



DWELL

COMMUNITY CHURCH

a ministry of XCF

2024 Annual Report

Leadership



CONRAD HILARIO
Senior Pastor



RYAN LOWERY
Senior Pastor



CHRIS HEARTY
Elder



BRET MCCALLUM
Elder



KATE MIZELLE
Elder



SCOTT RISLEY
Elder



JAMES ROCHFORD
Elder



JOHN ROSS
Elder



BRIAN RUNK
Elder

Table of Contents

Missions Page 04

Equipping Page 31

Student Ministries Page 46

Pastoral Support Page 72

Operations Page 95

2024 Finances Overview Page 105

Dwell Community Church

MISSION STATEMENT

Connecting biblical truth to modern life in real community.

CORE VALUES

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

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

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

Missions

Dave Glover, Division Coordinator

1 Corinthians 3:7 "So neither the one who plants nor the one who waters is anything, but only God, who makes things grow."

OUR VISION

The Missions Division exists to catalyze indigenously-led house church planting movements among the poorest, least reached, and most 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 church planting efforts across the United States.

Global Partners

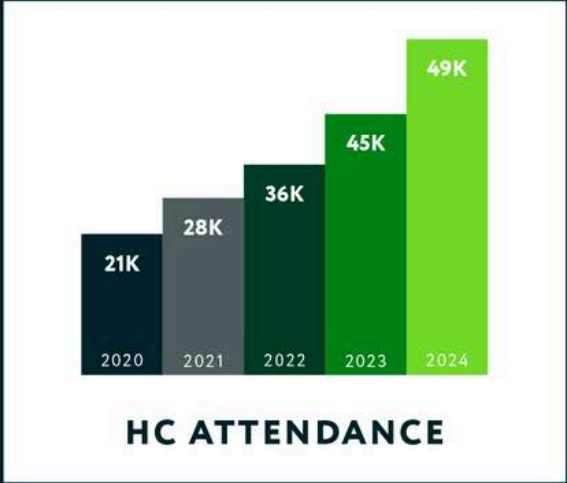
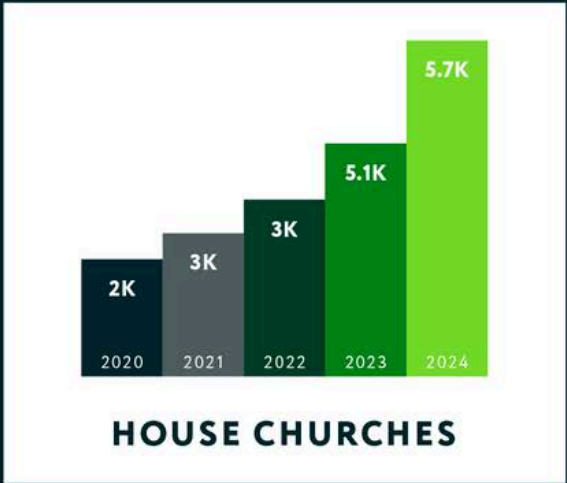
We focus on starting and accelerating house church planting movements through our Global Partnerships. Global Partnerships are collaborative ministries dedicated to partnering and empowering the vast global network of indigenous and near-neighbor workers. In addition, our Global Partners serve their 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.**



Dwell works with 11 Global Partners in seven regions: West Africa, East Africa, African Great Lakes, Central Asia, South Asia, Southeast Asia, Latin America & the Caribbean. **Our Global Partners represent hundreds of national workers who oversee a network totaling 3,798 house church leaders and 5,736 house churches with 49,603 members.** We have 13 Global Workers serving among six Global Partners to provide leadership development and facilitate church planting. Our Missions staff provides equipping regarding house church planting, discipleship and theology, as well as 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 increases in inflation, poverty, and 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 circumstances.

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



Partnership Highlights

ARCO CHURCH – ECUADOR

Dwell Missions partners with Arco Church to plant house churches in El Oro province, the 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 their community. Through Compassion International, they serve impoverished children, build homes for the needy and offer business startup training and microloans. Dwell provided Arco Church with \$30,600 in financial support through the Global Partnership Fund.



Arco Church

2023 and 2024 represented a significant worsening of the security situation in Ecuador, particularly in the coastal regions where our partners live. Intra-gang violence and government-gang warfare are ongoing. Gangs control certain parts of the region, extorting local businesses. Robbery and violent crimes are high. Most people don't go out at night, and many are leaving the region or migrating to other countries. Our partners ask that we continue to pray for their "kings and all those in authority, that [they] may live peaceful and quiet lives in all godliness and holiness" (1 Timothy 2:1-2).

From a church planting perspective, the situation is complicated. On the one hand, overall attendance is down, and two house churches have shut down. On the other hand, the security situation has led to an increase in spiritual interest and seeking after God in the general population. Our partners have seen many new people come to church on Sunday morning, and many have received Christ.

There are 6 assemblies of house churches in El Oro province. The assemblies in Guabo, Machala and Santa Rosa have established themselves as solid, stable communities and aim to expand in their cities. The three newer assemblies across the province (in Ponce, Pasaje and Huaquillas) are growing as teams were set up over the last two years to work in these locations. They plan to develop indigenous leaders in all house churches and set 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 increased fear of leaving their homes due to violence and crime. The gangs continue to rule vast portions of the country, and the government is incapable of regaining control.



Beraka Church

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 328 people in attendance. This year, Dwell sent a total of \$65,000 in support. This goes to house church planting, training, and the medical clinic. Dwell funds two full-time house church planters. The medical clinic operates out of the Baraka Church and monthly mobile clinics in the Jacmel area at locations where house churches are present to assist and share Christ with neighbors.

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 Central Asian university students. These students are from some of the least-reached people groups in the world. Through their house church and personal relationships, Mark and Laura are discipling students to train them to plant house churches and practice disciple-making when they return to their home countries in Central Asia. They have started a successful youth home church that sees up to 35 students in attendance. Both Mark and Laura meet weekly with students they disciple over the three years of their university education. They have begun to follow up with, train, and assist students who have returned to Central Asia to help them take steps toward evangelism and church planting in their communities.

Dwell provided \$5,000 in financial support to Eastern Europe through our General and Global Partnership Fund. They are using these funds to translate and distribute equipping resources and provide 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 their four programs, continue to advance their ministry. Nareth serves as co-country director, and Joke van Opstal continues to serve as the country advisor from her home in the Netherlands.



Fountain of Hope

The ongoing priority for the Fountain of Hope staff is to develop leaders who can independently lead cell churches. 225 cell church leaders are currently deployed and FOH plans to build on this foundation in the coming years.

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

- Life with Value provides support groups and curriculum to address the community's needs. Local leaders work alongside Fountain of Hope staff to initiate programs that address the most pressing community issues. There are 174 groups, and approximately 2,200 adults participate.
- Life of Hope provides 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 September 2024, there were 298 cell churches with over 3,350 members. They have 225 leaders. 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 five 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 131 children's groups (ages five-12) with over 10,800 children attending and 155 teen groups (ages 13-18) with over 2,000 in attendance. They also have a Big Brother/Sister program with 453 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. Hundreds of cell church members have been trained in community development and have assisted in leading this program.

Dwell conducted two separate field visits to meet with and encourage the ministry's leaders and provided FOH with \$200,000 in financial support through its Global Partnership Fund in 2024.

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 replicating disciples that impact the community around them for Christ in every district of the Kampong Cham province.

In 2024, the Friendship Ministries included nine house churches led by nine house church leaders with 85 people in attendance. In addition to these established house churches, five active outreach groups had an overall attendance of 21 people. An average of 36 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.



Friendship Ministries Classroom

Dwell Global Workers serves this community by offering medical care and education through the Friendship School, established in 2009. The school provides education to over 200 underprivileged children. Our Global Worker team includes Chris and Amy, who work closely with three indigenous church planters, including developing a discipleship curriculum for the indigenously led Life Transformation Groups. This year, Dwell sent \$95,000 in support: \$50,000 from the Dwell General Fund and \$45,000 from the Global Partnership Fund.

MERCY MEDICAL CENTER - CAMBODIA

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

MMC is based in Phnom Penh and serves individuals from every province in Cambodia. This year, **MMC provided medical care to approximately 22,000 patients. The four-person counseling department provided counseling sessions for many people.** MMC works with over 140 referring partners to plant house churches throughout Cambodia.

The Spiritual Impact Team (SIT) consists of 12 national workers who oversee a network of 18 house churches with approximately 178 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's 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 2024, Dwell provided MMC with \$45,000 in financial support: \$35,000 from the Global Partnership Fund, and \$10,000 from the General Fund.

INDIA GOSPEL LEAGUE

The India Gospel League is an indigenously led ministry that aims to plant a church in every village in India by 2040 (Achieve 2040). Dwell's partnership with the India Gospel League consists of a 5-year commitment to fund church planting and community development initiatives in a region in India. We completed the fourth year of our commitment in 2024. By 2025, the goal is to plant 300 churches and have 80 church planters leading churches in the area Dwell sponsors. Due to increasing threats and persecution against Christians in India, Dwell cannot share the name of this region. Please join us in prayer for our brothers and sisters who risk their lives for the sake of the gospel.

As of 2024, the region had 271 churches and 76 church planters. India Gospel League continues to invest in the next generation of workers and leaders. Over 6,800 children participated in the Children's Gospel Clubs, and 19 new youth leaders were trained, for a total of 112 leaders. Praise God for the development of these young people.

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



Southeast Asian Children

The national workers and Dwell's team oversee a network of 984 house churches, with over 6,900 people in attendance, a 10% increase from last year. In addition to the house churches, the national workers provide feeding programs, after-school activities, micro-lending, and various development initiatives.

Over 300 students are on full or partial scholarships through the student sponsorship program. These students would not be able to attend school without the generous financial support of this ministry. Also, over 20 college students receive a small stipend and housing. These initiatives are critical for developing the next generation of workers and leaders.

This year, Dwell sent \$326,600 in financial 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 178 house churches with 3,360 attendees. This year, Dwell sent \$135,300 in financial support: \$17,300 from the Dwell General Fund, and \$118,000 from the Global Partnership Fund.



