Dwell Community Church

MISSION STATEMENT

Connecting biblical truth to modern life in real community.

CORE VALUES

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

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

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

CONRAD HILARIO  
Senior Pastor

RYAN LOWERY  
Senior Pastor

CHRIS HEARTY  
Elder

KATE MIZELE  
Elder

JAMES ROCHFORD  
Elder

BRET MCCALLUM  
Elder

SCOTT RISLEY  
Elder

BRIAN RUNK  
Elder

JOHN ROSS  
Elder
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OUR MISSION

The Missions Division exists to catalyze indigenous church planting movements and develop underprivileged communities.

WHAT WE DO

The Missions Division helps to plant house churches that are accessible to everyone in a people group, resulting in changed lives and transformed communities. Through our Global Partnership program, we come alongside indigenously led ministries that are planting churches. These partnerships connect the powerful dynamics of overseas church planting movements to the resources Dwell is uniquely able to offer.
This year, the Missions Division saw great resilience from our Global Partners as the world continued to grapple with COVID-19 (COVID), political upheaval, and natural disasters. Many of our Global Partners resumed in-person fellowship that had been disrupted in 2020. In many fields, we saw significant gains in church growth. We were able to make several field visits to equip our partners, and many of our Global Workers (international missionaries) and partners came to the US for respite.
We are grateful to God that our church remained extremely generous in yet another year of national financial strain. In 2021, the Missions Division’s overall expenses for international missions was approximately $1.6 million. This amount consists of $829,000 from the Global Partnership Fund and $784,900 from the General Fund. Additionally, Dwell members personally contributed over $600,000 to maintain our Global Workers serving on the ground, which is not represented in the $1.6 million from Dwell.

In addition to the funds dedicated to international missions, we disbursed $142,500 to the various ministries included in the Humanitarian Aid and Development Fund (HADF) and an additional $135,000 to Harambee Christian School from the Dwell General Fund.
The Global Partnership program connects powerful church planting movements around the world with Dwell resources. Global Partners are indigenously-led ministries dedicated to multiplying house churches. We currently have ten partners on four continents. Our Global Partners consist of 308 national workers who oversee a network totaling 3,031 house churches with 1,889 house church leaders and 27,606 members. Our Global Workers serve among six of our Global Partners to facilitate church planting and leadership development.

This year the Global Partnership Fund supported projects in Cambodia, Southeast Asia, India, Ethiopia, Côte d’Ivoire, Haiti, Ecuador, and Eastern Europe. Projects included church planter support, health education, medical clinics, emergency relief, jobs training, and biblical equipping. While the ministry projects are diverse, the teams have one thing in common: each seeks to plant indigenously-led house churches.
Partnership Highlights

FOUNTAIN OF HOPE - CAMBODIA

Fountain of Hope (FOH) 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 needs of the community. Local leaders work alongside Fountain of Hope staff to initiate programs that deal with the most pressing community problems.
- Life of Hope affects the community spiritually through cell churches. The cell churches are where Christians can meet together to learn, worship, and grow together. As of December 2021, there were 182 house churches with over 1,832 members. FOH is wholly led and staffed by national workers and builds on a well-established cell church network.
- The Joy of Our Children program provides spiritual and health education for children ages 5 to 18. The younger children attend lessons about safety, health, hygiene, and the love of God, presented through songs, Bible verses, skits, and puppet shows.
- Finally, Our Strong Village helps churches and communities meet needs with existing resources and skills, equipping them to forge their future.

Joke van Opstal serves as the country advisor from her home in the Netherlands. Through our Global Partnership Fund, Dwell provided $240,000 in financial support to FOH.
Friendship Ministries serves the provinces of Kampong Cham and Kampong Tom. The team serves this community by offering free medical care, community development projects, and education via the Friendship School, established in 2009. These services adorn the central mission of the ministry: To have a thriving network of house churches in every district within Kampong Cham and Kampong Tom provinces, made up of reproducing disciples who impact the community around them for Christ. Friendship Ministries has five house churches with over 35 people in attendance. Unfortunately, many of these ministries were interrupted by heavy COVID restrictions for the second year in a row. The school and house churches faced several rounds of re-opening and closing. Intermittently throughout the year, Friendship Ministries was able to serve several families affected by the pandemic, in addition to providing education to over 200 underprivileged children. We are happy to report that as of November 2021, the schools and house churches were able to resume in-person functions. Our Global Worker team consists of two couples, who work closely with three indigenous church planters. This year, Dwell sent $80,000 in support, $50,000 from the Dwell General Fund, and $30,000 from the Global Partnership Fund.
MERCY MEDICAL CENTER - CAMBODIA

The Mercy Medical Center (MMC), based in Phnom Penh, serves individuals from every province in Cambodia. MMC provided medical care to over 17,000 patients this year, provided counseling sessions, and witnessed hundreds of people starting personal relationships with Christ. The Spiritual Impact Team oversees a network of 22 house churches with approximately 220 members. MMC also works with over 100 referring partners to plant house churches throughout Cambodia. MMC staff includes Tim Benadum, director; Marjie Benadum, partnership director; and Scott and Jeanne Arter, mentors. Through our Global Partnership Fund, Dwell provided $45,000 in financial support to MMC.

SOUTHEAST ASIA

The Southeast Asia team is our longest-running partnership, and over the summer, several of the Global Workers were in Columbus for their biennial home assignment. Our team oversees a network of 447 house churches with nearly 3,780 people in attendance. In addition to the house churches, the team and the national workers provide feeding programs, after-school activities, and various development initiatives. This year, Dwell sent a total of $311,600 in support—$181,600 from the Dwell General Fund and $130,000 from the Global Partnership Fund.
The Southeast Asia team consists of four couples. In 2021, we made an administrative change to the Southeast Asia team as John and Ruth became team leaders for the field. They will focus on further developing the oversight of the national workers and policies for the extensive network of believers. Their educational background and work experience make them uniquely suited for this role. As always, the goal is to establish a framework that empowers the nationals to one day assume full responsibility for the work in Southeast Asia.

Jeff and Linda will continue to be an integral part of the team and focus on equipping, Disciple Making Movements (DMM) training, mentorship, and coaching. God has powerfully used Jeff and Linda to play a vital role in developing the work in Southeast Asia. We are grateful for their years of service in the team leadership role. Under their leadership, the network of believers grew substantially both numerically and geographically.
INDIA GOSPEL LEAGUE

In 2020, we completed our 5-year commitment with India Gospel League (IGL) to sponsor a specific region in India. Throughout our partnership, IGL planted 170 churches and trained 76 pastors, 223 youth leaders, and equipping and discipling 248 women. IGL also built four Life Centers to serve the local communities.

In 2021, we partnered with IGL again to work in a new region of India. By 2025, IGL plans to plant 300 churches, train 80 church planters, and build five Life Centers in the region. As of September 2021, there are 33 pastors enrolled in training, 25 churches planted, as well as equipping and discipling 37 women and 33 youth in training.

We look forward to seeing the Holy Spirit work in this new region of India in the next few years. Dwell contributed $48,300 from the Global Partnership Fund to launch the work in this region.

BETHEL CHURCH – ETHIOPIA

Ethiopia continues to endure a civil war that has rocked the country. The turmoil has displaced thousands of people, famine has created food shortages, and ethnic tension is at an all-time high. The civil strife in the northern part of the country made it impossible to contact the church planters working in the region. More than half of the house churches are inside an active war zone. Many people left their homes and towns to seek safety. Please join us in praying for our brothers and sisters and praying that there will be a peaceful resolution to the conflict.
Despite the conflict, Bethel Church continues its mission to mobilize, equip, and plant a network of multiplying house churches throughout Northwestern Ethiopia. Dwell Global Workers Lou and Genet reported over 2,584 people attending a network of 104 house churches. This year, Dwell sent $115,700 in support—$17,300 from the Dwell General Fund and $98,400 from the Global Partnership Fund.
MISSION PENTECOSTE INTERNATIONAL - CÔTE D’IVOIRE

The partnership with Mission Pentecoste International (MPI) began in 2016. This group of small indigenous churches had experienced great persecution after the 2011 civil war. Victor Sery, leader of the MPI network, knew that a rediscovery of the New Testament’s house churches would be essential to meet the challenges of poverty, persecution, and church planting. Since working with this talented and motivated team of 67 church planters, MPI has grown from 2,000 members in 2016 to nearly 11,000 today in Côte d’Ivoire, Mali, Ghana, and Benin. Their network has expanded to over 500 people gathering in house churches in Benin, five refugee house churches in Morocco, and seven house churches in southern Mali. Work has also begun in Togo and the African diaspora in Paris. Through our Global Partnership Fund, Dwell provided $126,500 in financial support to MPI.

