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 Mizzle**  
Elder

**James Rochford**  
Elder

**Josh Benadum**  
Elder

**Bret McCallum**  
Elder

**Scott Risley**  
Elder

**Brian Runk**  
Elder

**John Ross**  
Elder
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Dwell Community Church 2020 Annual Report

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This past year, 2020 will stand out in the history books of our nation. Political strife, racial tensions, and of course COVID-19 challenged and stretched us in ways we never would have imagined. For our church it was a year that tested our mettle.

1 Peter 1:7 (NLT) — 7 These trials will show that your faith is genuine. It is being tested as fire tests and purifies gold—though your faith is far more precious than mere gold. So when your faith remains strong through many trials, it will bring you much praise and glory and honor on the day when Jesus Christ is revealed to the whole world.

We are still adjusting to new senior pastors, a new name, and trying to keep up with a culture that seems to change at the speed of Twitter. However, God was able to advance His cause, the gospel went forth, eternity was changed, and hundreds professed Christ for the first time this year.

We are so grateful to God for His comfort, His wisdom, His warmth, and His firm guidance. We pray that 2021 will be a little less challenging, we will see more unity, and fewer lives lost. Regardless of the outcomes, we will remain committed to Him, His Gospel, and fulfilling the work He has for us among the nations.

Psalm 46:10–11 (NLT) — 10 “Be still, and know that I am God! I will be honored by every nation. I will be honored throughout the world.” 11 The Lord of Heaven’s Armies is here among us; the God of Israel is our fortress.”

Ryan Lowery,
Dwell Senior Pastor
Dwell Community Church is organized into five divisions: Operations, Student Ministry, Missions, Equipping, and Pastoral Support. In 2020, each division displayed creativity in shifting staff time, other resources, and overall focus to urgent and important topics wrought from the pandemic. This report describes these key shifts and refers to them as "pivots." A pivot is defined as a change or a turn. Dwell pivoted in so many ways which the reader will clearly see with each division’s section in this report.

Keegan Hale,
Pastoral Support Division Coordinator
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.

2020 REVIEW
This year presented the Missions Division with disappointments and challenges as the whole world grappled with the COVID-19 pandemic. In addition to in-person meeting cancelation, the Global Partners saw individuals in their networks face joblessness and food insecurity. Out of public health concerns, trips to visit and equip Global Partners got canceled. But through it all, it created new opportunities to serve and meet needs.

Dwell Missions is grateful to God that the church remained extremely generous amidst unprecedented financial strains. In 2020, the financial commitment to Global Partners and Dwell missionaries was $1.6 million. The Global Partnership Fund goal in 2020 was $583,400; it surpassed the goal by $120,000 thanks to the incredible generosity of Dwell members. The Dwell General Fund contributes $284,280 to the Global Partnership Fund and an additional $77,280 supports Dwell missionaries. Additionally, church members contributed $667,385 to support Dwell missionaries who serve alongside Global Partners.
The **Global Partnerships** program connects powerful church planting movements around the world with Dwell resources. Global Partners are indigenously-led ministries dedicated to multiplying house churches. Currently, there are ten partners located on four continents. Partnerships support 260 indigenous workers, responsible for overseeing 1,400 house church leaders of nearly 2,000 house churches, whose members total 20,000. There are 19 commissioned missionaries on the field that facilitate church planting and leadership development for six partnerships.

### Global Partner Metrics

<table>
<thead>
<tr>
<th>HC Leaders</th>
<th>House Churches</th>
<th>HC Attendance</th>
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<tr>
<td>2016: 312</td>
<td>2016: 720</td>
<td>2016: 7K</td>
</tr>
<tr>
<td>2020: 1,417</td>
<td>2020: 2,037</td>
<td>2020: 20K</td>
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The Global Partnership Fund supported projects this year in Cambodia, Southeast Asia, India, Ethiopia, Côte d’Ivoire, Haiti, Ecuador, and Eastern Europe. Projects ranged from church planter support, health education, medical clinics, school fees, feeding programs, equipping resources, and translation of materials. While the ministry projects are diverse, the teams have one thing in common - each seeks to plant indigenously led house churches.

### 2020 Pivots

- Quarterly Missions Night, monthly prayer meetings, and the Vision for International Missions class were made available over Zoom.
- The missions section of the website got updated along with the multimedia content.
- The Missions Newsletter got utilized more frequently to keep up communications.
- Dwell Main Campus renovations allowed for a new missions’ feature wall.
EQUIPPING DIVISION

FOUNTAIN OF HOPE - CAMBODIA
The Fountain of Hope (FOH) operates in five provinces in Cambodia and offers programs that assist in community development, financial empowerment, health education, skill training, and church planting. As of September of 2020, there were 165 house churches with over 1,600 members. The FOH is wholly led and staffed by national workers and builds on a well-established cell church network. Joke van Opstal serves as the country advisor from her home in the Netherlands.

FRIENDSHIP MINISTRIES - CAMBODIA
Friendship Ministries serves the provinces of Kampong Cham and Kampong Tom. The team communicates the love of Jesus in both word and deed by serving the poor through free medical care, community development projects, and education (Friendship School founded in 2009). This year, the Friendship School helped educate 230 underprivileged children in 1st through 9th grades and recently started an after school English outreach program where 120 more students participated. Friendship Ministries has ten house churches with over 50 people in attendance. Our missionary team consists of two couples: Chris and Amy, and Bill and Amy. They work closely with three indigenous church planters.

MERCY MEDICAL CENTER - CAMBODIA
The Mercy Medical Center (MMC), based in Phnom Penh, serves individuals from every province in Cambodia. MMC took care of over 15,000 patients this year, provided counseling sessions, and witnessed hundreds of people starting a personal relationship with Christ. The Spiritual Impact Team oversees a network of 20 house churches with approximately 200 members. MMC works with over 100 referring partners to plant house churches throughout Cambodia. MMC staff includes Tim Benadum, director; his wife Marjie, partnership director; and Scott and Jeanne Arter, mentors.
SOUTHEAST ASIA
This ministry continues to grow. There is a network of 342 planted house churches with nearly 3,000 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. Over the summer several of the missionaries were in Columbus for their biennial home assignment. The Southeast Asia team consists of Jeff and Linda, Patrick and Melissa, John and Ruth, and Dave and Alyssa.

INDIA GOSPEL LEAGUE
In 2020 a 5-year partnership was completed with the India Gospel League (IGL) in the region we sponsored. IGL’s goals were to plant 200 churches, train 70 pastors, and help alleviate poverty through several community development projects. As of June of 2020, over 170 churches were planted, 76 pastors trained, and 4 Life Centers completed that serve the local communities. Also, IGL invested in equipping over 223 youth leaders and 248 women. IGL leadership is confident in reaching their goals by year’s end. In 2021, Dwell Missions will partner again with IGL in a new region. By the end of 2025, IGL plans to plant 300 churches, train 80 church planters, and build five life centers.

BETHEL CHURCH - ETHIOPIA
The Bethel Church in Ethiopia continues to grow and expand. Dwell missionaries, Lou and Genet reported over 1,900 people attending a network of 101 house churches. In March, Dwell members joined the Bethel Church in conducting a medical clinic in a town where they hope to plant a church. The clinic was very successful, with over 30 people coming to know Christ and many others receiving medical treatment. During this field visit, house church leaders and church planters received Bible training. This year, Bethel Church extended to new unreached populations in Ethiopia and supplied training for the church planters. Due to the devastation caused by the civil war in the Tigray region, Dwell directed a significant amount of financial aid to the region to meet humanitarian needs.
MPI - CÔTE D’IVOIRE

The partnership with Mission Pentecost International (MPI) began in 2016. This group of small indigenous churches had experienced great persecution after the 2011 civil war. Churches were scattered and many pastors fled into the jungle to avoid targeted attacks by insurgent hit squads. 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 2000 members in 2016, to nearly 9000 today in Cote d’Ivoire, Mali, Ghana, and Benin.

BERAKA CHURCH - HAITI

Dwell has been active in Haiti since 2007. In 2011, a partnership formed with the Beraka Church in Jacmel, a town along the southern coastline. Working closely with Pastor Ewal Duplessy and his wife Mona, this partnership has cultivated a vision for reaching the southeast area of Haiti through planting house churches and having an indigenously led mobile medical clinic. This ministry has been greatly accelerated by the 2018 hiring of two young, well-trained Haitian church planters: Evans and Roberno. Their work, along with the Beraka Church, continues planting house churches during an economic crisis, political instability, and global pandemic.
ARCO CHURCH - ECUADOR

Dwell Missions partners with Arco Church in Ecuador to plant house churches in El Oro province, a least-reached region. Dwell Missions works with a gifted and passionate team of indigenous leaders in the province, providing biblical and strategy training, and conducting an annual short-term trip. In this province, there are 63 house churches with over 1,700 people in attendance in 7 cities. The financial contribution supports community development programs and two church planters who oversee over 300 people in 13 house churches in 3 cities (included in the number above). In addition to multiplying a network of house churches all over the province, partners have started planting house churches in Guayaquil, the largest city in Ecuador.

EASTERN EUROPE

Mark and Laura, 20+ year veterans of mission work in Eastern Europe, returned to Eastern Europe a year and a half ago to begin a new work among university students formerly from the Soviet Central Asian republics. These students are from some of the least-reached people groups in the world. The Robinsons are training university students in how to disciple and plant house churches. Students will return to their country and either connect with existing ministries or work as tent makers while they start a house church ministry.
EXECUTIVE DIRECTOR/PRINCIPAL: ALEX STEINMAN

COVID-19 was the curveball no one saw coming. After Governor DeWine issued a school closure and stay at home order in March 2020, Harambee staff, students, and parents quickly and effectively pivoted to virtual instruction. The ministry at Urban Concern responded to the varied needs of students and families. Our beloved church family, Dwell Community Church, provided multiple waves of food supply boxes to ensure that students and families had what they needed to weather the beginning of this storm. Many generous supporters donated to an emergency benevolence fund, over $13,000, which gave relief to families in need.