Bethel Church Training

The turmoil caused by the civil war in Tigray that started in 2021 has resulted in an estimated 600,000 casualties, displaced over 2 million people, caused widespread food shortages, and brought ethnic tension to an all-time high. This tragic war has been one of the bloodiest in our lifetimes. The civil strife in the northern part of the country made it difficult 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 brokered between the Ethiopian federal government and the forces in Tigray.

However, conflict continues in the Amhara region, making traveling from city to city in the North difficult. Bethel church conducted quarterly training sessions for 44 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 word and deed by providing food and basic household materials to hundreds of people.

MISSION PENTECOSTE INTERNATIONAL (MPI) – WEST AFRICA

MPI’s network of house churches in West Africa continues to grow rapidly. This network now represents over 19,500 people in 3,303 house churches. One of the most substantial indications that MPI has entered the movement phase is the pattern of natural spontaneous expansion of home churches. While the strategy relies heavily on the 157 indigenous church planters, much of the geographical expansion has been through tribal and family networks reaching outward to other regions in Cote d’Ivoire and francophone West African countries—specifically, in Mali, Niger, Benin, and Western Sahara.



Mission Pentecoste International Members

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 (low incomes, little access to medical care, insecurity). Through our Global Partnership Fund, Dwell provided MPI with \$180,000 in financial support, covering rent payments for church planters, training, church planter oversight, and transportation.

TUMAINI CHRISTIAN FELLOWSHIP – DEMOCRATIC REPUBLIC OF CONGO

2024 marked the third 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, driven, and hungry for knowledge and input. There are currently 1,539 people in 112 house churches led by 177 leaders.



Tumaini Christian Fellowship Members

House churches have continued to spread geographically from the original location of Bukavu to the surrounding provinces. In 2024, Dwell sent \$6,100 to the DRC from our Disaster Relief Fund to aid with refugee relief efforts around 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.

STRATEGIC PARTNERS

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

- Seann and Amy Gibson are long-time faithful servants in Taiwan seeking to plant house churches for young adults. They were deployed in 2000.
- Bruce and Sonya serve in Southeast Asia to develop and mobilize 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.

We were excited to add to the number of Strategic Partners in 2024. First, Brian joined a team in the Middle East. His initial several months in the country have gone very well, and he has a strong, supportive team around him. He is learning the language and has begun working as an English teacher. Second, Canco and Kait will be deployed in early 2025 to work in the Western Mediterranean Region.

Humanitarian Aid and Development Fund

Our Humanitarian Aid and Development 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 2024 was \$198,500. Thanks to the tremendous generosity of Dwell members, the goal was exceeded.**



Humanitarian Aid and Development Fund in Democratic Republic of Congo

HADF Highlights

SHE IS SAFE

She is Safe seeks to help women worldwide who are vulnerable to abuse and sex trafficking through prevention, rescue, and restoration. The \$5,000 of support provided through the HADF helps protect girls in Indonesia and offers spiritual and economic training through transformation groups. Through She is Safe's Children-At-Risk program, thousands of children learn about God's love, 10 Tips to Safety, and receive school supplies.

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 people from these marginalized groups.

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. We seek 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 that 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 further explore community-building 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.

HARAMBEE CHRISTIAN SCHOOL

Harambee Christian School (HCS) began in 1998 with the mission to help youth overcome the 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.

Harambee Christian School's leadership initiated a separation from Dwell Community Church in 2024. HCS submitted the necessary paperwork to the State of Ohio and the IRS to become a separate non-profit, (HCS, Inc.). We arrived at a satisfactory lease agreement between UC and HCS, Inc. The lease is for three years, including an option to purchase the building during or at the end of the lease.

Please see Harambee's annual report for more details about the 2023-2024 school year.

Domestic Church Planting

The Missions Division administered the funding and partnership agreements with three extra-local church plants: Bryan and Hope Jones in Cincinnati, Josh and Meri Benadum in Central Florida, and Joe and Erin McCallum on the east side of Columbus.

The Columbus east side plant will be fully independent in December 2024, and the Central Florida plant will be independent in June 2025.

2024 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 2024, Dwell provided financial support for church planting and relief and development efforts to our 11 Global Partners.

The HADF funds 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 2024:

- Dwell members supported 13 Global Workers serving on the ground among our Global Partners.
- Dwell provided Disaster Relief Assistance to the Democratic Republic of Congo.
- Provided financial support for Harambee Christian School from the general fund.
- Provided funds to support the church plants on the East Side of Columbus and Central Florida.

2025 Goals

We want to accomplish the following in 2025:

- Dwell will continue to work with its Global Partners to develop new house church leaders. Our goal is to increase the number of leaders to 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 two short-term trips in 2025.
- 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.
- The Missions Division will continue vetting for two potential Global Partners.
- Dwell seeks to mobilize and inspire the church to support its Global Partners. We have had rich and rewarding prayer times together year-round through quarterly Missions Nights and monthly prayer meetings for each 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



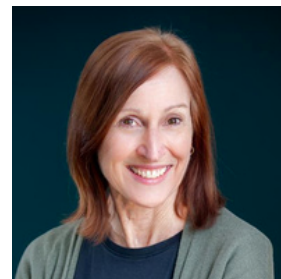
DAVE GLOVER
Missions Division
Coordinator



JIM LEFFEL
Global Partnerships
Co-Director



MIKE WOODS
Global Partnerships
Pastoral Support



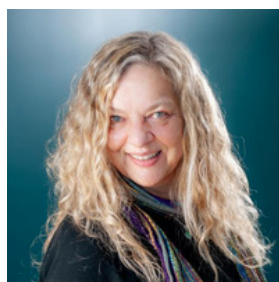
TRACY GLOVER
Global Partnerships
Pastoral Support



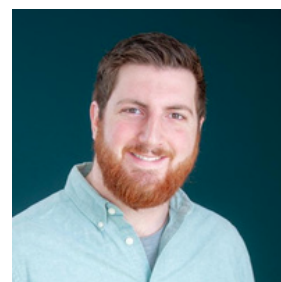
ABBI READER
Advocacy & Promotion
Administrator



JOSH KEEGAN
Finance Director,
Controller



HOLLY McCallum
Global Partner
Support



Canco Casassa
Global Partnership
Administrator

The Missions Division is led by the Division Coordinator and co-director of Global Partnerships, Dave Glover. Jim Leffel is also co-director of Global Partnerships and creates training material for our partners. Mike Woods, and Tracy Glover assist our Global Partners and Workers by providing ministerial, logistical, and pastoral support. Tracy also manages the distribution and reporting of our finances. Hilary Hilario joined Holly McCallum this year to facilitate a short-term trip to Cambodia. Finally, Abbi Reeder joined the mission's staff in the fall to assist with the advocacy and promotion of our Global Partners.

Equipping

Pat Reeder, Division Coordinator

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

OUR MISSION

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

WHAT WE DO

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

2024 Division Review

SUMMARY

2024 was a year of new beginnings. Over the past few years, several departments confronted a variety of external changes: cultural, demographic, and technological. For example, class enrollment reached a ten-year low, and a distinct Study Center space closed due to low usage. But Equipping sees these changes as opportunities to adapt. For example, in 2024, the Study Center's digital checkouts exploded, leading to the highest total checkouts on record. Also, Equipping Director, Patrick Reeder, piloted a new online course format, releasing lectures in the form of a podcast. Not all departments were so affected. Xenos Summer Institute continues to be a popular annual event. Our publishing arm, New Paradigm, continues in earnest, releasing two new titles each year. Looking ahead to 2025, Equipping expects to continue experiments in formatting, leaning further into digital delivery. Dwell's Senior Sphere Leaders will also migrate their efforts into timely course electives to raise course enrollment.

Academic Resources, Pat Reeder

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

Each year we offer brand new courses. Here is a list of freshly run courses in 2024:

1. ***Building People Up By Breaking Ideas Down*** Christians must love the Lord with all *our minds* (Matt 22:37), but also love our neighbors as ourselves (Matt 22:38). This course was designed to help students develop critical thinking skills in a fraught cultural and political atmosphere while not losing sight of the call to love.



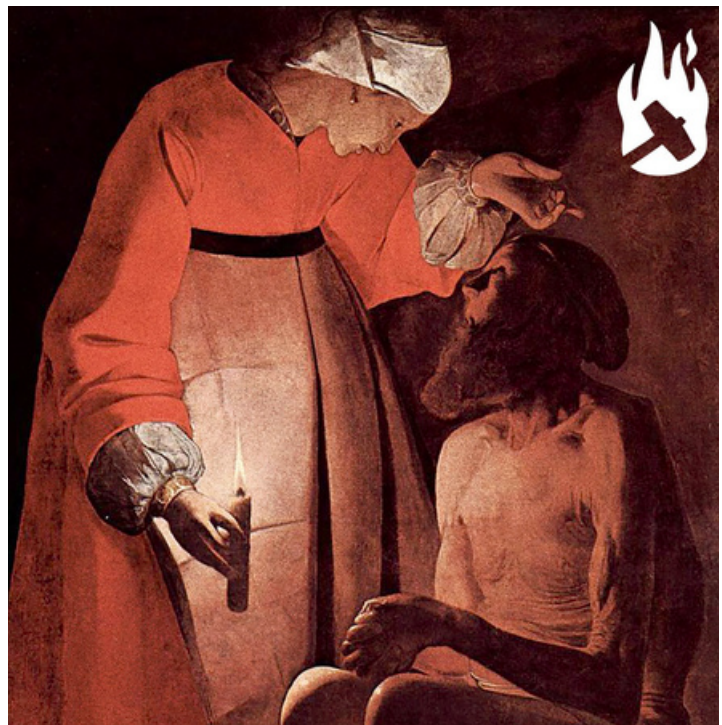
Equipping Director, Pat Reeder

2. ***Disarming Dialogue: Communicating Christ Using Principles of Cross-Cultural Communication and Logic.*** Veteran Course teacher and preacher, Jim Leffel taught the principles of cross-cultural communication and the logic of dialogue for productive spiritual conversations.
3. ***Historical Adam*** Recently William Lane Craig has written some controversial material on the biblical figure of Adam. Teacher and Elder, James Rochford, interacted with this material in depth along with other literature on this topic.
4. ***How Dwell Works*** Senior Pastor Ryan Lowery walked through Dwell's history and philosophy. He gave special attention to how to thrive in Dwell, and how to handle difficulty.
5. ***Paul and His Team*** Senior Sphere Leader Mike Sullivan developed this course on the great apostle Paul and the team of church planters surrounding him. Few teams in the history of the world have been more effective!
6. ***Ruth*** Our newest member of the Equipping staff, Abbey Merker, developed this course on the biblical book of Ruth. Ruth is a story of pain turned to joy and redemption during a dark season in Israel's history.
7. ***Sharing Your Faith in a Brave New World*** James Rochford reprised this course with fresh content. Key emphases included developing one's own evangelistic style, working on teams, and defending one's faith without being defensive.
8. ***To Whom Can We Compare Him?*** Senior Pastor Conrad Hilario developed this course on the attributes of God. The nature of God and his character is among the most important areas for study despite being superficially abstruse.

