of incomes not keeping pace with inflation, as costs rose precipitously but donations remained stagnant.

Church leadership determined that only a slight increase in budget would be proposed to the church and Fiscal Support Team for 2023. However, that increase did not materialize when the Dwell's annual pledge campaign was completed in February. So the 2023 budget remained basically equivalent to the 2022 budget.

A key impact to the finances of the church was the effect of sending over 50 Dwell families to two large church plants to eastern central Ohio and to central Florida, following God's lead to reach people outside of Dwell's existing communities. These families had been donating over \$220,000 to Dwell, which would now go to these newly established churches. Dwell is also providing some on-going support as these churches get started.

Employee health insurance costs are a challenge for any organization to predict. Dwell faced a large health care insurance increase in June, but by year-end had a plan in place that helped bring costs back to a reasonable level, while also saving substantial premium costs for the majority of church staff. Moving from a traditional carrier-based plan to individual market program policies (specifically 'ICHRAS' plans) was a solid financial step for 2023 and positions the church well for the future.

As shared in the Missions Division section of this report, donations to Dwell's Global Partners and Humanitarian Aid & Development Fund remains robust, and all goals were met for 2023. The consistency of financial support for these needs is a testament to the generosity of God's people and to the importance Dwell places on serving underserved communities around the globe.

Dwell's cash reserves remain solid. This buffer of cash allows the church to respond to unplanned needs and serve as a general bulwark in the face of economic uncertainty.

Staff compensation remains an area of focus, as inflation from 2020-2023 far exceeded the raises in wages that the church was able to provide. There will be steps to rectify this in 2024, as Dwell works to bring staff back to income parity with what has been lost over the last three years. This process will take some time, but the hope is to address disparities within the next few years.

As the year ended, some relief was in sight as inflation slowed, interest rate increases ceased, and stock markets gained ground. This bodes well for some growth in household income in 2024 and the effect of that on the church's budget. Proposals for ministry enhancement and expansion are always on the table, and Dwell would like to see such plans come to fruition.

The base 2024 General Fund budget for Dwell, which covers staff and existing ministry costs, is slightly less than last year, with some room to grow programs. In the new year, the Dwell Fiscal Support Team (FST) will help decide what new areas of ministry, presented by church leadership, should be funded in 2024. An increase in 2024 budget over 2023 would allow for some important program expansion in key areas.

Those opportunities are presented to the church at the State of the Church and Vision & Stewardship Meetings early in each new year.

The people of Dwell – the staff and members of the church – along with community partners, are remarkable givers. This applies not only to the financial aspects of the church, but to the engagement, care, and prayer they pour into the ministry God sets before us. God has plentiful resources, and Dwell is blessed to have an abundance of those blessings to put to work for His kingdom.