In July, Harambee began the 2020-2021 school year in a similar but even more robust virtual format. Every student needing a device received a Chromebook or iPad to access their daily classes and complete assignments. Thanks to supportive parents and a vigilant support staff, students maintained a daily attendance rate of over 90% throughout virtual instruction, which far surpassed that of other local schools. As the school year progresses, Harambee Christian School will act in conjunction with guidance from the Columbus Department of Health regarding transitioning to a hybrid-learning approach consisting of both in-person and virtual instruction. In every way, the school seeks to responsibly balance the physical safety of students with their social-emotional well-being.

Based on the school report cards released by the Ohio Department of Education, Harambee students continue to outperform peers from local public and charter schools, as well as those from many suburban districts. For the first time, Harambee students surpassed the Performance Index for the Worthington School District. This is an exciting and remarkable achievement since 80% of Harambee students are from low-income households.

For the first time, comparative data was released for EdChoice schools. The results show Harambee ranked second out of 419 schools throughout the state of Ohio for African American Students!
The Humanitarian Aid and Development Fund (HADF) exists to develop underprivileged communities and alleviate poverty by funding ministries designed to meet the physical and spiritual needs. The HADF goal in 2020 was $136,500 and thanks to the tremendous generosity of Dwell members the goal was exceeded by over $41,000.

HADF HIGHLIGHTS

THE DWELL DISASTER RELIEF FUND
The Dwell Disaster Relief Fund enables the church to respond to natural or human-caused disasters in a coordinated and generous way. This year $34,000 was distributed to Global Partners Ecuador, Côte d'Ivoire, and Haiti who suffered severe economic hardship caused by the COVID-19 pandemic. Those extra funds allowed Global Partners to distribute crucial food supplies to their house church networks.

SHE IS SAFE
She is Safe seeks to help women all over the world who are vulnerable to abuse and sex trafficking by prevention, rescue, and restoration. Through the $5,000 of support provided through the HADF girls in Southeast Asia have been protected and provided 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 was able to serve more 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 to 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 victims of local sex trafficking. The contribution of $15,000 supports them in providing comprehensive, client-centered services to a wide variety of minors in Central Ohio.

INTERNATIONAL FRIENDSHIPS

International Friendships Since 1979, IFI has been partnering with local churches in Columbus to welcome international college students at local universities and help them return home with the gospel. The $2,500 contribution assists the ministry in extending life-changing hospitality and friendship to international students.

THE EPIC CAMP SUBSIDY

The Epic Camp Subsidy fund provides additional financial support to students who are unable to pay the full amount needed to attend the annual high school summer camp. Unfortunately, due to the COVID-19 pandemic Epic camp was canceled.

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 $40,000 contribution will support student scholarships, fund career opportunities, training, and provide other necessary student resources.

URBAN CONCERN

The mission of Urban Concern and Harambee Christian School is to help youth overcome the challenges in their lives and to prepare them to thrive in the body of Christ. The HADF commitment of $15,000 to Urban Concern’s Harambee Student Support helps support high-quality education and mentorship of at-risk youth in Columbus' inner city. Also, the Dwell General Fund contributes $135,000 to Urban Concern. Please see their 2020 Annual Report for a comprehensive overview.
FREE CLINICS

Free Clinics at Dwell church seek to provide legal assistance, medical, dental, and eye care at no cost to those who need it most in the larger community. This year due to the COVID-19 pandemic, the Free Clinics were not able to remain open.

INTERNATIONAL OUTREACH IN COLUMBUS

International Outreach in Columbus, a new initiative in 2020, which aims to provide funding and logistical support to various Dwell ministries working among international populations in Columbus.

- Nepali Ministry: 2020 has been difficult for everyone, including the ministry to the Nepali/Bhutanese youth. Much of the year, Zoom has been used for the youth meetings, with few attending. Peppered throughout the year, the in-person meetings and outreach events were better attended. Among the youth, there is still interest to grow spiritually, enjoy Bible study together, and invite their friends to attend. In 2021, the goals are to hopefully resume in-person meetings, consolidate some of the high school groups, establish a Bible study for graduates, and begin 5th-grade boys and girls groups.

- Somali Bantu Ministry: When public schools closed due to COVID-19, needs became apparent among the Somali Bantu families in the Columbus area. The elementary students were going hungry. Jenny Wriston, a Columbus school teacher, helped Dwell Church organize emergency food deliveries. A door is open for the gospel and Dwell Community Church has an opportunity to minister to the Somali Bantu families. The early signs have been positive as this ministry team is forming relationships with families. This is still in the early stages of development and hoping to start groups and raise disciples in this very impoverished area.

- Latino Home Church: This newly established group provides an avenue for non-English speaking Latinos in Columbus to hear the Word of God in a contextual presentation and participate in a close-knit community. Although the pandemic has hindered progress, the group has witnessed many starting a relationship with Christ. The vision is to befriend local Latino communities, raise disciples of Christ, and create a multiplying network of Spanish-speaking home churches.
By the end of 2021, the Missions Division hopes to see a 20% increase in house churches and house church attendance bringing totals to 2,445 house churches with 24,400 members globally and a 1-1 house church to house church leader ratio. Accomplishing this will come through working with Global Partners to identify and develop equipping resources, conduct a minimum of ten field visits, offer biblical and strategy training, and continue to enhance ministry oversight and pastoral care.

The Missions Division is initiating new partnership cycles with the India Gospel League and Arco Church in Ecuador.

The five-year vision is to facilitate the multiplication of a network of 3,000 house churches with 40,000 members globally by 2025. The plan for accomplishing this is by adhering to **7 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.

The Missions Division also concerns itself with providing operational support for Global Partners to help accomplish ministry and ensure each Global Partner is fully funded. In 2021 there are plans to increase reporting capacity, implementing a new centralized, efficient short-term trip application process, and conduct vetting trips for potential partners.

The Missions Division will continue its efforts to mobilize the church in support of Global Partners. It will accomplish this by offering the Vision for International Missions Class, hosting monthly prayer meetings for each Global Partner, and hosting quarterly Missions Nights. In 2021 the division hopes to produce more shareable content about Global Partners to raise awareness and support. There are careful plans to resume short-term trips to Ecuador, Haiti, and Cambodia.
OUR MISSION
The Equipping Division provides educational resources to help Christians learn about God and serve Him effectively.

WHAT WE DO
The Equipping Division offers dozens of classes to prepare members for leadership and other forms of Christian service. Church members can access a wide variety of resources through Dwell Community Church Study Center, a full-service lending library, and four separate Dwell bookstore locations that sell recommended Christian literature. Serving the broader Christian community, the Equipping Division hosts an annual conference, the Xenos Summer Institute, and offers advanced training through a Master’s Degree program.

2020 REVIEW
It has been an exceptional year with COVID-19 reshaping how everyone experienced everything. Things went as neither planned nor looked “normal” in any sense of that term. Nevertheless, the Equipping Division accomplished quite a bit in 2020, initiating creative solutions to unprecedented problems.

TRINITY MASTER’S DEGREE PROGRAM
Dwell Community Church collaborates with Trinity Evangelical Divinity School (TEDS) in Deerfield, Illinois, hosting an extension site in Columbus, Ohio. Students can take courses from Trinity’s core faculty and receive a Masters of Arts in Theological Studies degree. Because the program already uses an alternative educational format, students had less difficulty adjusting to the peculiarities of 2020. The TEDS summer wrap around course, typically held in conjunction with the Summer Institute, had fewer students enroll. Even still, this year’s enrollment remained similar to past years.
TRINITY MASTER’S DEGREE PROGRAM 2020 PIVOTS

- All classes migrated to a digital, Zoom format.
- Due to the cancellation of the Summer Institute, the Trinity summer wrap-around course was not possible. The director of equipping stepped in to teach a weeklong intensive course on the topic of Divine Hiddenness.
- Our site coordinator, Keira Williamson, graciously volunteered to lower her hours, saving finances for the department.

CLASSES

Each quarter, Dwell offers dozens of classes to members, with individual registrations numbering in the thousands each year. In March, classes pivoted to a Zoom format due to the State of Ohio shut down. Unsurprisingly, after the winter quarter of 2020, Leadership Training Classes (LTC) were canceled due to public safety concerns. Dwell sphere leaders determined there is a significant benefit to attending the LTC courses in person that would be lost if taught digitally. As a result, numerous elective courses became available. The year witnessed nearly twenty brand new courses, many offered over Zoom.

1. **Building Up People, Breaking Down Ideas** – Pat Reeder piloted this critical reasoning course to help members winsomely navigate an unreflective and hostile political environment.

2. **The Confluence of Character and Competence** – Josh Benadum expanded some material he developed for an earlier leadership seminar to offer this course. The central idea is that Christian leadership is neither just a matter of technique nor of being morally upstanding. An effective leader must possess both.

3. **Friendship** – Lee Campbell originally designed this course for men but repackaged it so both men and women could enjoy the material.

4. **Genesis: Conflict over Creation** – James Rochford designed this course surrounding the issues found in the early chapters of Genesis.

5. **Is the New Testament Reliable?** – James Rochford created this new class to help members know the reliability of Scripture.

6. **The Kings of Israel 3: Southern Kingdom** – Pat Reeder taught part 3 of this series covering the elusive books of I & II Chronicles.

7. **Life Together** – Conrad Hilario and John Ross developed this course to help cultivate creativity and enjoyment in one of our most successful ministry tools, the ministry house.

8. **On the Shoulders of Giants: Moses** – Jim Leffel has developed a broader series on leaders from the Bible. The first installment is on the first national leader of Israel, Moses.
9. **Paul the Disciplemaker** – Doug O’Malley created this course around the apostle Paul’s ministry of one-on-one mentoring as found in the New Testament.
10. **Reasons to Believe** – Doug O’Malley adapted an apologetics class that he had previously taught to our high school ministry to create this course offering.
11. **Strategies for Lifelong Faithfulness** – Liz Sweet developed this course to help others enjoy a vital walk with God for decades.
12. **Teaching Cell group** – Josh Benadum offered a course on how to teach our small, same-sex meetings.
13. **Testifying Before Small and Great** – Nick Hetrick taught this course on the voluminous records of sermons found in the book of Acts.
14. **Training for Godliness** – Chris Risley put together a class on developing long-term healthy habits, especially in light of the extremes that characterized 2020.
15. **Unleashing the Word** – John Ross developed this course in line with his series of hour-long classes for new Christians. This course is a "bite-size" treatment of how to interpret the Bible.
16. **Zechariah** – Mike Sullivan taught a five-week course on this Old Testament apocalyptic book!