Academic Resources also reprised some classic courses, including "*Body Stewardship for Women*," "*Seven Principles of Marriage*," and "*Strategies for Lifelong Faithfulness*."

This year, Equipping Director, Patrick Reeder, initiated an experiment in content delivery by developing the *Hammer and Fire Podcast*, an allusion to [Jeremiah 23:29](#). In each episode, Reeder and his assistant, Silas Young, discuss books of the Bible. By placing the material in a podcast format, members of Dwell and like-minded Christians can listen along for free. Each episode is approximately 30 minutes or less. Students who want to receive credit for the course have approximately 20 weeks to fill out study guides that correspond to the various episodes. The first course / podcast series involved the mysterious book of Job.

The point of this approach is to provide higher level, course-quality equipping content for people who would have a harder time coming to a Wednesday night class. This approach also has the advantage of providing quality content that should ideally be more spiritually edifying than what's found on, say, TikTok or Instagram. On top of the more than 50 students who enrolled, a few hundred listeners have also tuned in.



"Hammer and Fire" Podcast

External Relations, Kim Van Keuls

XENOS SUMMER INSTITUTE

Xenos Summer Institute is an annual conference where more than 2,000 Christian workers from North America and beyond come to interact with top Christian leaders on topics facing today's church. The theme in 2024 was *How Will They Hear? The Good News at Home and Abroad*. Even as the global south embraces Jesus, the US is becoming more "post-Christian." This year's conference explored how the Good News is still good even with new challenges. The keynote speakers were Sam Chan and David Garrison.

Sam Chan came all the way from Sydney, Australia to teach the Trinity wrap-around course, "How to Proclaim the Gospel in a World that Isn't Listening." Dr. Chan is the lead mentor and trainer at EvQ School of Evangelism, a ministry of City Bible Forum in Australia. Originally trained as a medical doctor, Sam received his PhD from Trinity Evangelical Divinity School. He is the author of several books including, *Evangelism in a Skeptical World* and *How to Talk About Jesus (Without Being That Guy)*.



Sam Chan at XSI 2024

David Garrison taught “A Wind in the House of Islam” and “Prayer in Church Planting.” Dr. Garrison holds a PhD in historical theology from the University of Chicago. He’s also written the influential *Church Planting Movements*, and *A Wind in the House of Islam*. Dr. Garrison has served as a missionary in North Africa and India, and as the Associate Vice President for Global Strategy at the Southern Baptist International Mission Board.

BOOK STORE

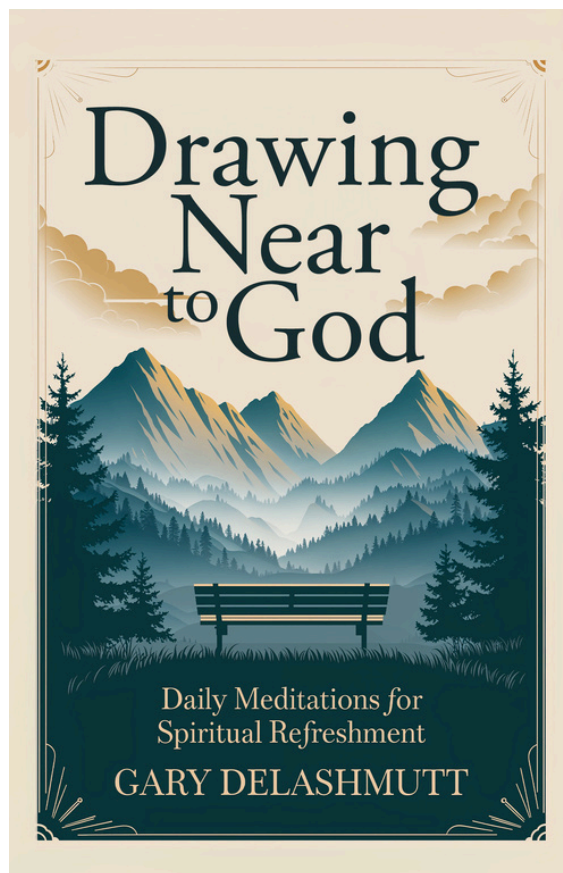
Dwell provides literature for its members to purchase at three different venues. The primary purpose is to provide convenient access to books at a competitive price for our members. Dwell authors’ titles are for sale at these locations, as well as other favorites.

PUBLISHING

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

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

Dennis McCallum's newest title, *Experience the Book of Acts*, received a full release in early 2024. The editorial board for New Paradigm spent the majority of the year preparing for the next round of releases. Just in time for Christmas gifts and new year's resolutions, New Paradigm released Gary DeLashmutt's devotional, *Drawing Near to God: Daily Meditations for Spiritual Refreshment*. The board also prepared a new title for Dennis McCallum, details to follow below under 2025 goals.



Gary DeLashmutt's new book

Study Center

As one of the largest Christian lending libraries in central Ohio, our Study Center hosts over 10,000 paper volumes and almost 2,000 digital volumes (on OverDrive, our digital content library). Due to decreased traffic of the Study Center site on Oakland Park, we migrated our most-used titles to the 4th Street Coffee Bar and Pavilion in early 2024.

Unsurprisingly, this negatively impacted the number of checkouts conducted through Koha, our online catalogue for traditional paper volumes. With the majority of our volumes still at the Oakland Park site, the average browser can only see a limited amount of our holdings in person.

The good news is this: although those checkouts dropped, overall checkouts increased due to OverDrive usage. The Study Center sees this as a big win. Equipping's principal goal for the Study Center is to provide *resources for study*, not necessarily a distinct place for study.



Trinity Master's Degree Program, Harry Sarvis

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

During this past year, Equipping discovered that Dwell is the lone remaining extension site for TEDS. Numerous prominent seminaries, TEDS central campus included, have witnessed significant declines in enrollment. Despite this being unwelcome news, this is no surprise in light of larger trends in the US. This is sadly predictable in light of the [Great Dechurching](#), and a broad failure to reach the young for Christ. In a recent [blog post](#), church-planting expert JD Payne noted that the decrease in people coming to the Christian faith will inevitably diminish the need for leadership development. He observes, "If the fields are not sown this morning, harvested this afternoon, then schools will begin to see a decline in students by this evening..." Payne's observation isn't a spiritual law of nature, but the basic point is accurate: why develop more leaders when the church isn't growing?

Dwell has begun to grow again, but we have a large stable of highly trained leaders in the wings for that growth. Furthermore, to sustain an extension site requires enrollment from beyond Dwell's own walls. Even for those churches that are growing and need leadership development, their staff can now get entire degrees online. In light of these factors, Dwell has determined that our TEDS Extension Site will offer its final courses in 2025. Dwell is grateful for its 23-year partnership with TEDS. Together, TEDS and Dwell have granted over 60 degrees to up-and-coming spiritual leaders around the state of Ohio, and throughout the Midwest.



2025 Goals

ACADEMIC RESOURCES

During the past few years, Equipping discovered that class enrollment has declined considerably over the past decade. Equipping identified several explanatory factors:

1. *Demographic Shift* In the United States, 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. In combination with the smaller next generation, the “outflow” rate is greater than the “inflow” rate among those whose life stage is compatible with easy class-taking.
2. *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.
3. *Technology* More and more people are communicating and consuming media in the home. This includes students taking online courses, professionals holding meetings over video call, and everyone consuming news and entertainment through podcasts, blogs, and social media. This atmosphere raises expectations to provide equipping material in fresh formats.

Each of these wider cultural phenomena plays some role in what we've seen. Some of these can be addressed with technological shifts, or offering courses during more convenient times, e.g. on Saturday mornings with childcare available.

Some of these have been attempted and have made some difference. But Dwell's leadership believes there has been a lowered value for equipping within Dwell's own internal culture. So, while we plan to offer some "fine-tuning" solutions, we're also going to stage a more aggressive campaign to improve enrollment. Several of our Senior Sphere Leaders who normally teach our LTC series will pilot new courses. This will have several advantages:

- Senior Sphere Leaders are our best teachers. They are known by our members better than some of our other teachers. These factors imply that any course taught by them will generate interest, just as films with known actors and actresses will be seen regardless of the film's subject matter.
- Senior Sphere Leaders know better the needs of their members and the types of courses they'd want than the administrative apparatus of Equipping. They're also in a strategic position to communicate the value of specific course materials. Dwell is a decentralized, highly relational network. People need to hear directly from those they trust that something is worth their time. The levers available to the Equipping division can only accomplish so much without promotion through relationships.

Here are a few fresh courses to anticipate:

- ***Means of Growth*** with James Rochford will teach on the five means of growth. He plans to emphasize concrete, practical tools, allowing students to workshop good habits during the class.
- ***Relational Peacemaking*** by Elder Scott Risley and Pastoral Services Division Coordinator Mateo Williamson will teach this material drawn from Ken Sande's ministry. The course aims to strengthen students' ability to live out the peacemaking concepts, to resolve conflicts in a way that honors God, and to demonstrate the reconciling power of the gospel.
- ***Who Is Like Yahweh?*** Drawing on material he's developed over many years, Jim Leffel will teach a three-part course on Old Testament Theology: Israel's God, God Our Savior, and Interpreting the Old Testament.