BERAKA CHURCH – HAITI

We have been working with Beraka Church in the southern part of Haiti since 2011. Beraka continues to plant churches, develop local leaders, and adorn the gospel in their community. In 2021, Haiti was rocked by the assassination of their president, uprising of violent gangs, an earthquake, and the ongoing pandemic. In 2021, Dwell contributed $20,000 to support a local Haitian hospital as they administered emergency medical relief after the earthquake. The generous support from many Dwell individuals provided free medical care for two months.
Despite these demoralizing events, the local church continues to serve God and its neighbors. Beraka has offered medical care through their church’s mobile clinic when medicine has been hard to access. In some situations, the civil unrest limited people’s ability to meet in house churches. This ministry’s leaders and church planters oversee a network of 51 house churches with 337 people in attendance. We are proud to work alongside such resilient and loving brothers and sisters to share the hope of Jesus in Haiti. This year, Dwell sent $65,000 in support—$15,000 from the Dwell General Fund and $50,000 from the Global Partnership Fund.
ARCO CHURCH – ECUADOR

Dwell Missions partners with Arco Church to plant house churches in the El Oro province, a least-reached region in Ecuador. We work alongside a talented and passionate team of indigenous leaders in El Oro to provide biblical equipping, strategic planning, and an annual short-term trip. There are 52 house churches in this province with over 1,116 people attending in 5 cities, led by 109 house church leaders. In addition to church planting, Arco provides much-needed services to their local community through micro-finance projects, serving poor children with Compassion International, and building homes for the destitute through the Houses of God ministry. In addition to multiplying a network of house churches all over the province, our partners have started planting house churches in Guayaquil, the largest city in Ecuador. Through our Global Partnership Fund, Dwell provided $30,600 in financial support to Arco Church.
EASTERN EUROPE

Dwell’s Global Workers Mark and Laura continue their work among university students in Eastern Europe. These students are from some of the least-reached people groups in the world. This Global Partnership helps to train students in how to disciple and plant house churches so that when they return to their home countries, they can start a house church ministry or connect with existing ministries. Through our Global Partnership Fund, Dwell provided $2,000 in financial support to Eastern Europe.

NEW STRATEGIC PARTNERS

In 2021, we were able to send Mark and Diana Michalek to Kampala, Uganda. Working remotely as tentmakers, Mark and Diana will live in Uganda for the next two years. Mark will teach technology classes at Africa Renewal University. They will also partner with the Africa Inland Mission to promote and participate in the Global Professional Sending Network. Through their burgeoning connections with students at the university and young people in the local churches of Kampala, their vision is to develop disciples and Global Workers intent on sharing Jesus’ message of love and forgiveness as bi-vocational workers.

This year Bryan and Hope Jones moved to Cincinnati to join the Xenos Cincinnati Church. They moved in the autumn of 2021 to begin their work to help lead the church and regrow the ministry. They aim to start a college ministry, support the adult ministry, and strengthen the youth group. The Missions Division assisted in planning and sending the Joneses to help this extra-local church plant.
Humanitarian Aid and Development Fund

The Humanitarian Aid and Development Fund (HADF) exists to develop underprivileged communities and alleviate poverty by funding ministries designed to meet physical and spiritual needs. The HADF goal in 2021 was $142,500. Thanks to the tremendous generosity of Dwell members, the goal was exceeded by over $50,000.
HADF Highlights

THE DWELL DISASTER RELIEF FUND

The Dwell Disaster Relief Fund enables the church to respond quickly to natural or human-caused disasters. This year, $20,000 was distributed for relief efforts in Haiti due to an extreme earthquake in August. These funds helped pay for medical supplies, shelter, food, and hygiene products.

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 give girls in Southeast Asia protection and provides spiritual and economic equipping in Transformation Groups.

HOPE FOR HILLTRIBES

Hope for Hilltribes works among poor minority groups in Thailand. They provide services for those affected by HIV/AIDS, education to children, and care to 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 that include 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 local sex-trafficking victims. The contribution of $15,000 supports them in providing comprehensive, client-centered services to a wide variety of minors in Central Ohio.

INTERNATIONAL FRIENDSHIPS

Since 1979, International Friendships (IFI) has partnered with local churches in Columbus to welcome international college students at local universities and help them return home with the gospel. Dwell’s $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 $50,000 contribution will support student scholarships, fund career opportunities and training, and provide other necessary student resources.
HARAMBEE CHRISTIAN SCHOOL

The mission of Harambee Christian School is to help urban youth overcome challenges and prepare them to thrive in the body of Christ. The HADF commitment of $20,000 to Harambee Student Support helps support high-quality education and mentorship of at-risk youth in Columbus's inner city. The Dwell General Fund contributes an additional $135,000 to Harambee.

When Harambee's leadership team drafted goals for 2021, there was uncertainty about how the school year would unfold. 2021 was undoubtedly the most challenging year in the school's history. Even though Harambee offered in-person instruction for parts of the school year, a significant percentage of families opted for remote learning. As a result, in-person learning became "hybrid" learning, which came with significant limitations for students learning both on-site and remotely.

Despite the challenges of learning in the pandemic, staff accomplished meaningful goals that advanced the cause of Harambee youth, including:

- Recruiting & training three people of color to serve in a ministry that impacts Harambee students and alumni.
- Starting a donor-advised fund to promote the long-term growth and sustainability of the school.
- Finalizing and implementing holistic training for new staff.

Finally, the organization formally retired the "Urban Concern" brand to promote greater clarity both internally and externally. For more details about the 2020-2021 school year, see the Harambee annual report here.
COLUMBUS INTERNATIONAL OUTREACH

The Columbus International Outreach fund aims to provide financial and logistical support to Dwell ministries working among international populations in Columbus. One people group we serve in Columbus is the Somali Bantu community. This ministry has grown in scope and impact over 2021. This year, the ministry team successfully ran a summer program, gathering Bantu students to discuss topics related to community building. In addition, the ministry team has held three community events to serve hundreds of residents in a predominantly Bantu neighborhood. We praise God that he opened a door for Dwell to be able to minister to the Somali Bantu community.

Another ministry serving international populations in Columbus works among the Nepali. These home churches were entirely composed of students. Due to the pandemic, we saw a decrease in attendance. After much prayer and careful consideration, we decided to transition the Nepali students into Dwell high school and college groups. Over the past few months, we successfully transitioned over 15 students into eight home churches in Dwell’s student ministry. We praise God for the volunteers who have decided to shepherd these students in culturally sensitive ways, and we are thankful to the countless volunteers who have sacrificed their time and resources to serve the Nepali community, making this transition a successful and joyful occasion. We hope to see many Nepali students continue to grow in their excitement for God and impact the Nepali community more broadly through their witness.
2022 Goals

Our five-year vision is to multiply our global network to include 3,000 house churches with 40,000 members and at least one house church leader per house church by 2025. We seek to accomplish this vision by adhering to seven Core Values: indigenous leadership development, partnership, house church planting, sustainable community development, the authority of Scripture, working among the least reached, and a focus on fruit.

By the end of 2022, the Missions Division hopes to see continued growth in house churches and house church attendance. Additionally, we hope to see a significant increase in house church leaders to more closely match our goal of one house church leader per house church by 2025.
We will continue working alongside our Global Partners to identify and develop equipping resources, conduct field visits, offer biblical and strategic planning training, and enhance ministry oversight and pastoral care.

We plan to complete the vetting process with potential new partners in Burkina Faso and the Democratic Republic of Congo. We will conduct a field visit in January 2022 to meet with the leaders from both countries and complete our vetting requirements. The vision is to facilitate collaboration among French-speaking church planters to share the love of Christ with the many unreached people groups in the region. The instability and the terrorist threats in the Sub-Sahel region of West Africa offer a unique and urgent opportunity but a diminishing window to make a significant impact for the Kingdom of God through house church planting.

The Missions Division provides operational support for our Global Partners to help accomplish the ministry, ensure that we meet our financial commitment for each Global Partner, and offer logistical assistance to our Global Partners and Global Workers. We also seek to mobilize and inspire the church to support our Global Partners. We will accomplish this by hosting quarterly Missions Nights, offering the Vision for International Missions Class, hosting monthly prayer meetings for each Global Partner, and pursuing initiatives to broaden engagement among members of our church. In 2022, our division also hopes to resume short-term trips to Ecuador and Cambodia.
The Missions Division is led by the Division Coordinator, Dave Glover, who is also co-director of the Global Partnership program. Jim Leffel is co-director of the Global Partnership program and creates training material for our Partners. Mike Woods and Tracy Glover provide pastoral support to our partners and Global Workers. Josh Keegan manages the distribution and reporting of our finances. Holly McCallum provides support to our partner Fountain of Hope and facilitates a short-term tip to Cambodia. Canco Casassa organizes the partnership agreements and strategic goals for our Global Partnership program. Amy Condon handles communication and mobilizes Dwell members to support Missions.
OUR MISSION

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

WHAT WE DO

To equip our members, we offer classes for preparation for leadership and Christian service. Our members can also access a variety of resources through both (a) our Study Center, a full-service lending library (including electronic resources available via OverDrive), and (b) four separate sites that sell recommended Christian literature. To equip the wider Christian community, we publish books written by our staff; we host an annual conference, the Xenos Summer Institute; and we provide advanced training through our master’s degree program.
2021 Review

SUMMARY

This year witnessed many pleasant surprises. The early and widespread availability of the vaccine opened doors earlier and faster than we had planned. Classes all returned to in-person by the summer, and we were able to host more people than expected at our summer conference.