These are just the brand-new ones! There were many other high-quality courses reprised this past year.

**CLASSES 2020 PIVOTS**

- All uncanceled courses migrated effectively to Zoom or YouTube.
- Top teachers were kept active with new courses to present!

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**STUDY CENTER**

As one of the largest Christian lending libraries in central Ohio, the Study Center hosts over 15,000 volumes and nearly 1000 digital formats. The Study Center was open as usual for the first few months of 2020. As the pandemic raged, libraries and study areas became particularly high-risk environments since people tend to be there for long periods. However, OverDrive checkouts—our digital-lending library—grew for the fifth year running! In the summer, the Study Center opened up a curbside option, following safety recommendations from the State of Ohio.

**STUDY CENTER 2020 PIVOTS**

- Study Center reduced the operating hours to save money.
- Study Center launched Curbside pickup, and study rooms will be available soon.
Dwell Bookstores provides literature for members to purchase at four different venues (4th St Café, Warehouse, Main Campus Atrium, and Study Center). Books for purchase at these locations include titles by Dwell authors and hundreds of other titles from our favorite authors. Naturally, with many bookstore locations closed in 2020, this department had to get creative. In May, when the 4th St. Café opened with capacity restrictions, the bookstore resumed limited operations. Most of this past year’s news relates to our pivots, to which we now turn.

BOOKSTORE 2020 PIVOTS

- Creating a digital catalog of bookstore items allowing customers to select books for contactless purchasing at our 4th Street location. It later developed into a public online bookstore, available here: https://dwellbookstore.square.site/
- Dwell Direct, Phase I—Began by offering a flat shipping rate so our members could order books with minimal hassle.
- Dwell Direct, Phase II—Initiated a membership program in November whereby members pay $15/month to receive a book recommended by our top staff. It includes titles from our Dwell authors, the newest Christian literature, and secular titles of significant cultural impact.

XENOS SUMMER INSTITUTE

The Xenos Summer Institute was one event that was too hard to imagine recreating under the circumstances of a pandemic. Given the thousands of people who usually come in-person and the special magnetism that this gathering creates, canceling this event was determined to be the best course.

XENOS SUMMER INSTITUTE 2020 PIVOTS

- In addition to safety considerations, it seemed best to cancel the Summer Institute to avoid a financial loss on speaker costs, flights, etc.
- The would-be 2020 speakers expressed interest in participating in future XSI events.
With the unpredictability of 2021, there are carefully measured goals for the Equipping Division. Much of the creativity will be funneling to some of the projects mentioned above. Next year will involve developing and refining many of these new and uniquely tailored tools.

**PUBLISHING**

A new (or resurrected) venture to begin in 2021 is adding a publishing arm to Dwell. It is exciting in its own right but also invulnerable to the vicissitudes of a pandemic. Staff can write, and our members can read, even if we cannot gather!

This project is still in seminal form but slated to begin work are John Ross, a former journalist for the Columbus Dispatch, and Nick Hetrick, Ph.D. The current plan for 2021 is to publish a couple of titles, including a devotional on identity from our senior pastor, Conrad Hilario.

**TRINITY MASTER’S DEGREE PROGRAM**

As indicated above, the master’s program has not suffered from a lack of in-person classes. While most people prefer to attend classes in-person, this program is for non-traditional students who mostly use online content delivery. At this time, these classes will run over Zoom next year:
- Theological Ethics
- Introduction to the New Testament

**CLASSES**

As the vaccine becomes available for COVID-19 and the public health officials provide direction, the Equipping Division expects to offer the Leadership Training Classes (LTC) again in 2021. Exactly when is presently ambiguous. After holding these courses in abeyance for almost an entire year, there will be significant demand. Anticipate a variety of new classes during any session where we cannot hold LTC.
BOOK STORE
As indicated in the general introduction for 2021, the bookstore will be expanding and refining some of the new tools. While the expectation is that more locations will open up at some point during the year, the majority of work and focus will be on Dwell Direct and the online bookstore.

STUDY CENTER
For the next year, the plan is to watch and wait. The curbside service at the Study Center will continue. Individuals may be able to reserve study rooms this year, pending further guidelines from the State of Ohio and the Ohio Library Council. As usual, there is a plan to expand the digital collection through OverDrive.

XENOS SUMMER INSTITUTE
Due to the on-going pandemic, it would not be prudent to host a typical Summer Institute. However, there is the possibility of some alternative events. These could include digital keynotes and/or an event using outdoor venues. Stay tuned for details as they come!
OUR MISSION
The Student Ministries Division’s mission is to serve God by ministering to infants through college-age and raise up workers and leaders for Christ.

WHAT WE DO
Student Ministries serves thousands of kids and students who enjoy large fellowship gatherings (Central Teachings) and smaller home group fellowship (home churches and cell groups) while learning about God, His love, and the importance of developing a lifestyle of serving others.

2020 REVIEW
Student Ministries felt the effects of COVID-19. Attendance dropped significantly, by 12% (3,210 to 2,822) during the planning year (Oct-Sept). The High School and Middle School Ministries had a significant loss in attendance while the College Ministry dropped slightly. Amid the pandemic, God still called people to Himself as hundreds began a personal relationship with Christ.
This year was full of so much uncertainty! The Coronavirus took its toll in high school ministry. High school home church attendance declined from 604 to 419 (nearly 31%). The majority of the loss was due to the pandemic and gathering restrictions, although some of the decline was due to graduating one of the largest senior classes in Dwell history. Student Ministries expected some decline as the incoming junior high classes have been smaller than the outgoing senior classes. Significant events that normally boost attendance and reach students for Christ, like Epic Camp, could not be hosted. And leaders discovered that students dislike virtual meetings held on Zoom. Attendance in college ministry declined from 1,839 to 1,741 (5.3% decline), resulting in the combined (college and high school) home church attendance decline of 12% (from 2,443 to 2,160).

In the few winter months of in-person Central Teachings (CT), college CT grew by nearly 3% (1,354 to 1,390), yet high school declined by 17% during that same time by (494 to 410).

Despite the chaos from COVID-19, Student Ministries witnessed 286 high school and college-age students coming to faith in Christ! Many of these salvations happened in the high school ministry. Staff is grateful to God for His faithful work during a confusing year.

Student Ministries continues to develop and try new creative initiatives, looking for open doors where God might be at work. One such venture, “Sibling and Friend Groups” (started in 2017), is incredibly fruitful and a boon to ministry. These organic groups began by existing high school students who invited their middle school siblings and friends to attend. This year, 21 students from the “Sibling and Friends Groups” joined high school ministry. What a great victory!
Another highlight of 2020 is how church members eagerly got involved in community service projects. The college and high school ministries had over 300 members participate in approximately 27 different projects. These projects ranged from cleanups in the SoHud neighborhood (homes south of Hudson St.) to delivering Meals on Wheels for the elderly. Many donated funds and food for needy communities, like South Park. Dwell Church is proud of its members and how they served the community and is looking forward to additional opportunities in 2021.

**MINISTRY HIGHLIGHTS**

- While some home churches folded, several planted new groups, gaining one new college group. Considering the difficulties of being in a pandemic, this is a positive outcome!
- The college ministry helped to plant a new adult home church.
- A new ministry strategy, pioneered by a couple of spheres, aimed at reaching young professionals is bearing fruit.
- Student ministries hosted a church-wide outdoor prayer meeting concerning social justice. The meeting was in response to George Floyd’s death in May, and many attended.
- High school leadership combined smaller high school home churches with larger groups. It was a wise move and proved beneficial, helping home churches survive when smaller groups would have folded. There are fewer high school home churches (from 37 to 27), yet zeal and excitement abound.
- College ministry raised up 9 new leaders, 25 new Servant Team members, and 12 college leaders joined the adult ministry.
- Buckeye Bible Study has grown and done well despite the impact and slowdowns caused by the Coronavirus.
- The High School Ministry sponsored a well-attended CT series on “Finding Peace” that tackled tough questions. Posting teachings on YouTube allowed for small, outdoor, and socially distant CTs during the fall.
- Remarkably, in a year of virtual meetings, 87% of the 8th-grade students transitioned into a high school home church.
- Participation in high school CT attendance (YouTube teaching watch parties) remained unchanged (82%) despite the large decline in home church attendance.

**COLLEGE-HIGH SCHOOL MINISTRY 2020 PIVOTS**

- Leadership spent time researching and developing new classes, devotional readings, and organizing new service opportunities.
- Conducting several classes over Zoom, such as “Life Together” by Conrad Hilario and John Ross, allowed people to learn how to have an incredible ministry house.
The Middle School Ministry is a place for students to learn about God, His message of grace while having a blast with their friends. The desire is to have a welcoming and fun atmosphere for their unchurched friends. As true with most ministries, this has been a challenging year for creating a fun, safe, and exciting environment for students. The staff has and will continue trying to implement creative solutions during this pandemic.

Attendance declined by 21% this year from 284 to 223. This decline is due to several factors, but mostly to COVID-19 meeting limitations. As per previous reports, fewer students are transitioning into middle school groups from our smaller Oasis Ministry. Although incoming 6th-grade classes are smaller in number, the Middle School Ministry has a healthy growth percentage, typically seeing each class grow 50-75%! Dwell middle school students are very excited to bring their friends and introduce them to Christ, as evidenced by the 204 first-time guests who attended this year. This number is less than 2019, but many first-time guests return and have become a part of the group. Non-Dwell students make up 62% of cell and home church attendance! The Middle School Ministry is pleased to report that 12 students came to Christ in 2020. Most of these students are coming from an unchurched home.