External Relations

PUBLISHING

Early in 2025, Dennis McCallum's *Experience Jesus in the Gospel of Luke* will hit the shelves. The Gospel of Luke is the first of a two-part book written by the Apostle Paul's traveling companion, Luke. This title goes hand-in-hand with McCallum's *Experience the Book of Acts*. New Paradigm also plans to publish a title on the means of growth by James Rochford.

Study Center

In 2025, the Study Center will attempt to further increase checkouts. First, the Study Center will move almost double the number of paper volumes to the 4th Street Coffee Bar and Pavilion from the old Oakland Park site. This can be done without increasing the physical footprint because the shelving is already present but unused. The Study Center will also invest heavily in its OverDrive holdings. The goal is both to purchase new titles as well as to purchase more copies of our popular titles to decrease wait times.

Trinity Master's Degree Program

While winding down, Equipping plans to run courses through the Summer semester. Here are some upcoming courses:

- ***Theology of Gender*** Professor Fellipe do Vale will teach on this hotly contested topic, enabling students to navigate tough cultural terrain with a biblical compass.
- ***Ecclesiastes*** Professor Cooper-Smith will teach this elusive part of the wisdom literature in Spring 2025.

Dwell has several staff members who are enrolled in our TEDS extension site. Starting in the fall, these students will have the option to pursue an online degree through TEDS, or a comparable institution.

Student Ministries

Brian Adams, Division Coordinator

Matthew 28:18-20 "Then Jesus came to them and said, 'All authority in heaven and on earth has been given to me. Therefore go and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, and teaching them to observe everything I have commanded you. And surely I am with you always, to the very end of the age.'"

OUR MISSION

The Student Ministries Division's mission is to raise 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.

2024 Review

SUMMARY

God is working in remarkable ways through the students in Dwell Community Church. For the first time since 2018, Student Ministries grew, with most ministries growing for the second or third year in a row. In 2024, Student Ministries grew by 3.3% (from 1,966 to 2,031).

Most remarkably, 662 students came to saving faith in Jesus Christ in 2024! Over the past two years, over 1,000 students have come to faith in Dwell. There is celebration in Heaven when just one person comes to faith in Christ (Luke 15:4-10). May Dwell members never lose sight of how remarkable it is that we get to partake in such a powerful movement of God's Spirit. It brings profound gratitude and humility.

Colossians 1:13-14 "For he has rescued us from the dominion of darkness and brought us into the kingdom of the Son he loves, in whom we have redemption, the forgiveness of sins."

Psalm 131:1-3 "My heart is not proud, LORD, my eyes are not haughty; I do not concern myself with great matters or things too wonderful for me. But I have calmed and quieted myself, I am like a weaned child with its mother; like a weaned child I am content. Israel, put your hope in the LORD both now and forevermore."

College & High School Ministry

DEPARTMENT DIRECTOR: CONRAD HILARIO

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

For the first time since 2018, College and High School Ministry grew. In 2024, the ministries combined to grow by 1.4% (from 1,398 to 1,417). The growth was concentrated in High School Ministry, which grew by 6.6% (from 345 to 368). College Ministry declined marginally, by 0.3% (from 1,053 to 1,049) while still experiencing some of the effects of the large Adult Ministry send-off in 2023, which saw 638 members transition into Adult Ministry, including 136 leaders.

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

COLLEGE MINISTRY HIGHLIGHTS

- 1,546 first time guests came to college home churches, which nearly matches the number of guests from 2021, when College Ministry had over 500 more members. Our College Ministry students are doing great outreach to their peers.
- 251 students in College Ministry came to Christ, representing 62% growth from 2023 (from 155 to 251).
- College Ministry planted four new college home churches in 2024 and contributed to two adult home church plants as well.

- New home church leaders continue to be developed, with 32 college home church leaders being raised up in 2024. In addition, 27 leaders were added to the Dwell Servant Team.
- 89% of seniors in Dwell high school groups transitioned into college groups.
- The annual College Ministry-wide Labor Day Cookout had 1,069 in attendance, over 10% of whom were non-Christian guests.



Labor Day Cookout Event

- For the first time, a College Ministry CT held a CT-wide baptism. This was a rousing success, seeing 28 students get baptized. Attendance was more than double a typical CT week. Attendees loved the meeting as family members and friends heard their loved ones share how they came to faith in Christ. College Ministry will aim to have one CT-wide baptism at each CT in 2025.

HIGH SCHOOL MINISTRY HIGHLIGHTS

- 1,293 first time guests attended high school home churches. This is over 50% more than 2023 (from 861 to 1,293).



Jericho Home Church

- This was most clearly demonstrated through the first-ever Zoombezi Bay event, where high school home churches had a short Bible teaching, followed by a trip to Zoombezi Bay. At this event, 771 students attended, including 265 first time guests. Over 20 of those guests have since come to saving faith in Christ, and over 25% have continued to attend Dwell meetings. This event was an outstanding success!



Zoombezi Bay

- 321 students in High School Ministry came to Christ, representing 57% growth from 2023 (from 204 to 321).
- High school students love to attend Central Teaching (CT). High school CT grew by 6.3% (from 341 to 363). CT participation remained at 99% for the second year in a row. Most other Dwell ministries see a higher attendance at home church meetings, compared to CT. But in High School Ministry, the attendance is nearly equivalent.
- Other large-scale events in High School Ministry bore fruit as well:
 - The Memorial Day Cookout was the first event in five years that had over 500 students at a Tuesday CT meeting. Most large-scale High School Ministry events are on Sunday nights.
 - The Haunted Trail saw 605 students in attendance, including over 100 first time guests.



High School Ministry Halloween Party

- Epic, the High School Ministry's annual summer camp, had nearly 400 students in attendance and saw fifteen students come to faith in Christ. As always, students reported being awestruck by the quality of Bible teaching, the depth of fellowship with their peers, and the life-transforming time spent with God.



Epic Summer Camp 2024

- Camp Geronimo, the annual High School Ministry mission trip, had its largest year to date. 159 students from across the 43229 and 43224 zip codes attended, including 106 first time guests. 22 have since started to attend Dwell meetings, and in addition a parent has attended an Adult Ministry home church.



Camp Geronimo 2024

- In 2022, Doug O'Malley began to develop "pop-up" groups, which are short-term groups developed organically in unreached parts of Columbus. These groups, led by volunteers with connections in unreached areas, have been a massive success. Through this initiative, ten new groups were started, with three growing to the point of becoming Dwell home churches. These groups saw 33 students later become incorporated into Dwell home churches and 13 students come to faith in Christ. Through this initiative, more students outside of central Columbus are getting to hear the gospel and come to Christ.

Middle School Ministry

DIRECTOR: QUEST SHANNAN

The Middle School Ministry is a place for students to learn about God and His grace while enjoying great fellowship with their friends. The leadership aims to create a welcoming and fun environment where students can bring their unchurched friends.



Middle School Group

The Middle School Ministry grew for the third year in a row, by 15.1% (from 177 to 203). 2024 was its greatest year of growth in a decade. CT grew by 20.4% (from 108 to 130).

MINISTRY HIGHLIGHTS

- Most notably, 75 middle school students came to faith in Christ, which was 67% more than 2023 (from 45 to 75).
- Some Middle School Ministry groups are experiencing rapid growth. One group has seen 23 salvations since beginning in spring 2023. Groups are planting for the first time since the COVID-19 pandemic.



Middle School Home Church

- 320 first time guests attended a Middle School Ministry meeting, which represented 10% growth. Guests love the inviting, exciting ethos of Middle School home church and CT.
- Blowout Camp continues to see great success. Camp staff enjoy a great partnership with Camp Michindoh. Over 200 students attended camp and enjoyed an excellent teaching series on the book of Exodus, which saw several students come to faith in Christ.
- Middle School Ministry students served the west side of Columbus on their annual missions trip, led by Brian Runk. This trip saw several young students attend and hear the gospel.

- Middle School Ministry events, such as Fall Fest, Skate Night, and the pool party, are well-attended and great venues for first-time guests to experience fellowship and hear the gospel.
- Two new start-up groups began this year and are growing.

Oasis Children's Ministry



DIRECTOR: NATHAN SULC

Oasis is a multifaceted ministry to children 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 5.3% this year (from 351 to 370). This is the second consecutive year of growth in Oasis.
- Oasis camps served over 400 students this year, with 305 students at VBS and 94 students at TNT camp. Oasis staff continue to make efforts to make these camps exciting and engaging to kids by offering various activities. These camps welcomed nearly 50 guests who do not regularly attend Dwell.
- Oasis opened a second Discipleship Café at our 4th Street Coffee Bar location, as voted on by the Dwell Fiscal Support Team (FST). Both locations are filling up each week and providing parents with inexpensive childcare so that they can study the Bible with one another.
- Oasis continued its annual Easter Egg-stravaganza with an egg hunt, bunny Nerf hunt, and prizes and candy for the kids at the annual Easter service.
- Oasis piloted a trunk-or-treat event at the Adult Ministry 5pm CT that saw numerous families and guests attend!



Trunk-or-Treat Event 2024

- An Oasis giving campaign raised over \$100 for Camp Nairobi, a summer camp serving youth in Columbus, all of which was donated by children. Oasis also collected dozens of articles of children's clothing for the Community Clothing Outreach during a holiday giving campaign.
- 533 individuals served in Oasis in 2024. Oasis staff are grateful for the service and sacrifice of dedicated volunteers who make this ministry possible.

Renegade



DIRECTOR: BOB FISHER

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

MINISTRY HIGHLIGHTS

- Renegade grew for the third consecutive year, this year by 1.77% (from 40 to 41). This was despite the sending of 16 consistent students into Middle School Ministry, all of whom successfully made the transition.

*Renegade Group*

- Renegade Summer Camp had 75 students register for camp and averaged nearly 60 attendees per day, both of which were all-time highs. With a solid core of weekly Renegade students mixed in with 21 first time guests, this was our best camp ever.
- Renegade enjoys being a weekly meeting for a steady and consistent group of students from Harambee Christian School, anchored by liaison Sicquan Gipson.
- Renegade hosted three family events in 2024, where family members of students are invited to join them for the Renegade meeting.. All three of these events (Friendsgiving, Easter Party, and Family Day Picnic) had exceptional turnouts, building strong relational capital with our students and their families.
- For the first time, Renegade had a field trip that saw 55 students visit Lynd's Corn Maze for an afternoon of fellowship and fun. This was a successful event that Renegade hopes to replicate in 2025.
- Renegade hosted the annual Urban Ministry Retreat, again with record numbers. The retreat centered on discipleship. 176 urban leaders enjoyed two plenary sessions led by A.J. Johnson and Ida Van Dromme, along with age-specific breakout sessions led by Bob Fisher, Jenna Herron, Conrad Hilario, Shane Coulter, and Liz Sweet. This was an edifying and equipping weekend for our many volunteers committed to serving the poor in Columbus.