Academic Resources, Patrick Reeder

Each quarter, Dwell offers dozens of classes to our members, with unique registrations numbering in the thousands each year. Like all areas of life, classes in 2021 straddled two different worlds: pre- and post-vaccine. In the first part of the year, we offered a variety of Zoom courses. As vaccine availability increased, we were able to reopen in-person classes, including a central equipping tool: the Leadership Training Class (LTC) series. This class was paused at the onset of the pandemic, since our leaders determined that a significant benefit of LTC would be lost if it were taught virtually. In April, we were excited to restart LTC after a full year without it. Finally, 2021 also witnessed a record in a single course’s registrations. James Rochford’s Sharing our Faith in a Brave New World had 561 students! This is not just a historical anomaly; it shows Dwell’s eagerness to share the good news of Jesus Christ!
Each year we offer several new courses. Here is an abbreviated list of fresh courses run in 2021:

1. **Abraham** Nick Hetrick offered a course on the life of Abraham, the man at the historic core of faith for over three billion people worldwide.
2. **Bible Memorization Class** Ryan Weingartner taught a ten-week course on how to memorize large portions of the Bible, including whole chapters and books.
3. **Exploring the Afterlife** Paul Alexander explored an easily-ignored but urgent question: what happens after you die?
4. **From Now to the End** One of the most puzzling parts of the Bible relates to its descriptions of how the present era in history will end. Chris Hearty offered a class explaining these portions of the Bible and their relevance to all Christians.
5. **Leading Great Cell Groups** For many Dwell members, our cell groups (small, same-sex Bible studies) are the weekly highlight! Ben Foust and Jessica Lowery taught how to make these meetings both fun and spiritually encouraging.
6. **Teaching the Stories in Scripture** The Bible is not just a book of teachings. A sizable portion of the Bible is filled with narratives whose lessons can’t be read off the page. Scott Risley offered a course to help Bible teachers better interpret and present narrative portions of the Bible.
7. **On the Shoulders of Giants: Jeremiah** Jim Leffel has developed a series of classes on leadership figures from the Bible, such as Moses. Leffel continued the sequence this year with a class on the prophet Jeremiah.
8. **Sharing our Faith in a Brave New World** James Rochford offered this (well-attended!) course on the why’s and how’s of sharing one’s personal faith with friends and family.
9. **Urban Apologetics** Brandon Grant prepared a class addressing the unique objections to Christianity facing Black Christians.
Xenos Summer Institute is an annual conference where over 3,500 Christian workers from North America and beyond come to interact with top Christian leaders on topics facing today’s church. That we had any kind of substantial conference in 2021 was a big surprise. We usually plan the conference over the course of a year. 2021 was planned in a few months.

The theme was Rediscovering Community. We hosted Bishop Timothy Clarke, Jay Pathak, and Scott Sauls. Bishop Clarke, a longtime friend of Dwell, is the senior pastor of the First Church of God, located on Columbus’s east side. He delivered an impassioned exposition of Acts 2, a key passage describing Christian community. Jay Pathak is the senior pastor of Mile High Vineyard, located in Denver, Colorado. He presented material derived from his excellent book, The Art of Neighboring. Scott Sauls is the senior pastor of Christ Presbyterian Church in Nashville, Tennessee. He presented content from his recent book, A Gentle Answer, in which he argues that Christians should respond to recent social and political turmoil based on Jesus’s example, rather than running to the front lines of the culture wars.
BOOK STORE

We provide literature for our members to purchase at four different venues (4th Street Café, Warehouse, Main Campus Atrium, and Study Center). Our own Dwell authors’ writings are for sale at these locations, as well as several hundred other titles from some of our favorite authors. The primary purpose is to provide our members with convenient access to books at a competitive price.

Towards the end of 2020, we introduced a new service called Dwell Direct, a membership program whereby subscribers pay $15/month to receive a book recommended by our top staff. Titles include those from Dwell and other Christian authors, as well as secular authors of special interest.

PUBLISHING

Dwell formed a publishing arm for staff and members to produce high-quality written materials. This project is still in its infancy. 2021 saw the formation of an editorial board with John Ross and Nick Hetrick leading the charge. Hetrick has his PhD in English, and Ross was a staff writer for the Columbus Dispatch before joining Dwell’s staff.
As one of the largest Christian lending libraries in central Ohio, our Study Center hosts over fifteen thousand volumes and nearly one thousand digital volumes. The Study Center space provides diverse venues for quiet study: a main area for quiet study and several rooms to meet with friends. To maintain safety, we only offered curbside pickup for much of the year. We kicked off a re-opening in late August with a pizza party and have since maintained full service. In spite of limited in-person access, the Study Center witnessed over four thousand checkouts from our digital service, OverDrive.

Dwell partners with Trinity Evangelical Divinity School in Deerfield, Illinois to host an extension site. Students take courses from Trinity’s core faculty and receive a Master of Arts in Theological Studies all here in Columbus. Because the program already uses an alternative educational format, students had little difficulty adjusting to pandemic conditions. Our Trinity program was one of the only Equipping outlets that remained on Zoom for the entirety of 2021, since Trinity courses are scheduled long in advance.
2021 will be Keira Williamson’s last year working for Equipping. She worked as the site coordinator for the past five years, bringing hospitality and promotional creativity to the job. We hired Sterling Tamburello to replace Keira.

2022 Goals

ACADEMIC RESOURCES

With the universal availability of the vaccine, we’re excited to run a full and normal year of LTC. We also hope to rejuvenate some courses that were sidelined during the turbulence of COVID-19 (COVID). In particular, we hope to resurrect some of our hour-long, bite-sized classes developed in the past five years.

Here are a few classes we plan to run next year:

- **Humility and Wisdom in the Age of Outrage** In the “post-truth” media environment, the ability to discern truth from error is as urgent as ever. Lee Campbell will present on cognitive biases and how to watch our own minds for commonly made errors.
- **Anointed Messiah** Even though the word ‘Messiah’ is familiar to many Christians, what it means for Jesus to be the Messiah is nearly as obscure as the word is familiar. Pat Reeder will offer this advanced course to Dwell leaders.
- **Contemporary Worldviews** Jim Leffel will present central philosophical concepts from contemporary secular thought. The class will also focus on how biblical Christianity uniquely supplies the ends sought by secular thinking.
External Relations

XENOS SUMMER INSTITUTE

The theme for 2022 is Last=First. We have a dynamite lineup this year with Dr. Crawford Loritts and Dr. Eric Mason. Dr. Loritts is the senior pastor of Fellowship Bible Church, located in the Atlanta area. He has written nine books including *Leadership as an Identity*, from which he’ll draw to teach our Trinity wrap-around course. Dr. Mason is the founding pastor of Epiphany Fellowship in Philadelphia. He is the author of several books including, *Manhood Restored* and *Urban Apologetics*. We’re especially excited to host this event because a similar program was planned for 2020 but was canceled due to COVID.
PUBLISHING

Now that we have an established editorial board, we hope to publish a few titles in 2022, including a devotional on identity from senior pastor Conrad Hilario.

The publishing arm will also acquire New Paradigm Publishing, the publisher for many of our Dwell authors’ books. This will enable Dwell to bring its staffing strength to bear on Dwell titles, adding design, editorial and management expertise. This will also free up the founder and current owner, Dennis McCallum, from managing and staffing the operation.

STUDY CENTER

In 2022, the Study Center will witness some turnover in its leadership. At the beginning of the year, we will fill the Assistant Director position, which has remained vacant since the pandemic. Director Doug O’Malley will also move on mid-year to teach Bible classes to students at Akili Christian High School.

TRINITY MASTER’S DEGREE PROGRAM

In 2022, we will finally return to in-person classes. In line with this, our new site coordinator, Sterling Tamburello, will restart normal promotions.
Here are some courses to expect in 2022:

- **Systematic Theology I: The God of the Gospel** This course is one of the two Systematic Theology courses required for the degree of Master of Arts in Theological Studies.
- **Teaching and Learning** This course explores the nature of teaching and learning, especially applied in the context of Bible teaching and study.
- **Leadership as an Identity** This will be our wrap-around course in conjunction with XSI. The content will be inspired by and will draw upon Dr. Loritts’s book by the same title.
Student Ministries

Joe Botti, Division Coordinator

OUR MISSION

The Student Ministries Division’s mission is to raise up 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 and smaller home group fellowship 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.
2021 Review

SUMMARY

Student Ministries felt the effects of the pandemic. From October 2020 to September 2021, attendance dropped by 9.8%, from 2,822 students attending per week to 2,546. All Student ministries declined to some degree even though they opened up to in-person meetings during the first and second quarters of 2021, many students had stopped attending or struggled with inconsistent attendance. On the other hand, hundreds of students made personal decisions to receive Jesus’ free gift of salvation.
As the college and high school ministry rounded into 2021, our leadership faced significant uncertainty. Winter brought a COVID-19 (COVID) surge, and many groups were meeting in small pods, huddled outside around fires or in ventilated garages with heaters. This was an amazing display of heartiness and commitment! No one knew whether a COVID vaccine would be approved. The ministry leaders were uncertain if it would be safe to run normal large events, like summer camps.

Despite all of this uncertainty, God sustained and worked powerfully through the ministry! The Pfizer vaccine became available for students just in time for Epic high school camp, which saw 441 students attend (120% of the size of the ministry!). No COVID cases surfaced from Epic, and 15 students received Christ as their Savior.

Groups have been able to meet indoors again, and God has continued to bring an abundance of salvations: 279 in the past year between both college and high school ministry. We are thankful for such a harvest from God.
High school ministry declined by 12% (419 to 368) and college by 7% (1741 to 1613), resulting in the combined home church attendance drop of 8% (2160 to 1981). Part of the college attendance decline was due to sending more people to the adult ministry than they took in from the high school ministry.

Even with the attendance decline, God gave the ministry many positive advances. Since April, when the weather warmed up and vaccines became available to the public, outreach to the unchurched has risen tremendously. For instance, the college ministry sponsored a Labor Day cookout event with a compelling gospel message from Josh Benadum. Over 80 first-time guests attended, many of whom have since returned to fellowship meetings. In the same vein, the high school ministry held a “Back to School Night” with similar results, seeing 125 more students than the average attendance, most of whom were newer or non-Christian.

While there is plenty of work to do, we want to pause and express gratitude to God for blessing this ministry so much. “Not to us, O LORD, not to us, but to your name goes all the glory for your unfailing love and faithfulness” (Psalm 115:1).

MINISTRY HIGHLIGHTS

- Despite some home churches folding in 2021, 6 groups planted, including collaboration with the adult ministry to plant 3 new adult home churches.
- Important large events like Epic and College Connection were held without any COVID outbreaks.
- 37 people were raised into college home church leadership along with 6 new Servant Team members. In addition, 22 college home church leaders went to the adult ministry and are leading there.
Student ministries hosted an in-town mission trip for high school and middle school students aimed at reaching unchurched students from neighborhoods near Dwell’s Main Campus. 91 guests attended, and over 30 of them have attended Dwell meetings since (mostly to the Renegade ministry).