Improving the quality of larger meetings, such as CT, WAM, and JAM was a goal for 2020. Unfortunately, the pandemic started just before the launch of the new CT on Tuesday nights. Because middle school students could not meet during much of the year, creativity was needed, and YouTube teachings allowed small groups to watch together. These larger meetings are valuable for students, and staff hopes to start them as soon as safely possible in 2021. See below.
A large percentage of students continued in mentor relationships this year. Over one-hundred mentors invested in 150 students, which represents about 60% of the ministry. Mentoring is when a leader meets with one or two students to study the Bible, pray, have fun, and discuss ways to bring quality into the cell group (separate male and female study groups) or home church. Admittedly, mentoring looked different depending on what the students, parents, and leaders felt comfortable doing. Some met virtually over Zoom, on the front porches of their homes, in garages, and others met inside well ventilated homes. People found creative ways to mentor because it is profitable for students’ spiritual lives now and hopefully in the future.

This year has been unlike any other. There has been a constant changing of plans as new information became available week after week. Below, in our 2020 pivots, are a few new, creative ideas from 2020.

MINISTRY HIGHLIGHTS

- Over 90% of graduating 5th-grade students transitioned successfully into our middle school groups.

MIDDLE SCHOOL MINISTRY

2020 PIVOTS

- Blown Up Camp and Fall Outdoor Fest! Blow Out camp was canceled due to COVID-19, so these alternative outdoor day gatherings proved to be a lot of fun for all the students and leaders. Hundreds enjoyed their experience playing games, hanging out with friends while being challenged through Bible teachings.
- All groups transitioned to an online environment during the early stages of the pandemic but moved back to in-person meetings as staff learned how to conduct meetings safely.
Akili Christian High School opened on July 22, 2020, with 15 students in its inaugural freshman class. Its mission is to develop students into wise leaders who can give back to their communities in meaningful ways.

This year’s 9th-grade class includes 12 Harambee graduates and 3 non-Harambee students recommended by Dwell high school leaders. A few students have struggled academically, but Akili has worked with the Life Coaching program to provide tutoring. The school continues to take recommendations from Dwell high school leaders so that spiritually interested students can find their way to an excellent education at Akili.

Despite the COVID-19 pandemic, Akili offered in-person classes through Thanksgiving Break, with only one student attending virtually for the entire semester. There have been no COVID-19 cases at the school, and thanks to an active volunteer base, all Akili students receive transportation to and from school by Dwell members each day. Meeting in person provides opportunities to build relationships among staff and students, which is critical to the school’s long-term success.
Akili also launched several schoolwide initiatives this year to educate, train, and develop low-income students into leaders who give back to their community in meaningful ways. Such initiatives include a Student Leadership Team, Akili All-Stars, Honor Roll, Quarterly Student Support Meetings, Community Service project, monthly communication, and coordination with Dwell High School Ministry while facilitating Life Coaching. The Akili School Board played a vital role in the planning of the school and community networking.

In terms of spiritual engagement, most of the students at Akili have successfully joined Dwell’s High School Ministry, with almost half of the class being discipled (40%), and most of them attending more than half of high school meetings each month (67%). Akili staff meets quarterly with high school leaders and life coaches to coordinate our efforts, and it is the school’s goal to see half of the class successfully discipled by the end of this year.
In the spring, schools closed their doors due to COVID-19, and Calumet transitioned to online learning and maintained high attendance. Despite having to finish the school year with only online learning, the school held a successful outdoor 8th-grade graduation ceremony to honor students transitioning into high school.

After faithfully serving Calumet School for many years, Principal Jim Fulford retired to enjoy his life as a grandparent while staying active in his volunteer ministry. He passed the baton to the new Principal, Tyler Wriston. Tyler was selected among many qualified candidates by a selection panel of school administrators and parents. After mentoring under Jim from April through June, Tyler began serving the school full time on July 1, 2020, and has done a great job leading the school during a challenging time.

Carol Bucklew, art teacher, and Penny Martin, preschool director, retired after many years of faithful service in their roles.

This year and after much research, the school acquired FACTS, a student information system. This new system will help eliminate paper registration and provide other online services, such as assignment deadlines. The new system is easier for families to use and saves many hours of administrative work.

The beginning of the 2020-21 school year started well. For COVID-19 safety, Calumet split classes between two buildings and set up classrooms with 6 feet of social distancing between students. Students are also wearing masks and going outside to play every 40 minutes. The school hired aides and janitorial staff to help with the extra outdoor time and sanitation. So far, these safety precautions have been working. There has been no virus spread in the school.
DIRECTOR: BOB FISHER

 Volunteers serving in Renegade seek to introduce urban elementary students to Christ through Bible teachings, fellowship, and fun activities. Renegade serves elementary students (Pre-K through 5th-grade) at three locations: Renegade Central at Harambee School, Renegade 29 at Building X, and South Side Renegade.

Renegade got off to a good start in January 2020, with 27 of their leaders attending the annual Urban Ministry Leaders Retreat at Camp Ohio. Another 75 leaders from our inner-city middle and high school home churches attended. The “Vision for Renegade 2020” and “Teaching Workshop” were well received. Leaders left with excitement as a unified force.

Unfortunately, COVID-19 affected Renegade in many ways. From mid-March through September, the weekly in-person meetings could not take place. Later, Renegade summer day camp got canceled. In the spring, leadership collaborated to develop a plan for serving students and their families during the COVID shutdown. On a weekly and bi-weekly basis, teams visited families and students to deliver groceries, gift/candy bags, and Bible lessons. Many workers visited with families outside and discussed the difficulties felt by the pandemic. Although outreach to new students declined, the ministry of giving strengthened relationships with families and became a witness of Jesus’ love. Numerous families have expressed their thankfulness!

Renegade continues striving to improve the overall quality of this ministry and is excited to report that eight caring adult leaders are mentoring eight spiritually-minded 4th and 5th-grade students! Staff confidently believes mentoring brings about character change for the students and leaders while injecting quality into the larger meetings.
RENEGADE 2020 PIVOTS

- Outdoor meetings called “Renegade in the Park” took place from September through October as a means to meet safely and in-person. Several groups of five to ten students enjoyed these gatherings, playing in the fresh air and learning about Christ.
- In November, ten 5th-grade students from Renegade29 and South-Side Renegade enjoyed the Middle School Ministry’s Fall Outdoor Fest, playing games, socializing and learning about Jesus.
- Weekly lunches were delivered to students by South-Side Renegade leaders.
- Most Renegade Central and Renegade29 families gladly received groceries and lunches during the entire pandemic and turkeys for their Thanksgiving meals.

OASIS CHILDREN’S MINISTRY

DIRECTOR: JEFF RISLEY

It’s tough to evaluate Oasis Ministry over the past year, especially in terms of attendance, because no Oasis classes were hosted as adult CTs were canceled. This also includes the lack of data from HOP, Discipleship Café, and Parent Meetings.

This year, Oasis absorbed oversight of both parent meeting childcare and equipping class childcare. This move enables childcare staff and volunteers to move more seamlessly between departmental positions making more efficient use of finances and human resources. Additionally, Oasis streamlined the application and background check processes for volunteers using the Rock database. These new processes allow for quick and accurate reporting and more effective use of administrative hours.

Oasis developed regular coaching sessions with HOP team leads to enhance their training and give encouragement. Additionally, Oasis had a video produced to help with HOP recruitment. It gets viewed at middle and high school CTs and highlights the spiritual and financial benefits of serving in HOP.
This year, there was a security enhancement at the Main Campus Building. Room number signs got installed above the Oasis classroom doors. These numbers help first responders locate classrooms quicker, in the unfortunate event of an active shooter threat or other emergencies.

Along with other church events, VBS and TNT got canceled due to COVID-19. However, TNT held a one-day camp in early fall. More than 40 students attended! At this outdoor camp, students learned about building friendships with each other and with God. It was a safe and socially distanced environment. This year the camp registration migrated to an online platform that will help administration.
While COVID-19 makes 2021 unpredictable, one goal remains unchanged, and that is to continue serving students well. Each department has planned, creative goals for accomplishing this.

**COLLEGE-HIGH SCHOOL MINISTRY**

- Faithfulness. It’s imperative to keep members encouraged during this difficult time. We want to think creatively about how to do so.
- Community service. Dwell Church wants to continue giving to our community through acts of charity. We hope to mobilize over 300 volunteers in dozens of projects.
- Creative Outreach. Develop classes on effectively sharing the Christian faith and a CT series that speaks to the needs of the culture.
- Plant five home churches.
- Conduct key events safely: Harvest Meeting, Epic camp, HC Council, and College Connection.
- Develop creative solutions for High School Ministry in a COVID-19 environment.
- Determine ways to keep home church retention higher than in previous years.

**MIDDLE SCHOOL MINISTRY**

- Maintain high morale during a pandemic by creatively planning more leadership training, outdoor events, and motivational classes for the students.
- Set up and promote a community service program and help teach students the spiritual importance of community service and the positive impact.
- Work with the College-High Department to create middle school outreach groups in less represented areas.
- Host in-person CT meetings on Tuesdays at Calumet School.
- Provide a new Blow Out summer camp at Michindoh Camp in Michigan.
AKILI CHRISTIAN HIGH SCHOOL
- Find a facility for the school. Harambee has been gracious enough to host the freshman class. However, with the addition of the sophomore class, they will not have room for the 2021-22 school year.
- Recruit and enroll a sufficient number of spiritually interested 9th-grade students for this upcoming year.
- Obtain more business partnerships for future career pathways.
- Develop extra-curricular activities such as sports and clubs.
- Continue to follow up with Dwell high school leaders on students’ spiritual engagement.