- Sixteen 5th grade students transitioned into Middle School Ministry, our largest class in recent memory. With this, for the first time ever, Middle School Ministry created both a boys and girls cell group solely comprised of Renegade students.



Renegade Group

- Renegade leaders continue to be amazed by the excitement the students have for inviting their friends to hear about Jesus and enjoy the fun community at the weekly Renegade meeting and summer camp.

Calumet Christian School



PRINCIPAL: JEFF YUND

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

Calumet provides incredible educational value by maintaining lower tuition than many comparable private schools in the area.



Calumet Run Event

MINISTRY HIGHLIGHTS

- The expansion of Ohio's EdChoice voucher program in 2024 made receiving an education at Calumet accessible and affordable by covering most tuition costs for most families. Please pray that this voucher program will continue to be available to our families.
- Several long-time staff retired, but God continues to provide high-quality replacements. This year, 12 new teachers and staff members were hired. Most new staff lead in Dwell's Student and Adult Ministries.



Calumet Staff

- Calumet added classes to its North Campus at the Dwell Main Campus facility. With the increasing demand for Calumet, the school plans to add classrooms to the campus in the years ahead.
- Calumet students continue to surpass the school's goal of fostering intellectual growth, achieving outstanding results in 2024. Calumet ranked in the top 15% nationally in math and placed within the top 5% in reading and science on standardized tests.
- In addition, students demonstrated remarkable progress, exceeding a full year's expected growth across all subjects tested.
- Staff enriched the 8th grade Bible curriculum by introducing a critical thinking unit, further enhancing students' analytical skills.

- Calumet strives to maintain an ethos of generosity and others-centeredness. Just this year, Calumet students raised over \$7,000 for Dwell's Global Partners through various fundraising efforts.
- Calumet endeavors to establish partnerships in the community. In fall 2024, Calumet collaborated with the bands of Dominion Middle School and Indianola Informal for a neighborhood parade and halftime performance during a Whetstone football game.



Calumet Students at Whetstone High School

- Calumet students regularly serve in various community service projects throughout the school year.

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

Akili Christian High School



PRINCIPAL: ARI ADKINS

Akili Christian High School began its fifth year in July 2024. Akili serves low-income students who would normally go to Columbus City Schools. The school provides holistic education, facilitating career pathway opportunities while encouraging involvement in the local church. Akili leadership believe life change will not happen without full engagement in Christian community.



Akili Students

Akili had its first-ever graduating class in 2024. This landmark event was a special day for both students and staff, who were proud to see 15 of 17 seniors graduate in a ceremony in June 2024.



Inaugural Akili Graduation

Akili seeks for its senior class to maintain involvement in Christian fellowship upon graduation. Unfortunately, the first senior class saw just one of fifteen seniors join the college ministry. Praise God for any fruit! We cannot undermine any measure of success. But we hope to see more fruit in future years and ask for your prayer that this will happen. Staff have implemented initiatives with the 2025 senior class to improve spiritual engagement.

AKILI CHRISTIAN HIGH SCHOOL HIGHLIGHTS

- In 2024, 56% of the Akili student body attended a Dwell high school home church at least once a month.
- 49% met for one-on-one mentoring with a Bible study leader.
- Nine students have begun a personal relationship with Jesus over the past four years.
- Akili students continue to outperform many other local schools in academic achievement, while also having significantly lower rates of chronic absenteeism, where students miss 10% or more of school instruction. Good attendance rates are linked with graduation success, and Akili has been blessed with strong attendance. Students like coming to school at Akili.
- The first ever senior class saw 15 of 17 seniors graduate in June 2024. The two seniors who did not graduate are on track to graduate later this school year. Staff are very proud of this achievement.



Akili Students

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: KATIE WOOLLARD



4th Street Coffee Bar



The Warehouse

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 Dwell Community 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.

The coffee bar continues 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 2024, one of our well-worn espresso machines ran its course and staff is excited to introduce a new espresso machine at the 4th Street Coffee Bar and Pavilion. This machine will increase the quality of coffee for patrons and speed of service.



4th Street Coffee Bar

2025 Goals

Student Ministry's mission remains to do our part in fulfilling the Great Commission, and each of our ministries have creative ways to accomplish this. A key measure in 2025 will be to work on qualitative development. Across Student Ministries, many are hearing the gospel and coming to faith in Christ. Student Ministries wants to go beyond winning converts to also winning disciples. This is at the heart of the Great Commission and the heart of Dwell. Pray these many new converts will come to love Jesus and choose to serve Him with their lives.

COLLEGE & HIGH SCHOOL MINISTRY

- Plant two college groups and one high school group.
- Start six successful pop-up groups that send 30 students into Dwell.
- Win 70% of consistent urban high school seniors.
- Subsidize the cost of Epic summer camp, allowing leaders to spend less time fundraising and more time doing follow-up with the many new Christians and non-Christians attending their groups.
- Conduct a CT-wide baptism at each of the three College Ministry CTs.
- Invest money into literacy training for students, a new initiative for 2025.

MIDDLE SCHOOL MINISTRY

- Improve leadership recruitment. With the vast number of students coming to faith in Christ, and many Dwell children becoming middle school aged, more leaders are needed. Staff will consider creative ways to meet the leadership demand.

- Move leadership training and student classes to Tuesday nights to improve attendance and participation.
- Recruit a prayer team for Middle School Ministry.
- Train more staff coaches to help lead the increasing number of middle school groups.

OASIS CHILDREN'S MINISTRY

- See more growth in Oasis: (1) see numeric growth in Oasis attendance, (2) see Oasis participation increase to 50%, and (3) see 25% of non-Dwell first-time guests return.
- Create more Oasis events, including piloting an event for the the 1st through 3rd grade classroom and piloting an open playground concept that would allow Dwell parents to share their faith with their peers.
- Spend more staff time dedicated to prayer for the ministry.
- Finalize a yearly training outline for volunteers, including a quarterly team lead training for HOP workers.
- Finish the new set of drawings for the curriculum.
- Add a mobile check-in feature to the monthly Dwell parenting meeting.

AKILI CHRISTIAN HIGH SCHOOL

- See at least 50% of seniors transition into the Dwell College Ministry.
- Akili will relocate to 600 Oakland Park Avenue on January 1, 2025. This move is necessary due to Franklin University repurposing the current building where Akili resides. Staff believe this move will provide many benefits to Akili students and staff.
- Akili will continue to do large-scale fundraising to achieve its goal of providing high quality spiritual and intellectual education to the impoverished. Pray that the school's fundraising goals can be met.

CALUMET CHRISTIAN SCHOOL

- Create at least three annual events that foster outreach among students and families.
- Develop a pool of high-quality substitute teachers.
- Train a new assistant principal to assist Jeff Yund in oversight of the schools.
- Collaborate with other Dwell departments to expand into more classrooms at Calumet North.
- Create a liaison team to improve communication with parents during serious issues or discipline cases.

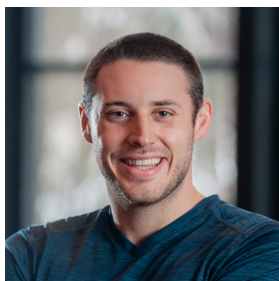
CAFE MINISTRY

- Run more promotions that include testing new drinks.
- Improve espresso drink quality.

Staff



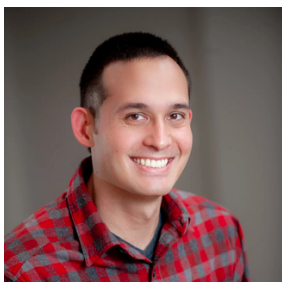
BRIAN ADAMS
Student Ministries
Coordinator



SHANE COULTER
North CT Teacher &
Epic Director



DOUG O'MALLEY
South CT Teacher



QUEST SHANNAN
Middle School Ministry
Director



NATHAN SULC
Oasis Director



BOB FISHER
Renegade Director



KATIE WOOLLARD
Café Manager



JEFF YUND
Calumet Christian
School Principal



ARIANA ADKINS
Akili Christian High
School Principal

Pastoral Support

Mateo Williamson, Division Coordinator

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

OUR MISSION

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

WHAT WE DO

The Pastoral Support Division oversees several departments, including Adult Ministries, Pastoral Counseling, Servant Team, Ministry Teams, Central Teaching (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.

2024 Review

SUMMARY

Dwell Adult Ministry continued to bring the gospel to non-believers with 819 people visiting for the first time and 79 people coming to Christ this year. The counseling department continued to improve staff development and marriage mentoring. The Servant Team Retreat in Cincinnati was a resounding success, and our first rainy Community Festival enabled us to see that we were still able to provide a fun and exciting event. CT Hospitality continued to bolster post-CT fellowship for adults while making key upgrades to important equipment. Information & Communication Technology (ICT) developed and released a new mobile app in addition to producing encouraging content through Personal Stories videos and 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

Staff: Kim Geiser, Sherri Fojas, Bridget Knapke, Nikki Gabrenya, Theresa Lyons, Jan Wagner, Jean Ault, Brad Dufault, Brad Oatney, Kalyssa Deken

OVERVIEW

In 2024, the Adult Ministry experienced a year of solidification after hundreds of people moved from College Ministry to Adult Ministry and the Westside sphere became part of the Multisphere in Adult Ministry. We continue to have groups from multiple demographics in the Adult Ministry: Young professionals, Families, Empty Nesters and Pacesetters. This year Ryan Lowery is beginning to focus on the Post-HOP/Empty Nester demographic. He is working to help people make a strong transition as their kids move into high school and they move toward becoming empty nesters.