Community service was stronger than ever in 2021. 573 members of the college-high ministry participated in community service events ranging from providing transportation for Akili students, to trash pick-ups, to playground mulching for Columbus Parks and Recreation. We hope to increase our service in 2022 by having a “community service month” for the high school ministry, where every group completes a community service project.

Despite COVID challenges, 92% of high school seniors transitioned into college home churches, along with 89% of eighth graders transitioning into high school home churches.

CT participation among high school students is the highest it has been since 2002, with 88% of students attending CT.

Student ministries hosted a workshop called “Engaging the Justice System Effectively & Biblically,” led by Dr. Scott Larson. This workshop was well-attended, teaching attendees about prison ministry and working with at-risk youth.

Keeping safe with outdoor high school CT!
The Middle School Ministry is a place for students to learn about God and his message of grace while having a blast with their friends. The leadership aims to create a welcoming and fun environment where students can bring their unchurched friends.

Although the pandemic presented unique challenges this year, the leadership fought to maintain an exciting and fun culture, maintaining high morale while keeping students and their families safe. The ministry hosted several events to accomplish this goal. The week-long summer camp, Blowout, was a huge success in this regard. Almost 170 students attended and enjoyed learning about God with their friends. Through the important safety protocols and everyone’s prayers, no COVID cases emerged. This was also the first year Blowout camp was hosted by Camp Michindoh in Michigan. We look forward to returning there next year. In addition to Blowout camp, the middle school ministry hosted a Summer Pool Party and a Fall Fest party. Events like these help students get excited about the scope of the Middle School Ministry and provide a great atmosphere for students to bring first-time guests.
The overall attendance of the Middle School Ministry declined by 30%, from 223 students to 155 students. This decline is due to a number of reasons, but the major reason was the pandemic. Another factor is the changing demographics of our church. Our church simply has fewer students transitioning out of 5th grade Oasis into the Middle School Ministry. However, the smaller incoming 6th grade classes have still grown by 50-90% over the three years of Middle School Ministry, making it one of the best-growing ministries in Dwell. For example, the most recent 8th grade class grew by 86% as a result of middle school students inviting their friends and introducing them to Christ. Over 220 first-time students came to meetings this year, a 9% increase over the previous year. Another promising sign is that 45% of the attendance is comprised of non-Dwell students! That means that our Dwell students are inviting their friends. In addition, 16 students made decisions for Christ in 2021. Most of these students came from an unchurched background.

Eighty percent of our students were mentored this year. This is a strong sign of health and quality. Mentoring is a ministry where a middle school leader meets with one or two students to study the Bible, pray, have fun, and discuss ways to serve and build up their cell group or home church. In 2021, 81 leaders mentored 121 students. We know that mentoring students will pay strong dividends in the future.

**OTHER IMPORTANT ACCOMPLISHMENTS**

- In-person CT restarted on February 9th. These meetings have been a huge success and source of encouragement for students. October saw an average of 100 students attending this meeting, which is the highest CT attendance in several years. A key change in CT this year was moving the meeting to Tuesdays, which allowed more Middle School leaders to give students rides. This change has improved attendance for non-Dwell families as well.
• The Middle School Ministry co-hosted an in-town missions trip with the High School ministry (see details above). With lunches provided, fun competitions, and Bible teachings and discussions, the kids had a lot of fun. Over 90 students attended, the vast majority of whom were first-timers. After the camp, 25 of these students attended Renegade (a Bible study for elementary-aged students), 5 attended middle school meetings, and 3 made it out to high school home churches.

• Five new cell groups were successfully started for students transitioning into our ministry from Oasis and Renegade, despite the pandemic’s disruptions.

• The Middle School Ministry helped start and support two new outreach groups in Delaware and New Albany. Please pray that these groups would grow and see students come to know Christ.

• The ministry also made an impact in the community. Seventy five students attended a litter cleanup and fundraiser for Blowout Camp. Also, several groups served at food pantries and helped with other litter clean-ups around town. We would like to see our involvement in community service continue to grow in the future.
Akili Christian High School entered its second year of operation on July 28, 2021 with 35 students, 10 staff members, and a new building. The school’s mission is to train, educate, and develop low-income students into spiritual leaders who give back to their community in meaningful ways.

Akili’s first priority in preparation for the 2020-21 school year was to find an adequate facility! Harambee Christian School was gracious enough to rent spare rooms to Akili in the 2019-20 school year, but Akili needed to find an adequate and affordable space that would not require much work. God provided space in Phillips Hall at Franklin University. The Principal and School Board are thankful for God’s provision. “And my God will supply all your needs according to His riches in glory in Christ Jesus” (Philippians 4:19).

During the 2020-2021 school year, Akili offered in-person classes for the entire year without any COVID outbreaks, and the relationships built during that year successfully carried over to the next year, with more than 90% retention among students and staff. Although Columbus City Schools reported 75% of its students chronically absent (missing 18 or more school days), none of Akili’s students were chronically absent—an amazing testament to the transportation volunteers who drove students to school each day (Columbus City Schools bussing was not available) and the families who committed to in-person education!
Despite the limitations posed by the pandemic, the school launched all of its intended programs, including a Student Leadership Team, student support meetings, clubs, community service projects, selected field trips, a workshop with Luke’s Auto, and Life Coaching. These programs facilitated career readiness for students while also bringing enjoyment and fun to the school environment. All of these initiatives have expanded for the 2021-2022 school year.

Academically, 87% of Akili students passed their Algebra I end-of-course examination (an Ohio graduation requirement) in the spring of 2021. A vast majority of students earned enough credits to stay on track to graduate in 2024. Those who did not stay on track participated in a credit recovery program over the summer.

In terms of spiritual engagement, the majority of Akili students have successfully joined Dwell’s High School Ministry and are attending more than half of the available high school meetings each month. Two students started personal relationships with Christ in October 2021, and others began new discipleship relationships with leaders in the High School Ministry. 10 new students were enrolled at Akili this year based on recommendations by Dwell High School Ministry leaders. In future years, the school looks forward to enrolling even more spiritually interested students from Dwell’s High School Ministry while remaining committed to enrolling Harambee grads.
Lastly, the Akili School Board played a vital role in developing community partnerships for internships and networking, including the following organizations:

- Equip Skills Center / Luke’s Auto
- Franklinton Rising
- Final Touch Painters
- Nationwide Children’s Hospital
- Tech Corps
- Franklin University (College Credit Plus)
- Columbus State Community College (College Credit Plus)
Calumet Christian School

PRINCIPAL: TYLER WRISTON

Calumet’s mission is to equip students spiritually, relationally, and intellectually by providing high-quality education within a loving Christian community at an affordable tuition. Ideological positions opposed to the Christian worldview are making their way into public schools at an increasing rate. We are grateful to offer Calumet as an alternative and believe it is a vital ministry that supports parents as they try to help their children build a stable foundation. Our prayer and hope is for all students to leave Calumet knowing who God is, the world He has made, and how to confidently navigate that world with a secure identity in Christ. Here are a few updates on our organization’s progress toward these ends.
One of the common concerns about Christian schools is the fear that children will grow up in a Christian bubble that limits their ability to relate with people of other worldviews. At Calumet, we have intentionally taken steps to develop an outward ethos. We hosted community events, such as movie nights and water games, where Calumet families have the opportunity to invite and connect with children and parents who do not yet know Christ. Dozens of students participated in community service projects, such as a canned food drive for a local food pantry. The Middle School students also served the elderly in our community by raking leaves and giving gift bags.

Students have held bake sales, lemonade stands, and an art auction to raise thousands of dollars for both the India Gospel League and Bethel church in Ethiopia.

Our teachers and administration updated the Bible curriculum to reflect a heavier emphasis on Christian apologetics, equipping our students to pair their living apologetic of good deeds with reasoned explanation and defense of the Christian faith.

Calumet has successfully rebranded, adopting a new website, a new logo, new paint, and new merchandise. Along with the aesthetic changes, the website has been useful in making our enrollment process entirely online. This saved the school administrative work while making enrollment easier for parents.

Some technology updates included new security cameras and Smart Boards. The school also acquired enough devices (iPads and Chromebooks with internet safeguards) for every student in grades 2-8.

Calumet continues to offer lower tuition rates than other local private schools. The school also offers the state-sponsored EdChoice voucher, which covers the majority of tuition for most families.
After many years of faithful service, some of the school’s most experienced teachers and personnel retired. Patty Johanson, Yvonne Tobin, Fran Conty, Kim Aebie, Carol Jiang, and Malia Bauer will all be missed. The school administration hired highly qualified new staff to fill in the gaps, including Kirsten Doty, Jacq Ricketts, and Patty Young as new teachers, and Claire Howard, Krystal Goldthwaite, Rachel Landig, Maggie Hewlett, and Abby McElhaney as new aides. Additionally, Byron Tobe was hired for IT, Jeff Jackson for maintenance, and Halley Clarke as the new school counselor. Nearly all of the new hires have some experience serving in student ministries. Calumet will have a few more retirees in the coming years and plans to continue to hire people who can draw on student ministry experience when serving students in the classroom.

Despite the pandemic and the many transitions the school has endured, God has been faithful to glorify himself through Calumet. He has demonstrated his goodness to the school and through the school. The staff humbly acknowledges that it has been His guiding hand that has accomplished everything described above.
Renegade

DIRECTOR: BOB FISHER

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

At the outset of 2021, Renegade was not open to in-person meetings due to COVID. Even the Urban Ministry Leaders’ retreat was canceled. In response, Renegade shifted their focus to delivering food boxes and gift bags to families on a bi-weekly basis, along with Bible study packets for students.