CALUMET CHRISTIAN SCHOOL
- Develop more of an outward ethos in the school by updating the Bible curriculum and exploring possible volunteer partnerships with neighboring schools.
- Update Calumet’s brand with a new logo and website.
- Fully transition to an all-online enrollment (FACTS) to simplify the process for families and administrators.
- Acquire enough Chromebooks for a one-to-one match per student for students in 2nd through 8th-grades, with software ensuring internet safety. These will be especially helpful for future online learning at home.
- Continue to offer a strong alternative to public schools at a reasonable cost.

RENEGADE
- Restart in-person meetings as soon as safe and possible.
- Increase outreach opportunities by holding “Renegade in the Park” series at neighborhood parks this summer. These events will hopefully draw kids from the neighborhoods.
- Host the Renegade annual summer camp in July. These camps are a great outreach venue while helping ground students in fellowship.
- Host two Leaders Social gatherings to discuss the state of Renegade ministry and encourage one another.
- Transition 80% of graduating 5th-grade students into Dwell Middle School Ministry.
OASIS

- Provide alternative options for VBS and TNT camps in the event of pandemic restrictions. Arrange for older Oasis classrooms with outdoor and online options and weekend events.
- Monitor upcoming child populations. Produce more in-depth reporting to determine where attendance declines are coming from, working with the appropriate departments to help minimize losses.
- Pursue further safety upgrades to the Main Campus building, including the installation of hallway doors.
WHO WE ARE
The Pastoral Support Division spans several departments including Adult Ministry, Pastoral Counseling, Servant Team, Ministry Teams, Evangelism, CT Hospitality, and Information & Communications 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).

WHAT WE DO
The departments within Pastoral Support exist to strengthen crucial initiatives that lead people into a deeper relationship with God.

Note: figures and statistics provided are primarily based upon our annual planning cycle (2019 Oct.-2020 Sept.) rather than the calendar year.
While adult CTs were suspended for a large portion of the year, we were able to find creative ways to continue offering great teachings from our regular CT teachers: Gary Delashmutt, Ben Foust, Jim Leffel, Ryan Lowery, and Mike Sullivan. Throughout 2020, CT teachings were posted on the Dwell Community Church YouTube channel.

Additionally, four separate in-person, small scale “pilot” CTs were launched. These are CTs were specially designed with the safety of members in mind. Because of COVID-19, the following safety measures were employed at the pilot CTs: social distancing, mask requirements, hand sanitizer dispensers, reduced room capacity, shorter teachings allowing for less time inside, and optional outdoor post-meeting fellowship.

The church looks forward to reopening adult CTs when it is safe to do so.
The student/adult liaisons continue to meet and help navigate difficult cases to foster unity between ministries. In 2020 reported cases decreased to 17 compared to the previous year’s 21 cases. The student/adult liaisons’ efforts will hopefully continue to build trust and communication between the student and adult ministry.

Dwell Church planned to launch our Next Steps program in early 2020. The program is for new believers in Christ and is intended to provide opportunities for getting involved in serving, learning, and deeper community. However, COVID-19 interrupted the launch of the program and it is delayed until normal CTs resume. In 2020, space at Dwell Main Campus was designed for the Next Steps program. The Church looks forward to seeing this program launch and how it impacts adult ministry!

Adult ministry played a major role in multiple service projects in 2020. The annual OSU litter pickup turned out over 200 Dwell volunteers. In response to the COVID-19 pandemic, numerous opportunities for service projects were undertaken. Read more about these volunteer projects and opportunities in the Pastoral Support Division Coordinator Department section from page 46 to page 49.
One significant accomplishment of 2020 was initiating Pacesetters ministry for older members of Dwell fellowship. After much planning and discussion about how to build this ministry, a target date was set for it to begin on March 2020. However, that very week, concerns regarding COVID-19 crept into Ohio and it was decided to delay the start date for Pacesetters. In the meantime, several innovative ideas surfaced about how to serve the older members and others in Dwell.

**PASESETTERS 2020 PIVOTS**

- Creative ways to serve included helping to deliver groceries, writing letters of encouragement, and having check-in buddies who call people.
- In the third quarter of 2020, Pacesetters got off the ground with a drive-in Bible study taught by Gary DeLashmutt and Ben Foust. This drive-in study turned out around 60 people each week. Additionally, a weekly devotional continues to go out to attendees of Pacesetters as well as a few senior living communities in the area. This type of exciting start for Pacesetters was not anticipated, but there is enthusiasm to see where God takes it!
2020 REVIEW ADULT SPHERES

RUNKLOW
In 2020, Brian Runk and Ryan Lowery continued to lead the “RunkLow” sphere. This sphere encompasses 21 different adult home churches, which is the largest sphere in adult ministry. One home church elected to transfer spheres resulting in a large change in attendance for the RunkLow sphere. Also, two home churches disbanded. Even with these factors considered, RunkLow grew in 2020! Over the year, this sphere took in 13 members from college ministry who transitioned to adult ministry.

MIZCON
“MizCon” is a composite sphere led by Kate Mizelle and Conrad Hilario. MizCon has 15 different adult home churches which have nearly 350 adults attending weekly. MizCon had the only home church plant in adult ministry in 2020 which is an incredible victory in the midst of a pandemic. There was great growth as they helped 30 different college ministry members transition to adult groups in their sphere. Also, this sphere saw the largest growth of any adult sphere (9.8%). Doug Patch, Chris Risley, Jeff Yund, and Laura Stoddard continued to serve as sphere coaches.

MIKE WOODS
Woods sphere contains 13 different adult home churches. In 2020, groups within Woods sphere saw over 220 first-time guests, the second highest total for any adult sphere. One home church disbanded in 2020 and only two members from college ministry transitioned to join adult ministry in this sphere. However, there was overall sphere growth of up to 333 weekly members, and this included 21 peers joining Woods groups. Scott Risley also joined the sphere coaching team to help provide adult home church leaders additional input and direction. This was a great help to the sphere and great experience for Scott in adult ministry. That will continue in 2021.

BEN FOUST
Foust sphere is holding strong at 14 home churches and covers a wide range of demographics. Two groups disbanded in 2020, but the sphere only decreased by three weekly attendees! These groups have an incredibly wide range of average ages. Bob Zimmerman continued to function as a part-time employee to help coach in the sphere. He has done a great job and will continue to coach in 2021.
EAST
Erin McCallum continues to lead East Side ministry network which is comprised of four different adult house churches. It is part of the Trident composite sphere. This group helped seven people start a relationship with Christ this year, are serving in the church and the community. In addition to home church ministry, various members of the East Side lead Bible studies in retirement communities. The church is optimistic there will be more exciting initiatives, but at the core the mission remains the same; the East Side is committed to taking the Good News out into the community.

MIKE SULLIVAN
In 2020, Mike Sullivan entered his second year of sphere leadership. This sphere has 15 total house churches. For the second straight year, 12 members from college ministry transitioned successfully into adult ministry within the Sullivan sphere. Twenty peers were won into Sullivan home churches highlighting another great year of follow up!

This sphere continues to support ministries it has started over the last ten years: Renegade (serving low-income elementary students), Hope (an addiction recovery ministry), Redemption (a pornography addiction recovery ministry), and the free medical clinic (serving the low-income community). This sphere provides numerous middle school cell group leaders and hosts many high school home churches. Additionally, members continue to provide training for leaders in the Collective, a church in Northern Ireland that has Dwell-style home churches.

WEST
Scott Arnold continues to lead the seven home churches in the West Side sphere. Unfortunately, this sphere saw a decline in 2020 (down 12.2%). Three people started a relationship with God as a result of the evangelism in this sphere. Additionally, many in this sphere continue to faithfully serve in ministries like YFC and Gracehaven.

ADULT MINISTRY 2021 GOALS
- Launch composite sphere joining Woods adult sphere and Risley college-high sphere led by Mike Woods and Chris & Scott Risley.
- Facilitate and offer indoor venues for home churches to meet amidst the COVID-19 pandemic.
- Launch outdoor CTs to allow for safe gathering when weather permits.
2020 OVERVIEW

In 2020, there were 2,175 paid counseling sessions conducted. This number increased from 2019, as counseling needs amplified with people living in isolation due to COVID-19. In 2020, the Counseling Department consists of Cindy Botti, John Cleary, Bev Delashmutt, Ben Foust, Tracy Glover, Mikie Hale, Nick Hetrick, Bryan Jones, Abbey Merker, Chris Risley, Connie Rue, Barbara Silverman, and Liz Sweet. Abbey Merker and Mikie Hale were hired in 2020 and have both done well in their new role. The Counseling Department was able to implement both the candidate scoring matrix and the new training track for these two counselors which greatly eased their transition.
Throughout 2020, the Counseling Department sent out materials to aid those struggling with mental health. These were featured across several channels including counselor to client, multiple email groups with thousands of users, and Dwell news.

Furthermore, the Counseling Department offered a recorded workshop for home church leaders. The topic was, Better Conflict Through Better Friendship (specifically marriage), by Nick Hetrick. The video recording and handouts can be found on the Workshops page in the Counseling section of the Dwell website.

Tracy Glover continues her role of overseeing marriage mentoring within the church. Seventy-four marriage assessments were administered in 2020 to different couples in the church. These assessments are helpful tools to aid those mentoring others in marriage. The Counseling Department anticipates 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.

**PASTORAL COUNSELING 2021 GOALS**

- Support possible transition of Bryan Jones to lead Dwell Cincinnati relaunch.
- Provide ongoing staff training from Bev DeLashmutt (she has several decades of counseling experience).
- Lee Campbell to support training prospective marriage mentors.
- Pilot group workshop for engaged couples.
NAME CHANGE

At the beginning of 2020, the church changed its name from Xenos Christian Fellowship to Dwell Community Church! The name, Xenos was adopted in 1982. Xenos is an ancient Greek word for “stranger” or “alien.” It was intended to be used as a conversation-starter and a way to emphasize that Heaven, not Earth, is a Christian’s true home. But explaining the meaning behind the name succinctly has proven difficult. It sounded weird and off-putting to the modern ear. The name had become a distraction to some hearing the good news about Jesus Christ and the Bible’s offer of salvation as a free gift. The church had been exploring the possibility of changing its name for many years. In 2020, celebrating the 50th year of our fellowship and having a new generation of elders in place, the time felt right for a change.