Currently, just under 2000 adults attend Dwell home churches weekly. Many members in the Adult Ministry faithfully serve both Dwell members and those outside of the church. Those who came up from the College Ministry last year expressed gratitude for the excellent Bible teaching, food service, Oasis program and the opportunity to serve at CT.

REVIEW

We continued to offer top-level Bible teachings from our regular adult CT teachers: Ben Foust, Jim Leffel, Ryan Lowery, Chris Risley and Mike Sullivan. This year, Franklinton became part of the regular rotation for our CT teachers. People in each venue benefited from excellent teachings and sound application of Biblical truth.

2024 was an incredible year for Pacesetters, Dwell's ministry to senior citizens. Pacesetters grew by 13%, with Bible Studies and volunteers in six senior living residences. There are now two fellowship groups who attend Pacesetters. Multiple teachers rotated through Pacesetters, including Patrice McCormac, Lee Campbell and Ben Foust.



Pacesetters Meeting

KEY SHIFTS

After Decades of faithful service, Jim Leffel retired from CT teaching this year. Our regular CT teachers will continue to rotate through venues. In order to continue to provide excellent teaching and training for CT teachers, several new teachers will have an opportunity to teach for a quarter in 2025.

*Todd and Julie Fox*

STUDENT/ADULT LIAISONS

In 2024, instead of working on major cases, the student/adult liaisons spent most of their time coaching people one on one through conflict and creating proactive materials and workshops. Their goal is to continue to build trust and communication between student and adult ministries.

The student/adult liaisons participated in three proactive trainings. The entire liaison team, Brad Oatney, Kalyssa Deken and Liz Sweet, ran a workshop for high school leaders to help them think through how to communicate and work with parents effectively.

Liz Sweet also taught a Counseling Workshop called “Charitable Judgments,” created from a combination of Ken Sande’s blog and liaison experiences. Additionally, Liz presented a parenting meeting on “Raising Peacemakers.”

The team has started to build material based on frequently asked questions concerning Student Ministry and raising teens in fellowship. These frequently asked questions will be accompanied by video interviews of parents who are able to share their experiences. This is their biggest project for 2025, and they hope to launch this on the website next year. Ryan Lowery will also continue to work directly in the liaison program in 2025.

NEXT STEPS

Next Steps was already running at each of the Main Campus CTs, but in 2024 we launched the Next Steps program at 4th Street. 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, several Dwell members stepped into ministry leadership roles.

Next Steps was also launched as a discipleship tool. This allows people to talk through Next Steps opportunities such as taking a class, serving in a ministry or serving at CT with those they are studying with. We look forward to building on the use of this as a discipleship tool this year.

NEXT STEPS

WHAT IS YOUR NEXT STEP?



CT Hospitality

DEPARTMENT DIRECTOR: LIZ SWEET

Hospitality Manager: Ali McCance

Staff: Tricia Hills, Pam Kinlin, Nicholas Burgett, Sonia Mustric

OVERVIEW

CT food services continued to grow and flourish in 2024. Under Ali's leadership, the team has provided a wide variety of delicious, homemade meals. We hired several new part-time kitchen assistants: Tricia Hills, Pam Kinlin and Nick Burgett. Our kitchen shift lead, Sonia, continues to be a great asset to make sure the food service is prepared, efficient and organized.



Food Services

Food service is so important because it enables people to have increased fellowship and guests are impacted by the fellowship, excellent food and reasonable price. We believe that the food service will continue to impact the atmosphere at CTs.

One amazing outcome of providing food at CT is that we have been able to provide the Gracehaven Bible study with leftover food for a majority of weeks of the year. It is an honor to use our abundance in order to play a role in this Bible study that serves those in need and enables people to come to Christ.

KEY SHIFTS

Amanda Hoyt, who has been an amazing trailblazer in creating the Community Festival and overseeing multiple projects at Dwell, left her job here to go back to her work in politics. Amanda's logistical wizardry will be missed, but fortunately, Ali McCance and Sherri Fojas have been able to start taking on her roles. Ali will now be hospitality manager; she will still oversee the kitchen but will rely more on her assistant managers to run many Sundays. She will also use her skills in overseeing CT and Adult events, overseeing Community Festival and working on special projects that benefit from her skills from her previous job as a designer. Sherri will continue to be a vital asset to Community Festival and CT events, and she has also taken on overseeing much of the CT volunteer workforce.



Food Services

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. We are working on figuring out a way for each CT to work together, and we plan to continue to have some events where several CTs work together.

REVIEW

In 2024, the CT Hospitality team ran 54 events to facilitate fellowship and evangelism. The meat smoker, which was purchased five years ago, was used extensively at the 28 smoker events hosted by Dwell in 2024. Additionally, the Hospitality team, with the help of volunteers, fed attendees of Dwell's Community Festival.

Pastoral Support Admin

DEPARTMENT DIRECTOR: MATEO WILLIAMSON

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

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.

PEACEMAKING

In 2023, we developed a plan for building out more materials to equip Christians to become peacemakers in their relationships. As James writes, "Peacemakers who sow in peace reap a harvest of righteousness." (James 3:18). Here's a short list of resources we developed in 2024:

- Mateo Williamson and Scott Risley offered Relational Wisdom, a 4-week class that covers the theology, benefits and practical applications of relational wisdom, which is an enhanced form of emotional intelligence.
- Liz Sweet taught a counseling workshop for all members entitled Charitable Judgments, comparing critical, necessary and charitable judgments of others.
- Kate Mizelle and Scott Risley developed Conflict and Dispute Resolution Guidelines, a clear, written document that outlines steps for addressing conflicts and grievances. It is designed to be flexible and applicable to a wide range of situations.

SERVANT TEAM

At the close of 2024, the number of Servant Team members was 789, down from 816 in 2023. The Servant Team retreat, which included Friday evening, Saturday morning and Saturday evening sessions, was a great success. We also held two shorter meetings in the spring and fall to encourage and equip the church's deacons.



Community Clothing Outreach booth at the 2024 Dwell Community Festival

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 people 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 and 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 to 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 [our full list of Supporting Ministries](#).



The 2024 Dwell Community Festival

COMMUNITY FESTIVAL

The fifth annual Dwell Community Festival was hosted in September of 2024. For the first time since the inception, the team had to deal with rainy weather. They were able to pivot quickly, holding some events under the tents and moving many events inside Main Campus. Their ability to quickly change the layout and create a warm, celebratory environment indoors was an amazing feat. An estimated 1500 people enjoyed games, live music, food, vendors and more. Many commented at how well the community festival maintained the feel of a festival despite the rain. Thanks to the work of hundreds of volunteers and dozens of staff members. Key staffers from Pastoral Support include Amanda Hoyt, Ali McCance and Sherri Fojas. The event itself was a great opportunity for evangelism in both Student and Adult ministries. Dwell members report that over 130 guests attended the event and that several of these individuals have since checked out Dwell home churches and CTs.

LIFE COACHING

The Life Coaching ministry connects students who lack resources with people who can help them advance in functional aspects of living. This program has helped many of our low resource students thrive in ministry, including current/former High School home church senior leaders, High School and Middle School leaders and Ministry Team volunteers. Life Coaching currently has 66 students being coached, including 14 Akili students. This year, the only training for Life Coaches was the Urban Retreat where we discussed the differences/similarities between discipleship and life coaching. Additionally, 15 students benefited from ministry house rent stipends, and 2 students took advantage of the oil change stipend. We are looking forward to this ministry expanding in 2025 as there is an increasing need for this work.

This year Liz Mullineaux was hired as Life Coaching Program Coordinator. Her faithful service as a home church leader and her skills as a social worker make her an excellent choice to take this program to the next level. She has been working to improve communication with both coaches and students, and she has helped a greater number of students benefit from the resources we can provide. Additionally, she has identified some of the ways Akili life coaching can be improved. She is already planning several helpful training sessions for students and coaches in 2025.

Pastoral Counseling

DEPARTMENT DIRECTOR: MATEO WILLIAMSON

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

Staff: Kathryn Akers

OVERVIEW

In 2024, Pastoral Counseling conducted 1,346 paid counseling sessions. The Counseling Department was able to host a day-long, onsite counselors' retreat for the third time, an event we look forward to continuing in 2025.

REVIEW

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

- The Curious Discipler (Chris Risley): Using questions can be a powerful tool to draw people closer to God. Questions allow us to take a humble posture and leave more room for the Holy Spirit to work. Using questions effectively is a learned-skill worth practicing.
- Helping Marriages in the Body Of Christ (Cindy Botti): Cindy Botti shares several resources for helping marriages grow and succeed. She covers the Biblical context of marriage and the implications of the involvement of the Body. She encourages that, as members of one another, we are qualified and called to help each other's marriages.

- Charitable Judgments (Liz Sweet): Liz compares critical, necessary and charitable judgments. Although judging critically comes naturally to us, God's way is to judge charitably. If we do not, we risk losing our unity, our transformation and our witness.

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

In 2024, we hired Rachel Pfanz as our newest counselor. 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 case studies, cross-cultural counseling, working with inner-city students and several counseling book reviews.

Information Communication & Technology (ICT)

DEPARTMENT DIRECTOR: TIM NUNN

Staff: Greg Lawless, Mike Kurre, Jon Henry Van Luinen, Joey Ambrozich, David Pease, Sharon Rich, Taylor Hicks, Nikki Gabrenya

OVERVIEW

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

THE ROCK AND IT HELP

The Rock, Dwell's data management system, facilitates a variety of data management such as statistics, Oasis registration, Epic registration, Discipleship Café check-in, HR on-boarding, giving and pledge information. In 2024, ICT supported 107 unique events with over 10,000 registrations. ICT also facilitated training for several staffers which will allow us to improve services in the future.

DWELLCC.ORG

Our website, Dwellcc.org, saw 2.25 million page views this year, similar to the amount of web traffic in 2023. For the first time in several years, Bible teachings were the most viewed portion of our website. This represents a 45% increase in additional web traffic to Dwell's Bible teachings. For reference, the top three teachings by listeners on the website each had over 10,000 listens. The most-listened-to teaching had over 26,000 listens (The Old Covenant v. New Covenant, Gary DeLashmutt 2022). Many of our teachings also added extensive outlines using AI technology for transcription. We look forward to offering additional teaching outlines in the future. Additionally, 31% of web traffic was international, spanning every continent except Antarctica!