In late winter, Renegade reopened in-person meetings. Due to lower attendance, the leadership consolidated all three locations (Renegade Central, Renegade South Side, and Ren 29) into one larger meeting at Building X. Although only 5 students showed up at the first in-person meeting, it steadily grew to over 40 students by October.

Over 90 students have attended at least once since that first meeting in February. As the leadership hoped, the consolidation created greater critical mass, more fun, and greater collaboration among leaders while still maintaining COVID safety protocols.
OTHER HIGHLIGHTS:

- Two “Renegade in the Park” events introduced several students to Renegade.
- Summer Camp returned in July. Just over 50 students enjoyed the five-day camp held at Calumet Christian School. Nine of these students made decisions for Christ, and four of them have become regular attenders.
- Renegade partnered with the Middle and High School Ministries to create Camp Geronimo for neighborhood kids living near Main Campus. It was a complete success. Ninety kids enjoyed games, competitions, Bible teachings, and friendship building. Over 30 of those students returned to the Renegade, Middle School, or High School ministries.
- 8 members of the College ministry became Renegade leaders this year.
- Renegade leaders mentored eight 5th graders. Mentoring encourages character change for students and leaders alike, and the overall ministry improves as a result. Mentoring 5th graders also helps our students transition into the Dwell Middle School program.
Oasis Children's Ministry

DIRECTOR: JEFF RISLEY

Oasis is a multifaceted childcare provision for Dwell Community Church. Oasis oversees the Central Teaching (CT) children’s program, Discipleship Café, Class Childcare, After-CT Playgrounds, Vacation Bible School (VBS), TNT Camp, and the Home Group Oasis Program (HOP).

This year presented the unique challenges of re-opening our program during the ongoing and ever-changing pandemic. The Oasis mission is to provide fun, biblically-based experience for children while parents or guardians enjoy equipping and fellowship with their peers. To a large degree, Oasis was able to accomplish this mission in 2021. The ministry did not return to pre-pandemic attendance levels, instead averaging about 65% of those levels. This reflects the church-wide adult CT decline. We think attendance will recover as larger numbers become vaccinated and build immunity against COVID.

To follow church-wide pandemic policies, Oasis instituted a reservation and waitlist system for its Main Campus and Warehouse locations. These systems provided timely and equitable access to the Oasis program while maintaining a manageable level of risk for volunteers and students. This system was in place from October 2020 through September 2021.

Oasis relaunched the HOP program, yet failed to recruit enough workers to meet the demand. About six adult groups are still on the wait list for a HOP program. New initiatives such as pay increases, expanded camp scholarships, and a recruiting video were not enough to bring in the needed workforce.
After a year hiatus, Oasis was glad to bring back VBS and TNT Camp. While both of these were held primarily outdoors, they were well-attended and provided a sense of refreshment for both kids and volunteers. 244 students attended VBS, where they learned about God’s personal nature through music, crafts, and Bible lessons. At TNT Camp, 80 students learned that while faith in God is based on reason, the Lord can also do the impossible. These events were highlights of the year!

Some of the plans for 2021 were put on hold due to the ongoing uncertainty of the pandemic. For instance, church leadership decided not to add hallway doors to the first floor hallway due to uncertainty with the pandemic, limited adult CT and Oasis attendance, and current safety measures in place.

Having fun at VBS and TNT camp!
In addition to the changes made to our typical Oasis programs, Oasis ran several new programs designed to ease the burden of the pandemic on families. Oasis provided Christmas bags in December of 2020, which included gifts, games, coloring sheets, and Bible lessons. The Oasis crew gave over 400 bags to both members of the church and the surrounding neighborhood at several drive-up locations. Additionally, Oasis hosted a winter hike around our Main Campus grounds in January 2021. Local naturalists led nature walks, explaining the history of our region and pointing out God’s creation, and kids enjoyed campfires and hot chocolate. Finally, Oasis held its first post-Easter Egg-stravaganza. This event included an Easter egg hunt for young children, balloon animals, face painting, and an Easter Bunny Nerf hunt for older students. Special thanks to our college and high school ministry volunteers for dressing up like bunnies and getting pelted with Nerf darts. The kids loved it!

While Oasis leadership and the IT department were not able to produce a reliable report on the attendance trends of kids ages 5 and under in our ministries, an accurate one will be produced in 2022. This report will help our leadership anticipate the long-term needs of our church and better plan for the future.
Cafe Ministry

4TH STREET CAFÉ & WAREHOUSE
MANAGER: DAN BRANAGHAN

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

The Cafe barista team represents God and our church to visitors. As a gesture of hospitality, the staff gives out hundreds of free drinks and copies of Dennis McCallum’s Discovering God to first-time attendees at Central Teachings. We continue to offer premium local coffee from Luck Bros, an assortment of syrups and teas from Stauf’s, and Sammy’s New York Bagels. Members and guests alike enjoy a full range of specialty hot and iced drinks.
15 well-trained baristas worked hard this year to maintain high standards of service. New hires underwent policy and procedure training and were tested on their understanding. Baristas attended quarterly staff meetings to revisit the mission and collaborate on solutions to relevant issues. Every member of our team staffed important events and worked hard to ensure quality service.

In 2021, Dan Branaghan worked alongside the Facilities and College Ministry departments to update the 4th Street Café lobby and fireplace room. This included painting, installing natural wood tables and new chairs, and updating some of the existing structures to match the new aesthetic. Custom vinyl restaurant booths complement the new tables and chairs. These renovations will ensure an inviting atmosphere for our campus community.
2022 Goals

While COVID makes 2022 unpredictable, one goal remains unchanged: To continue serving students well. Each department has creative plans for accomplishing this.

COLLEGE-HIGH SCHOOL MINISTRY

- Plant four home churches.
- Improve retention of students by offering relevant classes and workshops to effectively train Christian leaders and workers.
- Throw large but safe outreach events. As seen in 2021, many new students come to these fun events.
- Start a handful of short-term home churches around the city (Pop-Up groups) with the goal of plugging them into current Dwell home churches.

MIDDLE SCHOOL MINISTRY

- Launch a Middle School Pop-Up Group. These are groups started in new areas of town or schools without a Dwell presence. After the group has gotten some footing, the goal is to help their students join an existing group or establish a new group in their area. Our leadership has seen success with these types of groups in the past as means of branching out into new areas of the city.
- Boost morale and evangelism by hosting four big outreach events.
- Co-host another “Camp Geronimo” in-town missions trip and expand the number of neighborhoods reached.
AKILI CHRISTIAN HIGH SCHOOL

- Raise $100,000 and develop a base of donors for financial sustainability.
- Continue to host student support meetings and coordinate with Dwell High School ministry to get students regularly involved in Bible studies.
- Provide credit recovery resources and support for students who are struggling academically.
- Develop business partnerships for internships and certification programs for upperclassmen.
- Recruit more Life Coaches to meet the needs of the growing student body.
- Recruit and enroll a sufficient number of students for next year’s freshman class.

CALUMET CHRISTIAN SCHOOL

- Continue to replace the roles left by retirees with a high-quality and spiritually-minded workforce.
- Continue to develop partnerships in the community and facilitate relationships with non-Christians.
- Solidify a strategic plan for a second location that would open for the 2023-24 school year.
- Proactively develop a strategic long-term plan if the EdChoice voucher system were to be removed.
- Carve out research and development time for the Principal, so that Calumet will continue to offer high-quality instruction and school culture.
RENEGADE

- Equip and motivate our 100+ leaders in student urban work by providing a 2 day retreat.
- Sponsor three “Renegade-in-the-Park” outreach events in Linden, the west side, and the south side of Columbus.
- Partner with our Middle and High School leaders to sponsor a second annual Camp Geronimo.
- Mentor 75% of regular 5th-grade attenders.
- Facilitate the transition of 80% of consistent 5th graders into the Middle School program.
- Provide three Leaders’ Social events to equip and motivate our hard working leaders.
- Take measures to increase Renegade day camp attendance by 20% while transitioning 30% of first-time campers to regular Renegade attendance.

OASIS

- Recruit enough HOP workers to meet demand.
- Review and update the curriculum to change churchy concepts into ideas that students can more easily understand.
- Replace the Main Campus playground.
- Give parents electronic access to in-class content and materials so parents can discuss the Sunday lessons throughout the week with their kids.

4TH STREET CAFÉ

- Finish the re-fresh of the coffee bar area. Some of these low-cost updates will include tiling the back wall behind the machines, installing new bookshelves, updating the countertops, and changing the direction of point of sale customer traffic flow.
- As always, the café will continue to offer high-quality products in earnest service to the work God is doing across our church!
OUR MISSION

The departments within Pastoral Support exist to strengthen crucial initiatives that lead people into deeper relationships with God.

WHAT WE DO

The Pastoral Support Division oversees several departments, including Adult Ministries, Pastoral Counseling, Servant Team, Ministry Teams, Evangelism, CT Hospitality, and Information Communication & Technology (ICT). The Adult Ministry has thousands of members who enjoy weekly large fellowship gatherings (Central Teachings, or CTs) and smaller home group fellowship (home churches and cell groups).
2021 Review

SUMMARY

Each department saw measures of success in 2021. Dwell Adult Ministry continued to bring the gospel to non-believers, and 60 people came to Christ through those efforts this year. The counseling department continued to improve staff development and marriage mentoring. Both the Community Festival and Servant Team Retreat were hosted again after a year off due to the pandemic. Community service continued to be a strong point as hundreds of adults volunteered in the Central Ohio area and beyond. Finally, Dwell launched a fully redesigned website in 2021, which improved the site’s user friendliness and overall design.
Adult Ministries

DEPARTMENT DIRECTOR: RYAN LOWERY

Approximately 2,000 adults attend Dwell home churches weekly. Many members in Adult Ministry have faithfully served both those inside and outside of the church for several decades. Three new home churches were planted in 2021, and only two disbanded, with those members joining existing groups. Adult Ministry attendance shrunk by 6%. Still, Adult Ministry witnessed 60 people start a personal relationship with Christ.