The name change does not represent any kind of mission drift from God’s truth found in His Word. It’s actually at the core of our mission to remove unnecessary barriers to people’s spiritual interest.

Dwell is a more approachable word. It alludes to the house-church model our fellowship was built on. It can be found in many Bible verses related to the church’s core priorities.

To honor our heritage, we are keeping “XCF” (Xenos Christian Fellowship) as the overarching name of our organization. Dwell — as well as the affiliated Calumet Christian School, Harambee Christian School, and Akili Christian High School — will be known as ministries of XCF.

This name change did incur some costs – new signs for the buildings, legal DBAs, printed materials, and working with members to develop the new name and logo. However, the total cost was kept just below $38,000 which represents a large savings from what was projected.
Central Ohio Youth for Christ:
Central Ohio Youth for Christ provides holistic programming to youth and families through mentoring, counseling, camps, Bible studies, retreats, and more.

Gracehaven:
Seeks through Christian love to provide shelter and rehabilitation to girls under the age of 18 who have been victims of commercial sexual exploitation. It also works to raise awareness among young women about the issues of domestic minor sex trafficking (DMST) by educating and equipping, in order to prevent becoming victims themselves.

Access:
Creates and improves accessibility to the Gospel for people with disabilities by providing specific support to adults, students and children with disabilities, and their families in several distinctive ways.

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):
Provides support services by supporting CATCH Court and adult survivors of human trafficking.

GIFT:
Through individual counseling, classes, and seminars, GIFT’s goal is to deepen the Christian’s understanding of biblical and financial principles on a practical basis.

Hope:
Is a Christ-centered recovery group whose goal is to reach persons who struggle with alcohol and/or drug addiction.

IFI:
Serves OSU’s international students through social events, meeting practical needs, and Bible studies.

Urban Concern:
Helps inner-city youth overcome challenges and thrive in the body of Christ. Recognized in 1991 as one of George H. Bush’s “Thousand Points of Light.

Helping Hands:
Provides general home maintenance and repairs for Dwell members or their families within the greater Columbus area who are single parents, have physical impairments, have unusual circumstances, or are senior citizens.

Never Alone:
Helps people struggling with drugs and alcohol discover and experience the hope God offers.

GRACE:
Offers a workshop to help women resolve the damage of sexual abuse. The process involves honesty, a change of mind, yielding to God, and restoring trust in God.

HEART:
Offers classes for mothers and fathers who chose abortion and need help to resolve the shame and guilt. It is the privilege of the community of believers to serve them in love and compassion, and to help reconcile them to God and others.

SERVANT TEAM (CHURCH DEACONS)
At the close of 2020, the number of Servant Team members was 875, down from 893 in 2019. The annual Servant Team retreat was canceled due to COVID-19.

MINISTRY TEAMS

A list of ministry teams currently accredited by Dwell:

- Central Ohio Youth for Christ: Central Ohio Youth for Christ provides holistic programming to youth and families through mentoring, counseling, camps, Bible studies, retreats, and more.
- Gracehaven: Seeks through Christian love to provide shelter and rehabilitation to girls under the age of 18 who have been victims of commercial sexual exploitation. It also works to raise awareness among young women about the issues of domestic minor sex trafficking (DMST) by educating and equipping, in order to prevent becoming victims themselves.
- Access: Creates and improves accessibility to the Gospel for people with disabilities by providing specific support to adults, students and children with disabilities, and their families in several distinctive ways.
- 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): Provides support services by supporting CATCH Court and adult survivors of human trafficking.
- GIFT: Through individual counseling, classes, and seminars, GIFT’s goal is to deepen the Christian’s understanding of biblical and financial principles on a practical basis.
- Hope: Is a Christ-centered recovery group whose goal is to reach persons who struggle with alcohol and/or drug addiction.
- IFI: Serves OSU’s international students through social events, meeting practical needs, and Bible studies.
- Helping Hands: Provides general home maintenance and repairs for Dwell members or their families within the greater Columbus area who are single parents, have physical impairments, have unusual circumstances, or are senior citizens.
- Never Alone: Helps people struggling with drugs and alcohol discover and experience the hope God offers.
- GRACE: Offers a workshop to help women resolve the damage of sexual abuse. The process involves honesty, a change of mind, yielding to God, and restoring trust in God.
- HEART: Offers classes for mothers and fathers who chose abortion and need help to resolve the shame and guilt. It is the privilege of the community of believers to serve them in love and compassion, and to help reconcile them to God and others.
• **Navigating Your Grief:** Offers seminars and support groups for people grieving the loss of a loved one. It features biblical perspectives on grief and recovery topics.

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

• **VICTORY:** Ministers to women who have been raped by helping to understand how rape affects their relationship with God and others, to encourage healing, to move towards freedom to love others, and to serve the Lord more effectively.

• **Renegade Ministry:** Provides students pre-K through 5th-grade a place to learn and to follow God. Specifically, those who live in Columbus’ low-income neighborhoods.

Additionally, Dwell partners with many local organizations for community service. For a list of these organizations, refer to this link: [https://www.xenos.org/ministry/community-service](https://www.xenos.org/ministry/community-service).

**2020 OVERVIEW**

**NAVIGATING YOUR GRIEF:**

• The Holiday Grief workshop had 92 people in attendance. The ministry also provided information and counsel to several people and led discussions in multiple home groups or cell groups.

**GIFT:**

• Oversight of GIFT ministry transitioned from Operations Division to Pastoral Support in 2020. Longtime ministry leader and founder of GIFT, Mac McKewen began conversations to transition leadership of the ministry as well.

**CALL-SIGN:**

• Our military ministry, Call-Sign, continued to meet in 2020. For much of the year, meetings took place virtually over Zoom for safety purposes. Also, the Serving Deployed Families arm of Call-Sign continued to function throughout 2020 to help several families in need of functional assistance.

**FREE CLINICS:**

• The Dwell Free Clinics operated the first few months of 2020. However, they were quickly interrupted by COVID-19 as they were not equipped to treat or diagnose COVID-19 patients. This ministry hopes to resume the clinics in 2021 as soon as safely possible.
FAITH:

- Unfortunately, Faith, the ministry team to aid those struggling with mental health had to close its doors in 2020. We are unsure as to whether this team will be restarted at some point. We do feel that our pastoral counseling department is doing a great job continuing to meet the needs members who need this type of help.

COMMUNITY FESTIVAL

The Dwell Community Festival was cancelled in 2020 due to COVID-19. We found several other ways to participate and serve our community. Read more about Dwell’s community service further down in this section.

LIFE COACHING

Life Coaching stayed about the same with nearly 60 coaches in 2020. Liz Sweet and Paul Alexander work together for recruitment, training, oversight, and content development of Life Coaching as this critical ministry continues to grow. In 2020 the ministry house rent stipend doubled, allowing for greater assistance. Life coaches began to use Strong’s career assessment tool to help those being coached objectively learn about and bring awareness to different career opportunities. Additionally, a partnership was formed with Luke’s Automotive to provide a matching car repair program for those who participate in life coaching.

COMMUNITY SERVICE

What a trying yet incredibly encouraging year 2020 proved to be for Dwell. When hardship related to COVID-19 struck, members responded in an incredible way. 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 is a short list of projects that Pastoral Support drove in 2020. In no way is this exhaustive. However, it provides a snapshot of some of the good that God did amidst a trying time.

- **Dwell COVID-19 Benevolence Fund:** The church established an application process for Dwell families and individuals who have been financially impacted by the pandemic. Through this fund, over $13,000 was distributed to many members!
- **Convoy of Hope:** This organization gave 26,000 pounds of food to Dwell. One-hundred Dwell volunteers distributed food to our own ministries, then to Southpark, Stoneridge, and at least five other food pantries including the Military Veterans Food Resource Center.
COMMUNITY SERVICE CONTINUED

- **Farm to Families**: Thirty-six volunteers distributed 250 boxes of food each week for 4 weeks. The first 3 weeks the boxes were 25 lb., and the last week larger, 35 lb. boxes of food arrived. Dwell members identified families in need and 75 individual boxes were picked up and delivered to those families. Akili, Harambee, YFC, and Renegade were all primary recipients of the distribution.

- **Linden Litter Pickup**: On a Saturday in Linden, 200 volunteers gathered in order to pick up litter.

- **Annual Campus Litter Pickup**: Over a 2-day period, 210 volunteers from adult ministry gathered to cleanup OSU’s campus after the heaviest move out weekends.

- **E-Waste Reclaim**: Also, on OSU campus amidst student move outs, 36 Dwell volunteers coordinated a collection of electronic waste to recycle at 2 different locations. Four 300-gallon trash bins worth of electronic waste was collected!

- **Six Red Cross Blood Drives**: The blood-drives were ran by 18 volunteers to help meet the need for donations amidst the COVID-19 pandemic. Most participants were from Dwell Church and 185 units of blood were donated (1 unit can save 3 lives).

- **Harambee Food Drives**: Two rounds of miscellaneous food donations were collected from Dwell members then distributed to families of Harambee students.

- **Southpark Food Drive**: On five different dates, from April through August, 96 volunteers assisted in providing 550 boxes of food to families in the Southpark area. The food was purchased through Dwell donations then packaged and distributed by volunteers. This was an extremely exciting project as it may be an open a door for the gospel in the Southpark area.

- **Church for All People**: One of our members worked with the Church for All People to ease volunteer sign up for Dwell members to help at the food pantry on Parsons. Many people volunteered here throughout 2020.

- **NSI Food Pantry**: This was one of many ongoing efforts that countless volunteers from Dwell took part.

- **CRC Clintonville Pantry**: In March, 50 bags of groceries were delivered to National Church Residence by Dwell volunteers.