Dwellcc.org International Usage

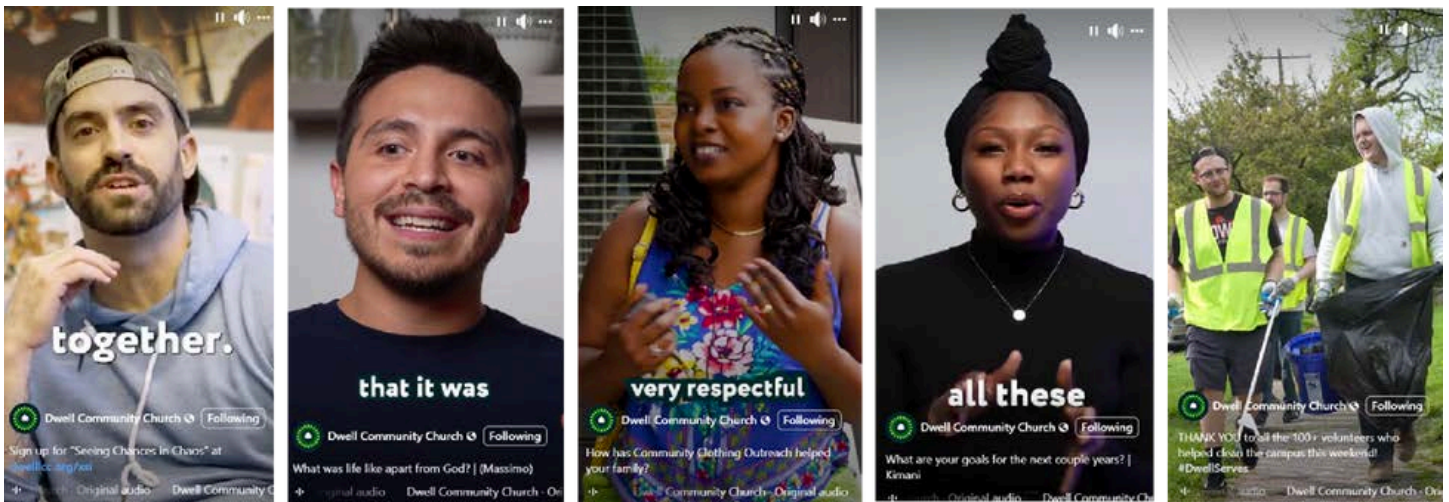


Check Out The New Dwell App Today!

Dwell Mobile App

DWELL MOBILE APP

We were excited to announce the release of our new mobile app in 2024. The app allows users to listen to thousands of free Bible teachings; read hundreds of free essays on a variety of theological topics; discover current and archived classes on the Bible, systematic theology and practical ministry skills; register for classes and stay connected to upcoming events at Dwell. We will continue to release new updates and content on the app in 2025.

*Dwell Instagram Reel Highlights*

CONTENT CREATION

Our podcast, Dwell on These Things, continued to generate great content, with 14 new episodes in 2024. While the podcast audience is mostly Dwell members, it also has over 150 listeners outside of Central Ohio, including Denver and Seattle. On social media, we continued to post content highlighting the ministries of Dwell and insights on various topics that interest our members. We also filmed 10 personal testimonies to highlight the transformed lives and diversity of experience among our members.

2024 Goals

ADULT MINISTRIES

- Develop a video series for parents of students involved in Student Ministries
- Grow our Adult Ministry staff prayer meeting
- Implement building improvements at the 4th Street CT
- Track peer growth in Adult Ministry

PASTORAL COUNSELING

- Implement new digital processes for Counseling intake/tracking
- Hire a new counselor
- Update counseling resources on dwellcc.org
- Provide Christian Counseling & Educational Foundation (CCEF) course equipping for one of our counselors
- Train an additional counselor in Prepare/Enrich
- Offer three workshops for leaders

PASTORAL SUPPORT ADMIN

- Increase Fall Servant Team meeting attendance
- Offer a Ministry Team Leadership Workshop
- Launch a Peacemaking ministry team
- Offer Relational Peacemaking class
- Pilot Life Coaching for single moms
- Plan additional Life Coaching events for students

CT HOSPITALITY

- Continue quarterly CT events in conjunction with CT events teams
- Test an outreach-oriented smoker training event at a Dwell facility
- Support church-wide events, including the 2025 Servant Team Retreat

ICT

- Implement SEO improvements that drive positive, encouraging content
- Develop and implement a translation tool for dwellcc.org
- Build a resource page for the means of growth
- Develop a shareable digital-media strategy for departments to promote their events
- Test AI tools for text-to-speech web essays and teaching outlines
- Complete division-specific web/Rock projects
- Expand use of RBAC for personalized web content
- Continue improvements to dwellcc.org and the Dwell mobile app
- Expand support of SMS notifications
- Conduct additional security and phishing audits
- Expand promotions for Personal Stories and Dwell on These Things

Staff



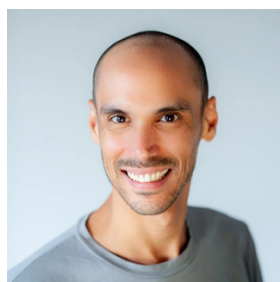
MATEO WILLIAMSON
Pastoral Support
Coordinator



KIM GEISER
Adult Administrative
Director



LIZ SWEET
Adult Ministry Director



TIM NUNN
ICT Director



Ali McCANCE
Hospitality Manager

Operations & Administration

Steve Bauer, Division Coordinator

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

OUR MISSION

The Operations and Administration Division ("Operations") works under two primary directives: to provide responsive and proactive support for today's ministry at Dwell and to prepare for Dwell's future ministry.

WHAT WE DO

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

2024 Review

SUMMARY

Looking back on 2024, the work in the Operations & Administration Division kept pace with the incredible ministry of Dwell. In addition, division staff were able to take major steps to enhance efficiency (doing things right) and effectiveness (doing the right things) in division departments. The Operations Division came alongside each of Dwell's ministries to serve the church's communities and to help each ministry department meet program goals. In addition to daily staff assistance and provisioning of needed materials, Operations managed improvements to Dwell venues and the services required at each of the church's ministry locations. One of the division's primary roles is to pave the way for events and meetings to run smoothly. When our work goes unnoticed, we know that we have done this role well.

Administration Department

The Operation Division's Administration Department provides church leadership with the budget and staff needed to set the church's strategic, tactical, and organizational direction. Dwell and its partners comprise a large and complex ministry organization, requiring solid planning to guide its work toward church goals, as well as flexibility and agility to accommodate inevitable ministry challenges and changes. These leadership resources are all provided by the Administration Department.

Dwell's Senior Pastors, Conrad Hilario and Ryan Lowery, and the Board of Trustees (i.e., the Elders) receive support via Operations to oversee the work managed by Dwell's division coordinators, sphere leaders, pastors, and extended staff. Operations maintains a budget for oversight of the church, including funding for board of trustees meetings and retreats, travel, external consultation (as the need arises) and leadership-directed project support. Budget for Dwell's senior pastors in Operations supports their direct oversight of monthly Board-of-Trustee meetings, Management Team meetings, annual administrative retreats, and recurring church sphere meetings.

Operations also has a budget to address church-wide issues and areas. Legal matters arise in the course of church work. Nuanced policy issues, detailed property related scenarios and other, often complicated, situations arise each year. Operations maintains a budget to seek external assistance when necessary while its staff provides a historical knowledge-base related to ministry circumstances, to assist church ministries as they face unusual situations.

Division Support

The Division Support section of Operations includes the Accounting and Finance, Office Services, and Human Resource Management departments. These functions are staffed by professionals who work every day to keep Dwell's resources – staff, volunteers, systems and assets – working to meet the goals God places before His church. Church work is often chaotic and fast-paced, and Division Support personnel must make sense of all it takes to properly account for all of the church's resources. Without excellent service in this area, tactical implementation of church objectives in support of strategic direction would be severely hampered.

Transparency is a fundamental characteristic of Dwell's approach to finances. Dwell provides a level of openness that is unusual in most of today's church and non-profit environments. The church maintains a standing open book policy for members. It holds open meetings each year to give the entire church access to financial data and the opportunity to ask church leaders about their stewardship of the church.

The Accounting and Finance Department underwent a great change in 2024, as Dwell's director in this area for the last 30 years, CPA Alan Burkholder, stepped down from his role to pursue a role as a chaplain with the State of Ohio prison system. The state gets a great resource in Alan, but his imprint on the policies, procedures and ethos of the department will remain with Dwell. The church had a solid replacement come forward to take the helm of this critical area, Josh Keegan. Josh comes on board having applied his business accounting degree as the financial director in several areas of the church and its affiliates.

Catherine Gilbert, Dwell's senior accountant with 35 years of service in the church, is a key to the incredible support provided from this department. Tom Edgar rounds out the accounting team, providing cross-discipline expertise between his accounting role and his human resource management position.

Human Resource (HR) management is such a key function within any organization. In Dwell there are sometimes unique challenges to maintaining employee records and all that goes with that work, as departments often rely on temporary staff, and as ministry must respond changes. Tom Edgar is responsible for ensuring staff receive all compensation and benefits due to them and that organizational records are accurate. Dwell's payroll each month includes close to 400 individuals. HR continues to work with Dwell ICT personnel to enhance capacity to on-board staff and keep records current. Additionally, HR staff must quickly and accurately answer the many HR related questions that arise each week from Dwell employees and managers.

The Office Services Department rounds out the functions in the Division Support area. Its staff offers professional and hospitable service to all who contact or visit Dwell's main office, which is often the first point-of-contact for people. Visitors, information and assistance seekers, pastors of other churches, church members, church employees, and many vendors and service providers all rely on the proficient (and patient) Office Services staff. The staff, led by Malia Bauer, maintain expertise in many pieces of critical office equipment, from phones and copiers, to building access controls and all related contracts. The staff also maintains many vendor contracts to keep the church's offices productive and responsive.

Facilities Support Services

Dwell's facilities and grounds are used for a wide variety of events—recurring meetings, church-wide events, and other purposes. The Facilities Support Services staff handles the myriad of details required to support this. Three departments make up this area: Facilities Support Services (Facilities), Master Scheduling and Events, and Sound and Light. These departments bring professional care, expertise and God-honoring service to the church's ministry space uses.