REVIEW

Adult CTs were fully relaunched in 2021 after FDA-approved vaccines were made widely available. We were able to offer top-notch bible teachings from our regular adult CT teachers: Gary Delashmutt, Ben Foust, Jim Leffel, Ryan Lowery, and Mike Sullivan. Additionally, a CT focused on the young professional demographic was launched on Sunday mornings at 11:00 AM. Adult Ministry and college ministry are collaborating for this effort, which has been successful so far. Both ministries have contributed home churches to this composite CT.
The student/adult liaisons continue to help navigate difficult cases and foster unity between ministries. In 2021, reported cases decreased to 16 compared to 17 cases in 2020. Kalyssa Deken and Brad Oatney were hired as new liaisons for the program. The student/adult liaisons’ efforts will hopefully continue to build trust and communication between the student and adult ministries.

Similar to 2020, Dwell Church planned to launch the Next Steps program in 2021. The program is for new believers in Christ and is intended to provide opportunities for getting involved in serving, learning, and deeper community. However, ongoing pandemic restrictions, as well as low participation at CT, further delayed the launch. The church looks forward to seeing this program launch and the impacts it will have on Adult Ministry.

Adult Ministry participated in multiple service projects in 2021. The annual OSU litter pickup turned out over 200 Dwell volunteers over two weekends. Read more about other volunteer projects in the Pastoral Support Division Coordinator Department section.
Adult Sphere Reviews

RUNKLOW

Brian Runk and Ryan Lowery continued to lead the “RunkLow” sphere. This sphere encompasses 19 adult home churches, making it the largest sphere in Adult Ministry. Sixteen new leaders were raised up in 2021 in this sphere. RunkLow and Foust collaborated for one home church plant. One home church was disbanded. Throughout the year, this sphere took in 12 members transitioning from college ministry to Adult Ministry.

MIZCON

“MizCon” is a composite sphere led by Kate Mizelle and Conrad Hilario. MizCon has 15 adult home churches with over 350 adults attending weekly. MizCon had one home church plant and six new leaders raised up in 2021. They also had one home church disband. There was great growth as they helped 35 different college ministry members transition to adult groups in their sphere. Also, they were one of only two adult spheres that grew in 2021. Doug Patch, Chris Risley, Jeff Yund, and Laura Stoddard continued to serve as sphere coaches.
WOODS

Mike Woods and Chris and Scott Risley lead the Woods composite sphere. This sphere contains 13 adult home churches. In 2021, groups within the Woods sphere saw over 167 first-time guests, the highest total for any adult sphere. One new home church was planted in 2021, resulting in ten new home church leaders being raised up. Twenty-nine members from college ministry transitioned to join Adult Ministry in this sphere.

FOUST

Ben Foust leads the Foust sphere, which consists of 14 home churches and covers a wide range of demographics, particularly ages. As mentioned earlier, RunkLow and Foust collaborated for one home church plant. Four new leaders were raised up in this plant. Bob Zimmerman, Paul Alexander, and Sarah Foust continued to serve as coaches in the sphere.

EAST

Erin McCallum continues to lead the East Side ministry network, which comprises four different adult house churches as a part of the Trident composite sphere. This group helped seven people start a relationship with Christ this year and continued to serve the church and the community. They also transitioned 23 people from college ministry to adult this year.
SULLIVAN

This sphere has 15 house churches. Two members from college ministry transitioned successfully into Adult Ministry within the Sullivan sphere. This sphere saw 25 salvations, the most of any single sphere in 2021.

WEST

Scott Arnold continues to lead the seven home churches in the West Side sphere. Unfortunately, this sphere saw a decline for the second straight year (down 12%). Three people started a relationship with God as a result of the work in this sphere. Additionally, many in this sphere continue to faithfully serve in ministries like Youth For Christ and Gracehaven.

PACESETTERS

Pacesetters Seniors Ministry had an exciting second year in 2021. In the spring, the Pacesetters Daytime Bible Study moved indoors to the Café Auditorium. Weekly teachings from Gary Delashmutt, along with monthly outreach-focused potlucks, have seen great success throughout the year, despite the pandemic. The meeting has grown from around 50 regular attendees to over 80 on average. Four senior-aged homegroups have invested in the meeting and make up the core of the ministry. Additionally, the meeting is attended by many members from regular adult homegroups, as well as guests from the community. Another big achievement for this year was the kickoff of a Pacesetters remote site Bible study at a local senior living community, which has seen modest growth.
Pastoral Counseling

OVERVIEW

In 2021, 2,248 paid counseling sessions were conducted, around 75 more than last year. The Counseling Department consists of Cindy Botti, John Cleary, Bev Delashmutt, Tracy Glover, Mikie Hale, Nick Hetrick, Bryan Jones, Abbey Merker, Connie Rue, Barbara Silverman, and Liz Sweet. Kalyssa Deken was hired in 2021. The Counseling Department was able to host a day-long, onsite counselors retreat, and they plan to do it again next year.

REVIEW

The Counseling Department offered two recorded workshops for home church leaders: Navigating Life Transitions by Patrice McCormac and Thanks for the Feedback by Cindy Botti. The recordings and handouts can be found on the Workshops page in the Counseling section of the Dwell website. Tracy Glover continued her role overseeing marriage mentoring within the church, aided by Lee Campbell. Seventy-three marriage assessments were administered to couples in 2021. These assessments are helpful tools to aid those mentoring others in marriage. In 2021, Tracy piloted a class for married couples based on John Gottman’s 7 Principles for Making Marriage Work. The Counseling Department continues to anticipate a surge of marriages in Dwell due to the large student population, and they want to be prepared to meet the need for marriage mentoring.
In September 2021, the counseling department began research and development to establish a clinical counseling team within Dwell. Kalyssa Deken (LPCC) was hired for this role and has done an outstanding job.

# Overview

2021 was another exciting year for the Pastoral Support department. Once again, COVID did not allow for travel to a normal offsite Servant Team retreat, but Pastoral Support was able to host one onsite. Pastoral Support also hosted the 2021 Dwell Community Festival, and it was a great success. Three new ministry teams were given accreditation this year: Community Clothing Outreach, Serving Deployed Families, and Franklin County Police Officer Ministry. Pastoral Support also continued to facilitate and host many large-scale community service projects.
Pastoral Support Review

SERVANT TEAM

At the close of 2021, the number of Servant Team members was 845, down from 875 in 2020. Seven hundred and nine members attended the Servant Team retreat, which included Friday evening, Saturday morning, and Saturday evening sessions. Due to the success of the retreat, the fall Servant Team meeting was done on a Friday evening.

MINISTRY TEAMS

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, and legal services to the working poor and homeless as an expression of the love of Jesus Christ.
- **Freedom (CATCH Court):** Supports CATCH Court and adult survivors of human trafficking.
- **GIFT:** Deepens the Christian’s understanding of biblical and financial principles on a practical level through individual counseling, classes, and seminars.
• **Hope**: A Christ-centered recovery group whose goal is to reach persons who struggle with alcohol and/or drug addiction.

• **Helping Hands**: Provides general home maintenance and repairs for Dwell members and families within the greater Columbus area, particularly single parents, senior citizens, those who have physical impairments, or 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 mothers who have been affected by abortion.

• **Navigating Your Grief**: Offers seminars and support groups for people grieving the loss of a loved one, featuring biblical perspectives on grief and recovery topics.

• **Promise**: A Bible-oriented support group for people who have or have had relationships with a loved one who is an addict, an alcoholic, or is substance-dependent, with the mission of providing tools and encouragement to be God-dependent rather than co-dependent.

• **VICTORY**: Ministers to women who have been raped by exploring how rape affects their relationships with God and others and encouraging healing, so that they can be free to love others and serve the Lord more effectively.

• **Community Clothing Outreach (CCO)**: Provides free clothing and social services to anyone in need in an environment of Christ-centered love & grace.

• **Serving Deployed Families**: A volunteer force of over 50 men and women, including some veterans, helping families on the home front while a relative is deployed.
• Franklin County Police Officer (FCPO), Columbus Area Chapter: Hosts a monthly Bible study open to all police officers regardless of background or religious experience

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

COMMUNITY FESTIVAL

The second Dwell Community Festival was hosted in September of 2021. An estimated 1500 people enjoyed games, live music, food, vendors, and more. Hundreds of volunteers and dozens of staff made this event possible. Four key staffers from Pastoral Support are Phil Franck, Sherri Fojas, Amanda Hoyt, and Ann Augur.
LIFE COACHING

Life Coaching grew to 74 coaches in 2021. Liz Sweet and Paul Alexander work together for recruitment, training, oversight, and content development as this critical ministry continues to grow. In 2021, a ministry house rent stipend was awarded to 12 different students. Two students applied for and were awarded with a car repair scholarship. Two training seminars were hosted for Life Coaches. Dwell Life Coaching also oversaw 18 Akili students connected with Life Coaches.

COMMUNITY GARDEN

The FST approved launching a community garden in 2021. The garden is located on the south side of Community Park Drive, directly across from Building X. The focus of the garden was primarily foundational in 2021, but it did produce several fall crops. Community garden managers were Ryan Matko, Morgan Zahler, and Zach Messenger.

COMMUNITY SERVICE

Amanda Hoyt continues to spearhead community service projects to be a light in our city and carve out a godly reputation for the church. The following are a few highlights from 2021:
• **Dwell COVID-19 Benevolence Fund**: In 2020, the church established an application process for Dwell families and individuals who have been financially impacted by the pandemic. This fund continued in 2021, providing over $8,000 to 20 households.