- **Worthington Food Pantry**: Dwell members donated hundreds of pounds of food to the Worthington Food Pantry throughout 2020. The pantry has sent several thank you notes for this service.
COMMUNITY SERVICE CONTINUED

- **Worthington Food Distribution**: In March, we covered several shifts for food distribution throughout the school system. Over 100 volunteers participated.
- **Meals on Wheels**: Hundreds of meals were delivered to those in need by high school and college students over several weeks.
- **Mask Making**: Many members volunteered to sew hundreds of masks for people in need, specifically for health care workers. This was during the early phase of COVID-19 when PPE (Person Protection Equipment) was low. Volunteers sewed masks, made face shields, and ear savers for mask wearing.
- **Groceries to Go**: This is a food pantry for people with cancer where many Dwell members served.
- **Learning Extension Centers for Columbus City Schools (LECs)**: Dwell staff organized and provided a welcoming, safe space with adult-supervised learning for students whose schools moved to virtual online classes. This included providing breakfast and lunch for students.
- **Wesley Glenn Letters of Cheer**: Pacesetters ministry leader, Ben Foust, arranged for people in Dwell to write encouraging letters to the seniors at Wesley Glenn. These letters were delivered to the residents. Many of our younger children in fellowship took the time to make art for these seniors.
- **SoHud Halloween Cleanup**: Over 200 volunteers cleaned up the SoHUD area on Halloween. This was a costumed family event that was done in partnership with the residents of SoHUD. SoHUD Facebook page was the main vehicle to advertise this event and was initiated by Morgan Zahler and her friend from work who does not attend Dwell.
- **Lawn Care**: Members from high school, college, and young adult ministries worked with individual members of our Columbus community to do yard work. Much of this was done through existing relationships with various people in the community. Some connections were forged via the Clintonville Resource Center to provide another avenue to serve.
- **Snow Shoveling**: Dwell provided shovels to those in student ministry who desired to help their neighbors by shoveling drive ways and sidewalks.
- **Community Clothing Outreach**: Provided men, women, and children with free clothing, shoes, and accessories, all donated by the local community. The outreach program saw between 12 to 30 individuals visit per day. This outreach program was started by Dwell member, Sarah Fusner and received support throughout 2020 from other Dwell members.
COMMUNITY SERVICE CONTINUED

- **Furniture Bank of Central Ohio**: Collaborated with this bank to facilitate Dwell members donating furniture to those in need.
- **Help for Seniors**: Seniors were connected with Dwell college students to provide ongoing help with anything from picking up groceries, running errands, and even helping move furniture in their homes.
- **She is Safe**: Provided school supplies for nearly 200 young people around the world who are at risk for abuse and trafficking. Also, covered costs for overseas shipping, transportation, and support of local workers.

MINISTRY 2021 GOALS

- Host the 2021 Servant Team Retreat onsite.
- Host the 2021 Community Festival.
- Increase engagement with life coaches and overseers of coaches to 80%.
- Enhance auto training and support for Life Coaching recipients.
- Establish leadership for the Call Sign and GIFT ministries.
- Investigate more dynamic, refined volunteer management system.

EVANGELISM

2020 OVERVIEW

The Evangelism Department was greatly affected in 2020. Many of the functions that are a part of this department were not able to take place due to restrictions of in-person meetings. However, this department was still able to host one pub night, facilitate six parent nights, and assist in six Conversation and Cuisines. Also hosted was a YouTube Christmas Eve service which turned out a great viewership of over 1,200 unique viewers!

EVANGELISM 2020 PIVOTS

- Phil Franck, creatively pivoted towards other evangelism projects. This included providing summaries for reference and study of three different evangelistic books, supporting several community service projects (specifically ongoing food drives), and feasibility study/research of juvenile detention ministry.
CT HOSPITALITY

2020 OVERVIEW

Similar to the Evangelism Department, our CT Hospitality was also greatly affected in 2020. Many of the functions that are a part of this department were not able to take place due to restrictions related to in-person meetings. The first several months of the year events were hosted to complement CT, but that dropped off quickly once pandemic restrictions went into effect and CTs were suspended. While many events were canceled, there was a complete transfer of oversight for 4th Street CT snack bar and grill to help streamline our staff and resources. CT Hospitality looks forward to seeing the positive impact of this in years to come.

CT HOSPITALITY 2020 PIVOTS

• Key staff from CT Hospitality pivoted toward other projects that required assistance in 2020. These projects included hosting Learning Extension Centers (LECs), Red Cross blood drives, and starting up the small “pilot” CTs. Ann Augur did a great job responding to these needs and turning her attention toward these other projects.

CT HOSPITALITY 2021 GOALS

• Find a replacement for Ann Augur, who will retire, by the end of 2021.
• Implement safe gathering options at small pilot CTs during a pandemic.
• Host several farmer’s markets at adult CTs.

EVANGELISM 2021 GOALS

• Develop 3 new Conversation & Cuisine topics.
• Add three more evangelism book summaries for members use.
• Support community garden launch.
There was tremendous change for this department in 2020. Mid-year, there was a merger of our existing IT and Communications Departments. This possibility was discussed for several years to absorb redundancies between these departments as well as pool resources effectively. Finally, the trigger was pulled and have already seen great results. Tim Nunn stepped in to lead this newly developed department within the Pastoral Support Division.

2020 OVERVIEW

- ICT had six full time and ten part time staff in 2020.
- The department continued to develop The Rock data management system. The Rock currently facilitates a variety of data management such as stats, Oasis registration, Epic registration, HR needs, giving, and pledge info, etc.
- 2020 device oversight
  - 1,222 unique devices across the Dwell organization are maintained by ICT
- Thousands of people were reached on each social media post in 2020.
2020 OVERVIEW CONTINUED

- Rebranding began on several Dwell ministries in 2020 which needed a facelift.
  - Middle School
  - Oasis
  - XSI (in process)
  - Web stats
    - 2020: 990,000 page views (down from 1.3 million in 2019)
  - App plays
    - 2020: ~40,000 (down from ~50,000 in 2019)
  - Worked with Mindstream Interactive on a much needed website redesign project.
    - This redesign will be more user friendly, better organized, provide a better initial experience for seekers, and allow for future web enhancements. ICT looks forward to launching this redesign late 1st quarter to early 2nd quarter 2021.

ICT 2020 PIVOTS

- At the start of 2020 there was no video staff. However, that quickly changed to support needs for teachings being made publicly available on the Dwell YouTube channel. David Pease and Kelly Insinga were hired as videographers.
- Dwell YouTube presence exploded in 2020.
  - YouTube views
    - 2019: 2,900
    - 2020: 126,555
  - YouTube teachings viewed by ministry
    - Adult: 34,828 (32 videos = 1,088 views/video)
    - College: 46,200 (31 videos = 1,490 views/video)
    - High School: 15,340 (29 videos = 529 views/video)
    - Leaders’ Words of Encouragement: 15,102 (18 videos = 839 views/video)
  - Total viewing watch time by year
    - 2019: 99.6 hours
    - 2020: 27,650 hours
- Joey Ambrozich was hired to meet the ever-expanding need for IT support, due to increased dependency on technology.
- Provided Zoom staff support.
  - From Dwell employees alone, there were 4.95 million Zoom meeting minutes.
 ICT 2020 GOALS

- Have Rock support across ministries.
- Provide video support across the Dwell organization.
- Assist schools transitioning to have ICT take over IT needs.
- Prioritize sub-branding.
  - High school, Calumet, Missions, etc.
- Launch web redesign Phase 1 and Phase 2.
  - Phase 2
    - Refine functionality of content search
    - Implement Log-in/RBAC
    - Enhance integration of web and Rock database
    - Refine new content review process
WHO WE ARE
The Operations and Administration Division (aka, Operations) goals revolve around two primary decision-driving directives to 1) provide excellent support for today’s ministry and 2) plan and act for the church’s future.

WHAT WE DO
The Operations Division exists to support the work of other divisions. Much of this division’s work is behind the scenes. The Operations Division supports all initiatives, events, and ministry activities that take place at Dwell Community Church and its locations.

2020 REVIEW
This year held some unique challenges, but a great deal was learned about the critical importance of flexibility, responsiveness, and creativity in our roles. Because of the pandemic, Dwell put aside several planned projects and pivoted to the task of supporting God’s vision for the work He had in store for 2020. Our staff is well-suited to respond to changing needs and circumstances, and this year allowed new ways to flex and work diligently to foster the direction of church leadership. As always, the focus was to provide support with excellence. The Operations Division supported the new directions, and staff responded to all the changing needs and circumstances with flexibility and conscientiously.

For a large part of the year, spending was well under budget. Expenses began to increase as it became necessary to provide safety enhancements at all Dwell venues.
2020 REVIEW CONTINUED

A key organizational change in the division was the move of the Information Technology (IT) and Data Services Departments from Operations to Pastoral Support. This move was made to foster a more integrated approach to overall communications, specifically web-based development of systems and data access. Read more about this organizational shift under the Pastoral Support Division section of this report.

ADMINISTRATION

The Administration branch of the Operations Division sees to the work of our Co-Senior Pastors, Conrad Hilario and Ryan Lowery, and the Board-of-Trustees (Elders) meetings and retreats, and projects called for by the Elders. Operations budgets for their oversight of the church and the leadership staff, outside of their other primary roles ministry. Kim Geiser continued to provide outstanding support for our leaders as Executive Assistant, along with overseeing critical functions related to management processes and functions. In 2021, Cathy Kaiser will scale back her outstanding work in key administrative roles leaving the oversight of leadership needs in great hands with Kim.

FACILITIES SUPPORT SERVICES

The Facilities Support Services area addresses the scheduling, outfitting, and maintenance of all Dwell locations and meeting spaces. This includes over 260,000 square feet of meeting space at all three Dwell campuses and two schools. Under the umbrella of Facilities Support Services are the Facilities, Sound & Light, and Master Scheduling Departments. These areas are tasked with making sense of the myriad of uses in our venues and supporting the many users who require services to meet ministry objectives. This year accompanied many starts-and-stops of incorporating new policies and processes based on changing government restrictions due to the pandemic.
The Facilities Department was an integral part of often-urgent (sometimes-frenzied) activity in 2020. The majority of this year’s work focused on how to let people safely use church venues by creating new meeting spaces or enhancing existing ones for greater use. While it seemed that fewer meetings and people would reduce the amount of work for these departments, that only proved partially true. In July and August, unfortunately, some staff was furloughed, in this area as well as others in the church. However, in September, it was necessary for the department to be back at full staffing due to the demands of increased cleaning and sanitization, in conjunction with complicated set-ups at multiple venues. The department proved responsive and very creative in providing for smaller indoor and outdoor meetings.