The Dwell Facilities Department maintains three primary ministry locations around central Ohio: Main Campus near Westerville, Oakland Park ("The Warehouse") in Clintonville, and 4th Street Coffee Bar and Pavilion in the University District. This department also retains some maintenance and cleaning responsibilities at Dwell's partner school, Calumet Christian School in Clintonville.

God has blessed Dwell with multiple ministry locations in the heart of the communities it serves. Over 230,000 square feet of buildings are housed on over 81 acres of church-owned grounds, which give Dwell incredible spaces in which to accomplish the work God has brought to His church. So much happens at these locations, but they also provide the launching point to send people into many areas in central Ohio to meet needs and share God's love with those in need. Operations is responsible for planning and implementing indoor and outdoor projects, security enhancements, and church-wide support projects in tandem with staff across multiple divisions.

2024 was a year of key changes in the uses of Dwell's properties:

- Harambee Christian School (HCS) established itself independently of Dwell at mid-year. Dwell still owns the property at Bonham Avenue that HCS uses, but HCS is responsible for all facility related upkeep, cleaning, etc. on the property.
- At year-end, Akili High School moved from its leased Franklin University location to Dwell's Oakland Park property, where it will hold its classes and associated uses and events into 2025. There are major renovations planned for this space over summer break in 2025, to better accommodate the high school's use of the property.

Since 1996, Dave Bucklew, the Superintendent of Facilities for Dwell, has focused his considerable energy and remarkable expertise to the oversight of Dwell's properties. As 2024 closed out, Dave remained an integral part of the facilities picture, but is no longer full-time as the church enters 2025. Dwell is blessed to retain Dave's knowledge-base as Conner Martin steps into a primary role in charge of the church's properties.

The Scheduling and Events Department fields hundreds of requests to use Dwell facilities. In addition to scheduling them, this area also ensures the spaces are properly outfitted, including scheduling sound and light resources and facility staff. Its staff schedules over 600 uses of Dwell venues, and ensures proper staffing for their needs. In addition, several hundred other uses requiring less staff and systems resources are scheduled each quarter.

Gabe Reece and his team seek scheduling solutions to fit all of these requests. This team must respond to all requests, prioritizing ministry needs, including accommodating the needs of Student Ministry and Pastoral Services divisions, along with weekly Equipping classes. Each year Dwell venues host 30-40 weddings, as well as personal events for church members.

Dwell is also pleased to be a conference location resource to governmental groups (especially county-based agencies) and for non-profit service organizations.

Operations also oversees safety and security for meetings and events. Each year Dwell seeks to incrementally improve the safety of all uses of ministry spaces. The primary focus of such efforts is on weekly Central Teachings and large church-wide meetings. This area has grown in scope and purpose over the last 4 years, and Rae Kirkbride is an outstanding volunteer administrator, working with Roger Wicks who leads the Safety Team, directing resources to points of need and concern every week. There are over 70 volunteers involved in providing “eyes-and-ears” at our key events each month, along with medical response volunteers engaged at every meeting. These diligent servants seek to enter situations wherever help is needed, keeping a keen eye on conditions and circumstances that might lead to avoidable accidents or unsatisfactory interactions. And 2024 marked the first year where every Central Teaching had law officers scheduled on site, working alongside Dwell’s safety volunteers.

The final part of Facilities Support Services area is the Sound and Light Department, overseeing audio-visual delivery systems across all venues. In 2024 it continued its work to methodically replace old analog systems with modern digital systems across Dwell venues. A key to the transformation of Dwell’s sound and lighting functions started with the hire of Ryan Hall in 2020. Ryan’s background as an audio engineer brought expertise to the analysis of the church’s audio-visual systems. From there, we established plans and budgets to capitalize on modern digital platforms that inherently provide improved efficiency and quality. By every measure, Dwell’s sound and light systems and services have improved over the past 4 years. The church will continue to operate with an eye toward getting the most out of every asset God provides for us, never pushing to spend before the need is clear and present.

A good example of much-needed improvement is a 2024 speaker replacement project. The main speaker array in place at the Main Campus Auditorium was built in 1996. A plan for replacing these almost 30-year-old speakers was part of a multi-year investment plan, with this step finally reaching the point to implement in the fall of 2024. The work required a full work week blocked out on the facility schedule, with all-hands-on-deck and rented mechanical lifts to hoist the new speakers after removing the old (incredibly heavy) units. The results are exactly what we hoped for, with better sound coverage and higher quality. Digital controls now allow for a greater range and minute adjustments for the highest quality sound.

2025 Goals

Dwell is well situated to take new ground in coming years, with a foundation of infrastructure and support staff who are properly resourced and highly motivated towards the shared goals of God's church. In 2025 the Operations and Administration Division plans to continue enhancements to Dwell ministry venues and grounds, while maintaining a focus on excellence in support services. The work of Operations only happens in concert with church division partners as they capitalize on the opportunities and challenges that Dwell will face in the coming year. The staff of Operations stand ready to support the work, with service in Jesus' name at the forefront of its efforts.

Some key currently planned projects involving Operations management and staff include:

- Conversion to a proven, open cloud-based accounting software system, with integration to the church's Rock database, replacing a functional but obsolete system. This will be accomplished during the 2nd quarter of the year.

- Implementing human resource process improvements via Dwell's Rock system, for job posting and applications processes, targeting the 1st quarter of the year.
- Support of the Akili High School at the Oakland Park facilities starting in January.
- Managing the contracted renovations required to the Oakland Park venues to better match the needs of Akili from June to August.
- Continuing the migration of remaining sound and light systems and staff processes from analog to enhanced digital platforms, along with related work procedures.
- Planning a prudent process and developing required budgets for the replacement of obsolete incandescent-based house-lighting systems in multiple venues, by the 3rd quarter of the year.
- Enhancing staff productivity via improvements to staff locations and office lay-outs, bringing functional teams into common space, with necessary furnishings and equipment.
- Adding administrative staff to help oversee a growing pool of Safety Team volunteers and contracted services, in the 1st quarter of the year.
- Enhancing security features at each Dwell venue, with incremental upgrades to cameras and access controls.

2024 Finances Overview

God has provided Dwell with many resources to accomplish His work. Financial resources are one piece of what the church brings to bear on its mission to serve and to share the message of God's love and Jesus' sacrifice for all of mankind (John 3:16).

The key financial metrics for the church shows a solid year of giving to Dwell's General Fund, albeit without fully covering the annual budget goal:

- FST Approved Budget | \$8,841,400
- 2024 Contributions | \$8,819,893
- 2024 Estimated Spending | \$8,632,700
- 2024 Estimated Under-Spending | \$208,700

Details on Finances in 2024

Economic conditions in the U.S. today remain somewhat puzzling and uneven. While inflation finally lowered from 2021-2023 levels, financial market experts maintain that incomes have not yet caught up with the previous rise in costs. That could be a part of the shortfall in 2024 donations against the budget established through the annual Pledge Campaign ending in March. budget reflected a modest increase of 1.2% over 2023, which seemed quite achievable.

It is difficult to identify any one or two reasons for a shortfall in budget, but this reality does have some effect on plans for the coming year.

There were no major increases to specific church-wide categories of expenses in 2024, such as those that had to be absorbed in 2022 and 2023, related to health care insurance and property and casualty insurance respectively (see prior year Annual Reports for details). The consequence of planting over 50 Dwell families out in new churches in 2023 might have had a lingering impact on 2024 donations, but that was also already part of 2024 circumstances at year-start. Additionally, the church experienced some growth in meeting attendance in 2024, which bodes well for the future but may not have had any effect on 2024 during the year.

The 2024 budget allowed for some growth in ministry expenditures while addressing some of the most pressing staff compensation issues the church faced. There is still a negative difference between average staff raises from 2020-2024 versus inflation over the same period, but the church was able to close the gap a bit in 2024, while not yet reaching parity versus inflation.

It is important to also note that compared to other churches of a similar size in attendance and overall budget, Dwell pays staff significantly less, especially in management and leadership positions, but the church's higher level staff understand this is a part of their service to God's great work through Dwell.

The Missions Division section of this report reported on giving to Dwell's Global Partners Fund and Humanitarian Aid & Development Fund. 100% of these funds go to the targeted recipients, as administration of these funds is budgeted in the General Fund. Each fund's goal was met for the year, which continues a pattern over the past decade and more of generous Missions giving.

As 2024 came to an end, the Elders of Dwell maintained a conservative approach and prayerful plan for the 2025 budget. With no debt and an adequate cash reserve / buffer to face any challenges and opportunities that might arise, Dwell is on solid financial footing for the coming year. The church relies on God's grace and leading, and His people continue to meet the financial needs of His church.

Growth in the annual General Fund budget would allow for some modest but important growth in ministry program support. The Dwell Fiscal Support Team will help review church leadership proposals for 2025 spending and set a direction for a portion of spending. The base 2025 budget that will be presented for consideration covers staff and ministry costs including allowances for partial inflationary increases, but also including reductions in some areas that management determined were prudent to take. This base for the proposed 2025 budget will start slightly under the 2024 budget, and then several proposals for ministry enhancements will be offered.

The key event for establishing the 2025 budget revolves around the annual Vision & Stewardship Meeting, and subsequent Annual Pledge Campaign. The result of households pledging their financial support to cover Dwell's General Fund will be finished at the end of February, culminating in the final budget for 2025.

The resources that households involved in Dwell bring to God's work are remarkable. Community engagement and service via thousands of hours of volunteer work, incredible commitment to prayer and a dedication to sharing the grace and eternal impact of the gospel are plentiful in the church. Financial resources join that list to provide the structures and wineskins that carry God's wine (Luke 5:37-39) – the truth of the Bible – to thousands of people across the globe each year through Dwell.

An aerial photograph of the Dwell Community Church building and its surrounding area. The church is a large, modern structure with a flat roof and large windows. A large parking lot is visible in front of the church, and a crowd of people is gathered in the foreground. The image is overlaid with a semi-transparent pattern of leaves and a watermark that reads "Dwell Community Church".

DWELL
COMMUNITY CHURCH

Visit: dwellcc.org
for more information