• **Annual Campus Litter Pickup**: Over a 2-week period, 200 volunteers from adult ministry gathered to clean up OSU’s campus after the busiest move-out weekends. This was our third annual Pickup.

• **Red Cross Blood Drives**: Four blood drives helped meet the need for donations amidst the COVID-19 (COVID) pandemic. Most participants were from Dwell, and 290 units of blood were donated. One unit can save three lives.

• **Southpark Food Drive**: On three separate dates, volunteers assisted in providing 375 boxes and two full pallets of food to families in the Southpark area. The food was purchased through Dwell donations, then packaged and distributed by volunteers.

• **Community Clothing Outreach**: Over 200 families were served between September and October when the doors opened at their new location. They also hosted an event for Akili students. Additionally, a large bulk donation was made to Southpark to serve that community.

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**Evangelism**

**DEPARTMENT DIRECTOR: PHIL FRANCK**

Despite in-person evangelism being hampered by the pandemic, the Evangelism Department dedicated itself to important initiatives, such as providing new evangelism material, researching juvenile detention ministry, and launching the community garden. The Evangelism Department’s greatest accomplishment was its involvement in the 2021 Dwell Community Festival.
CT Hospitality was also affected by the pandemic. Many of this department’s functions were postponed until later in the year, when pandemic-related restrictions were lifted.

**REVIEW**

CT food services resumed at CT in June 2021. Additionally, 25 events were run at each CT to facilitate fellowship and evangelism. The meat smoker that was purchased two years ago was used extensively at the 15 smoker events hosted by Dwell in 2021. Finally, long-time staffer Ann Augur retired at the end of 2021. Before leaving, she trained Nikki Gabrenya to take her place.
ICT

DEPARTMENT DIRECTOR: TIM NUNN

Tim Nunn continued to lead the ICT Department. This department manages the largest budget within Pastoral Support. In 2021, ICT coordinated Byron Tobe’s transition from Dwell to its affiliated schools to provide full time IT support. This was a major victory and another step toward providing greater independence to one of our ministries.

REVIEW

- ICT had ten staff members in 2021.
- The department continued to develop The Rock data management system. The Rock currently facilitates a variety of data management such as statistics, Oasis registration, Epic registration, HR needs, giving, and pledge information. To this end, ICT provided in-house training on The Rock for several different departments in 2021.
- Dwell’s website was completely redesigned and launched in July 2021. This project took nearly a year and was spearheaded by scores of staff and volunteers.
- Web stats
  - 2021: 1.1 million page views (up from 990,000 in 2020)
- App plays
  - 2021: ~40,000 (same as 2020)
- Video
  - 25 live-stream events, 139 CTs, 16 promo videos, 14 testimonies
With Paul Alexander at the helm, ICT launched a podcast called Dwell on These Things. Five episodes aired in 2021. Paul also oversaw the development of a Personal Stories page on the website, which captures encouraging testimonies from members of Dwell.

- Our help desk for staff greatly reduced resolution time in 2021. There was a 61% decrease in resolution time compared to 2020.

### 2022 Goals

### ADULT MINISTRIES

- East and West side spheres to develop independence regarding operational needs like sound and light, CT infrastructure, etc. This would allow each sphere to operate with much more agility and respond to needs specific to their location.
- Launch Next Steps program.
- Liaison
  - New hires to begin taking cases
  - Begin work on proactive material such as classes, papers, workshops, etc. Liz Sweet and Keegan Hale would do this work.
- Pacesetters
  - Aim to focus on building additional relationships with nearby Senior living communities, including offsite studies and transportation to Pacesetters’ Daytime Bible Study. Phil Franck has been brought onboard to help carry out this initiative.
PASTORAL COUNSELING

- Offer three workshops for leaders
- Host 2022 counselor’s retreat
- Send 3 counselors to a counseling conference for training
- Marriage mentoring
  - Run two 7 Principles for Making Marriage Work classes
  - Offer a Seven Principles for Making Marriage Work workshop for current marriage mentors
- Launch clinical counseling department

PASTORAL SUPPORT ADMIN

- Host 2022 Servant Team Retreat in Northern Kentucky
- Host another fall Servant Team meeting on a Friday night
- Life Coaching
  - Host maneuverability and car maintenance training
  - Run recipe and meal-planning event
  - Continue to meet connect Akili students with qualified Life Coaches
- Develop Community Festival into an event that appeals to multiple age groups
- Maintain community presence through service projects

EVANGELISM

- This department will be discontinued in 2021 to direct Phil Franck’s hours toward Pacesetters.
CT HOSPITALITY

- Maintain momentum of post-CT fellowship
  - Provide year-round food at CTs
  - Plan monthly events for each CT
  - Improve coordination with CT volunteers
- Make key equipment additions/upgrades

ICT

- Rock
  - Improve personnel support
  - Key projects: Automating registration for Epic and Blowout for greater accessibility and cost savings. Finalizing Vitality Report which provides key data to adult sphere leaders to assist coaching. Launching Next Steps Program interface, which will allow members to find a unique Next Step they can take in their walk with Christ
- Launch Dwell website Phase 2 improvements, which will include improved navigation, simplified presentation, and refined search functionality
- Release one testimony and two podcasts per month
- Staffing
  - Promote Joey Ambrozich to full time for Helpdesk services
  - Promote Reed Costello as a full-time Art Director
Our Mission

The Operations & Administration Division’s goals revolve around two primary decision-driving directives: 1) to provide excellent support for today’s ministry and 2) to plan and act for the church’s future.

What We Do

At the most basic level, the Operations & Administration Division supports the ministry of the other departments within the church. The Operations & Administration Division supports all initiatives, events, and ministry activities that take place within Dwell Community Church and its locations.
SUMMARY

The Operations Division supports every other division involved in running Dwell Community Church. As other divisions set goals and targets, our professional support staff works alongside them to meet and exceed those goals.

As this year unfolded, the Operations & Administration Division (Operations) helped the departments of Dwell move back toward a sense of normalcy. 2021 was not as restrictive for ministry work as 2020, but the year still presented ongoing challenges to continuity and consistency in church programs. Dwell leadership had renewed hope for increased engagement among people, tempered by the reality of remaining restrictions.

Each of the Operations departments worked diligently to ensure that the church could capitalize on community-building opportunities. As the year began, we were still restricting attendance at meetings, and many ministry teams and home churches were unable to meet in person. As the year progressed, Operations provided the functional support necessary to take advantage of loosening pandemic-related mandates, better weather conditions, and our members’ increased desire to come together.
The Administration area of the Operations & Administration Division provides the foundation for the leadership work of our Co-Senior Pastors (Conrad Hilario and Ryan Lowery) and the Board of Trustees (Elders). This department provides budget and staff assistance to support effective meetings and retreats as well as projects called for by the Elders. Operations also provides the budget for Senior Pastor oversight of the church and leadership staff outside of their other primary ministry roles. Additionally, Kim Geiser supports our leaders as the Executive Assistant, overseeing critical structures that keep church decision-making (e.g. weekly management meetings) running effectively.

The Division Coordinator for Operations & Administration works with other divisions to address legal issues that arise in the course of ministry work. The Division Coordinator also acts as Human Resources Director, addressing and updating HR policies and procedures as needed.
The Operations Division Facilities Support Services area directs all of the key functions related to use of our venues and supports any off-site ministry. This area includes the work of multiple departments: Facilities, Sound & Light, and Master Scheduling. The professional staff in these departments work closely together to make sense of the complex needs of Dwell’s many programs. Other departments rely on Facilities Support Services to have spaces properly provisioned and staffed for excellent results.

In 2021, there were distinct differences in necessary support structures as each season presented new conditions and challenges. We continued to follow pandemic-related guidelines for spacing and traffic flows and were able to safely relax some restrictions as the year progressed. Some restrictions will be kept in place for the time being and may become some of our “new normal” practices. For example, we maintained cleaning protocols put in place in 2020 at all of our facilities and now consider such additional steps part of our service norm.

The Facilities Department within Facilities Support Services is responsible for the properties God has put under our care: 82 acres of developed property in the central Ohio area, housing over 260,000 square feet of ministry, fellowship, and educational spaces. This includes our 3 major ministry locations: our Main Campus at the edge of Westerville at I-270 in north Columbus, the Warehouse in Clintonville at Oakland Park Avenue, and 4th Street Café in the University District at 4th Street and 19th Avenue. This department also oversees maintenance and cleaning at our schools: Harambee Christian School in South Linden and Calumet Christian School in Clintonville.
Dave Bucklew, the Facilities Superintendent, bears the weekly task of assuring that these property assets are ready to meet ministry needs. Conner Martin has taken on more responsibility for the daily operational readiness of our spaces. We are blessed to be well-positioned for the future with capable staff.

In 2021, we increased our staff to meet the increasing (i.e. returning) demand for space utilization after the decline in 2020. We maintained outdoor temporary spaces as far into winter as we could and added additional outdoor fellowship spaces in the spring. We made several ministry enhancements to our Main Campus properties, working with our Student Ministry and Pastoral Support Division partners. Major projects included:

- Upgrading interior spaces at the Main Campus facility, addressing functional issues and modernizing the decor.
- Enhancing patio and deck areas with improved lighting and heating sources to provide for extended outdoor fellowship.
- Creating a 6,400-square-foot covered area contiguous to our Main Campus building, outfitted with lighting and seating, available from April through October.
- Expanding the grill / smoker shelter house.
- Installing a lighted sand volleyball court at the Main Campus property.
- Upgrading our youth-oriented Building X facility to include outdoor basketball court and volleyball courts, and vastly improving outdoor lighting.
- Adding smaller covered and heated spaces for late fall and winter fellowship.

In addition to major work at our Main Campus location, the Facilities Department worked with other ministry staff to design and implement changes to some of our other venues, including:

- Modernizing our Calumet Christian School entry spaces and lobbies.
- Redesigning the 4th Street Café Coffee Bar & Study Center to allow for better use of space and more efficient traffic patterns, as well as updating the décor.
- Enhancing the large covered garage at The Warehouse on Oakland Park to support ongoing meeting use.
- Upgrading the outdoor patios at 4th Street Café to support the move of one of our Adult Central Teaching meetings.

You can read more about these projects and how they impacted our ministry in the Student Ministry and Pastoral Support Division sections of this report.

The work related to scheduling new and existing spaces increased dramatically during the year. We also encouraged our lay leaders to make more use of our large, well-ventilated meeting spaces. Additionally, we reopened our facilities for use as wedding venues and hosted over 40 weddings in 2021. Kate Sullivan managed our facilities scheduling, juggling the demand for spaces while also implementing a keyless door access (“fob”) system. This door access project provides greater security at all of our venues and makes it easier for users to gain access to spaces they need in a controlled manner.

The professional staff in the Operations Sound & Light (S&L) area set goals to improve audio and visual elements at our meetings in 2021. S&L lead Ryan Hall implemented key changes to both our staffing and systems infrastructure to enhance our service for meetings and events at Dwell venues. A major project has been the ongoing replacement of antiquated analog system elements with digital tools. By all counts, S&L achieved those goals in 2021, and the department is poised to continue that success in 2022 and beyond.
Some major Sound & Light projects that we completed in 2021 include:

- Implementation of digital interfaces allowing the integration of varied sound system elements and lighting into common control mechanisms, replacing inefficient analog and manual systems that required multiple points of user control.
- Standardization of amplifiers and subsystems across venues – an ongoing process that was largely completed for all major S&L elements in each major venue.
- Replacement of the theatrical lighting system installed in 1996 at Dwell’s Main Campus auditorium, updating the antiquated system with digital control.
- Upgrades to outdated S&L systems at Building X, which have historically lagged behind systems updates at our other facilities.
- A host of other smaller projects, such as providing better outdoor sound at The Warehouse and 4th Street Café and overseeing the creation of a sound studio at Main Campus for improved video and audio recording sessions.

Facilities Support Services will need to remain flexible and responsive to best support the mission of the Operations division as it serves God’s plans within Dwell. The leads of Facilities, Sound & Light, and Scheduling have solid staff and experience in maintaining a nimble organization, given the chaos of the past two years. These departments work well together, and the division will seek even greater integration in 2022.
The third umbrella of support covers departments involved in “back office” functions, including Accounting & Finance, Office Services, and Human Resource Management. These areas work in the background and diligently address daily, recurring, and ad hoc needs. Their contribution is critical to accomplishing God’s work for the church.

The Accounting & Finance department is led by Alan Burkholder, CPA. Dwell Community Church holds the highest ethical standards in financial practices as a foundational element of the church’s ethos. This stance is rooted in the knowledge that all financial resources are God’s, and our stewardship is to be taken very seriously. The leadership of the church actively espouses full transparency in all of Dwell’s involvement with assets and money. Alan and the department’s professional staff (anchored by Catherine Gilbert, who has served as the church’s Senior Accountant for over 30 years) maintain accounting policies and operational procedures that ensure Dwell maintains a transparent, above reproach financial stance. The church will continue to maintain an “open books” approach to finances, allowing open questioning and visibility into Dwell accounting for any interested parties.

The Office Services Department is responsible for running a productive office environment. The office team supports Dwell’s staff while also graciously hosting church members, volunteers, and other visitors. The Dwell administrative offices transitioned back to in-person work and open hours during spring 2021, after almost a year of closed doors and primarily work-at-home protocols.
Office productivity significantly increases when workers in Dwell can meet and consult in person, unlike some other businesses, which may not require the same levels of communication and nuanced interaction. Dwell relies on Cathy Kaiser and the servants in this area to graciously and expeditiously meet staff needs.

Dwell’s Human Resource Department returned to more normative processes compared to 2020, when the primary focus was keeping employees in place and minimizing furloughs. Dwell employs over 320 staff, many of whom are part-time workers such as those involved in student work and childcare roles. Dan Branaghan provides administrative oversight for HR, onboarding new staff, getting all legal and internal documents in place, and addressing HR-related manager and employee queries.

2022 Goals

The Operations & Administration Division will continue to provide excellent service in support of the work of the divisions directly engaged in ministry. The staff of the Operations division work hand-in-hand with ministry staff to define needs, design solutions, and implement what is needed to meet ministry goals. Each department has its goals and approach to meeting needs, but each area also shares a common mission that captures the ethos of the division: Operations is service-focused, responsive, flexible, cohesive, and diligent. The staff involved in every department in Operations is focused on showing those traits to those who rely on our division.
In 2022, the Operations & Administration departments are ready to support the needs of Dwell’s staff, church members, and visitors. Staff in the division are ready to embrace work, proactively and reactively, that will include:

- Maximizing the use of Dwell properties for ministry with a focus on efficient scheduling of church spaces and ease-of-use of facilities and grounds.
- Enhancing Human Resource services for staff, which ultimately affects the ministry accomplished in every area of the church.
- Helping other divisions achieve their goals insofar as they involve Operations staff and resources, including but not limited to providing professional input and consultation for initiatives related to audio-visual and facility needs.
- Responding to changing conditions related to the on-going pandemic. The church does not yet know the details of what those changes will involve, but the Operations division stands ready to respond.

SUMMARY OF FINANCES IN 2021

God continues to provide for His church through the generosity of His people and effective management of resources.

Here’s a breakdown of the main finance numbers for Dwell’s General Fund:

- 2021 FST Approved Budget | $8,480,200
- 2021 Contributions (as of Jan. 6) | $8,619,670
- 2021 Estimated Spending | $8,405,800
- 2021 Estimated Under-Spending | $74,400
DETAILS ON FINANCES IN 2021

With experience in 2020 as a backdrop, Dwell leadership established a conservative target for budget growth from 2020 to 2021. As the church planned for 2021, managers were tasked with reducing their operating budgets while ensuring ongoing support for core ministry needs. The underlying rationale for budgeting was weighted by a major unknown: what was going to happen related to the ongoing pandemic? In light of this uncertainty, church leadership felt a measured approach to spending was needed, minimizing new budget commitments while remaining responsive to God’s plans for His work.

The final proposal presented to the Fiscal Support Team (FST) included only a 1.4% increase in spending from 2020 to 2021. The FST authorized this planned spending level during the annual General Fund pledge campaign, and household pledges covered the plan.

An important part of Dwell’s ministry planning was the same for 2021 as it had been in 2020: spend in areas where God is opening doors and consider the effectiveness of programs as conditions change. This stewardship focus has always been an ethos of the church, but prudence is even more critical in times of instability. In the last two years in particular, God has helped His church think in greater depth about what the core work of the church is, what needs to be stressed, and what can be shed.

Interestingly, 2021 contributions matched spending needs in a confidence-building manner. Dwell households kept up with pledges, and there was no period of time when donations lagged behind our financial plan. This consistency encouraged staff and management, as God’s people provided even in the midst of ongoing uncertainty. As noted in the Missions section of this report, Missions funding targets were covered well before year end, with an excess of giving available for use in 2022 planning. This was a remarkable result given the current variability in the economy at-large.
As 2021 closed out, the pandemic was still in the forefront of planning and decision-making, but the church had increased clarity from God about direction. Finances are critical to the work set before the church, but knowing that God is behind the work is more critical, as Dwell is learning during these times.
Church leadership and management have learned a great deal about austerity and planning over the past two years. This will likely inform the direction of the church for years to come, even as pandemic restrictions and effects (hopefully) diminish.

A challenging planning element that church leadership has not had to deal with for many years is inflation. There is substantial pressure on Dwell’s planning process based on potential price increases in many areas. Budgets need to reflect this reality, and managers have adjusted plans to reflect this challenge.

Dwell’s managers developed plans for 2022 that include:

- A General Fund base budget that is slightly under the 2021 budget, even as divisions absorbed increased non-discretionary health care insurance in excess of $140,000.
- Decreases in core ministry spending in each church division.
- Increases absorbed in facility maintenance contracts (e.g., HVAC, grounds, etc.) and other vendor contracts (e.g., insurance, payroll processing, etc.) for services and other infrastructure.
- A planned cost-of-living wage increase (included in the base budget) for staff that does not fully cover inflation but substantially lessens the gap between household income and rising living costs.
The church continues to have a plan for funds that are set aside to address transition of long-term employees moving toward “diminished capacity,” taking on fewer hours and/or moving to different roles. This period in Dwell’s history is a time when many long-tenured members of staff desire to change work roles. Dwell will move to replace such staff members’ work in the next few years, helping achieve continuity for the church and addressing individual needs at this time of life. It is important to ensure an overlap for key long-term staff as well as those who are being redeployed.

Dwell is blessed to have cash reserves carried over from 2021, built up from prior years as well as from the 2021 surplus in giving and management under-spending. Each year such reserves have allowed church leadership to make decisions to address humanitarian needs across the globe (it was such a gift to partner with Ethiopia in 2021!) and to respond to needs in our local communities (such as providing monetary relief for households affected by Covid in 2020 and 2021). God has graciously allowed Dwell to establish a solid financial foundation that includes resources to meet needs that arise during the course of a year but are not planned for in the annual General Fund budget.

There are many worthy and wonderful organizations people can give to, and Dwell leadership remains humbled at the resources God has put at the church’s disposal. God will take new ground in and through His church in 2022, and Dwell stands ready to be part of reaching people for Christ.
THANK YOU!
dwellcc.org