Dave Bucklew, the Facilities Superintendent, works across all Dwell campuses and schools. His 23 years of experience working at Dwell highlights his ability to develop workable and cost-effective solutions to thorny problems. Dave is passing on his knowledge and work ethic to our next generation of management, Conner Martin. Conner showed clear ability and leadership to come alongside ministry leaders, staff, and volunteers during this fluid year and to meet pressing and morphing needs with great success. Conner has taken the lead in overseeing the bulk of Facilities support staff and has proven to be ministry-focused, gracious and highly responsive, while holding to the policy lines needed in the face of being pulled in many divergent directions. Dwell is in great hands with this team of facilities professionals.

In addition to the many projects this year, there was a sizable project in late summer – moving half of the K-8th grade school from the Calumet Christian School location to the Main Campus site. This was a short-notice move, but clearly needed. Worth highlighting is the effort involved on the part of the facilities team to make this happen. The quick planning and ability to turn the school into a productive space in a short amount of time was a testament to staff’s dedication to hard and smart work, and many hours.

Also in 2020, Facilities moved to more extensive sanitizing of all locations, increased HVAC throughput and added filtration to air control systems. We provided PPE (personal protective equipment) for staff and attendees at small meetings, and made improvements to outside spaces for safe cold weather fellowship.

Facilities increased and improved the sanitizing of all surfaces, including the detail of door handles, in every Dwell venue. As a typical part of 2020, social distancing signs and floor guides were installed. Facilities worked on and adapted set-up models for the Dwell venues, allowing for 6-feet of social distancing for small group gatherings. New lighting and heat sources were provided to enhanced outdoor gatherings, especially at the Main Campus location and in the Warehouse’s covered garage area. Additionally, a 2,400 square foot tent was installed on the patio at Main Campus to help shelter people and permit safe gatherings outside.
An important part of 2020 involved doing everything possible to make facilities safe for limited uses as permitted. Along with normal maintenance and cleaning of all venues, there was a focus on the air handling (HVAC) systems that included:

- Weekly time scouring and discussing reputable sources (such as EPA and CDC sites but also key HVAC industry sites) for the most current thinking and studies on the best interior air space related practices. Looking into early studies about possible effectiveness of technologies like UV lighting and ionization which later showed less promising results. In the end, a measurable approach was the best option and focused on more sustainable best practices.
- Engaged local HVAC consultants to test air quality and adjust air-handling parameters for maximum quality. This involved increasing external air exchanges, and increasing air movement, and installing high industry standard MERV filtration (MERV 13 in all classrooms and MERV 10 equivalent or better in large spaces). Enhancing air quality at Dwell locations was clearly shown in follow-up studies.
- Acquired multiple portable high capacity HEPA 13 air filters for placement in all spaces used for small meetings, with most units providing filtration of breathed aerosols at 500 square feet every 30 minutes.
- Invested in upgraded system elements that showed proven results and were practical. Substantial cost was incurred to upgrade systems, but the improved environmental conditions achieved was necessary to the safety of those using our venues.

**FACILITIES 2020 PIVOTS**

- Provide safety enhancements to Dwell Community Church venues and extensive sanitizing of facilities.
- Move half K-8 Calumet Christian School classrooms to the Dwell Main Campus location.
- Update HVAC at Dwell locations to provide high-quality air filtration by taking a measured approach and focused on the best and sustainable practices.
- Provide PPE (personal protective equipment) and HEPA air purifiers units for staff and attendees at small meetings.
- Improve outside spaces with tent, lighting, and heating for cold weather and safe fellowship.
Kate Sullivan oversees the scheduling across all of the Dwell sites and attends to critical events like weddings and memorials. In March 2020, everything changed and Kate oversaw a reduction in staff needed for events. The Scheduling Department then developed new protocols for reserving space and communicating user needs to Facilities and Sound & Light staff. There was a steady need to revisit scheduling policies in light of changing pandemic conditions and restrictions.

With in-person gathering restrictions in place, one significant change occurred in providing weekly biblical content to our church. There was a shift to creating video streaming and making recorded teaching content available. The Sound & Light department was no longer doing the bulk of the work it had once done. After extensive dialogue and study of audio-visual and meeting practices, the scope of Sound & Light was cut back. A decision was made to narrow Sound & Light’s focus to provide service for Dwell meetings and not the many other functions it had become accustomed to providing. Based on input from consulting resources, the Operations Division hired an audio engineer, Ryan Hall. Ryan, with his background and experience, made an immediate and widely recognizable impact. At the end of 2020, there was still further need to shore up Sound & Light staffing. Now the right managing resource is in place for a great new support paradigm.

These Facilities Support Services areas are all looking forward to playing their critical roles in the 12 Central Teachings we hosted before 2020, the church events, and church sphere gatherings that one day will resume.

There was a collaborative effort this year between Facilities and Sound & Light areas working with pastoral staff. This collaboration was an effort to provide Bible teachings and fellowship in the church parking lot for the new Pacesetters ministry. This work effort is a great example that highlights Facilities and Sound & Light areas working with pastoral staff to address a program with outstanding results. Read more about the Pacesetters ministry in the Pastoral Support section of this report.

**LIGHT & SOUND AND FACILITIES 2020 PIVOTS**

- Installation of an FM transmitter allowing for meeting participants to stay in their cars and hear a live teaching in our back parking lot.
- Creating a system for taking audience questions via a socially distanced microphone on a pole that is extended to car windows to allow for Q&A.
- Weekly stage set up for a teacher to deliver a Bible teaching, and as weather turned cold, heating to ensure the teacher remains focused on the message.
- Establish restroom facilities procedures ensuring only one person at a time enters the facility.
Along with the Facilities Support areas covered above, there are additional Operations departments that support the other management divisions in Dwell. These “back office” functions (a reference to how they are not the up-front, noticeable functions of a business) are critical to getting all work done. The focused staff in each of these areas make it possible to gain and maintain high levels of corporate confidence, orderliness, and consistency. Staff in the Accounting & Finance, Office Services, and Human Resource Management areas are paramount in helping other staff functions operate effectively and efficiently.

The foundational approach to finances at Dwell Community Church is captured by the term “transparency.” Dwell ensures that we not only follow all legal asset handling and reporting aspects of being a church, but also focus on adhering to the highest ethical standards in financial practices. The financial policies and procedures are under-girded by an “open books” policy that has been in place since the beginning of the fellowship. This approach allows any interested party to see how the church uses the money and other assets entrusted to our care by God and the people who donate to Dwell.

At Dwell, maintaining the highest accounting practice standards is of utmost importance. Having a professional financial staff, including CPA Alan Burkholder certainly fits this model. In 26 years at the helm of Accounting & Finance, Alan has established and maintained the highest standards of accounting practices, while remaining responsive and flexible in light of (ever adapting) church work. Catherine Gilbert is our senior accountant, with almost 30 years of service, and she provides the details needed to stay informed and able to make financial operating decisions every day. Tom Edgar handles the high volume of AP/AR transactions and payroll processes, while being the go-to answer person for the host of queries. This team is a blessing to have at work in all the financial details.

The Office Services Department is responsible for hosting members and visitors who come to the Dwell Administrative Building. In March, pandemic restrictions resulted in closing the main office to visitors and locking the front doors. There was still a good deal of activity to support and even increases in some aspects of work. More staff was ordering on-line, and this created an increase in deliveries needing to be accepted. Additionally, working out the details of how to support safe uses of the offices fell to Joyce Weeks, receptionist and office manager-in-training under Cathy Kaiser.
Rounding out the area of Division Support, is the Department of Human Resources. This department manages the administration that goes along with hiring, terminating, and furloughing employees. The unfortunate need to furlough some employees, because of the pandemic, made 2020 an unusual year in Human Resources.

New this year in the role of Human Resources Administrator, is Daniel Branaghan. Dan also manages the Dwell ministry-focused coffee bars and it is evident that he has the capacity to be a gracious and administrative employee. Since things changed in March, there has been little time to experience “normal” staff operations and HR functions. The course of work that is typically learned over a few years got compressed into one year. Dan took the role on and adjusted. This department is in solid hands!

Worth noting again, the Operations and Administration Division exists to support the work of the rest of the church’s management divisions. The division remains forward-looking and thinking, but we know the reality, for now, will also require an even more responsive, flexible, and cohesive mind-set. Staff in this division are capable, and diligent, ready to join in the work at hand.

As this division awaits the pandemic conditions to change, there are a few central goals in sight for 2021 that include:

- Providing well-appointed, safe, and clean spaces for ministry and fellowship as needs dictate. Enhancing outdoor meeting areas, such as tent-covered meeting spaces as these are highly flexible.
- Researching ways to improve access to Dwell venues by authorized users, continue following current health guidelines, and using more Dwell locations.
- Supporting initiatives to serve our communities as the economy remains unstable and needs abound. Involving staff support for storing and distributing materials from our facilities in particular.
- Readying staff and venues for a return to “normal” operations such as supporting Central Teachings, classes, and the many other events and functions hoping to return in 2021.

Unlike previous years, further plans are in a holding pattern. We are all in waiting modes unlike ever experienced. God has plans and goals we have clearly seen, and many more He will unfold to us over time. The Operations Division will stand ready to respond and keep excellent levels of support as the standard.
SUMMARY OF FINANCES IN 2020

Despite unprecedented and uncertain times, our church again gave sacrificially and generously. We've covered our 2020 budget -- and then some! Also, wise staff actions resulted in over $500,000 in underspending. This is reason to celebrate!

Here’s a quick breakdown of the main finance numbers:
- 2020 FST Approved ("Pre-Covid") Budget | $8,740,331
- 2020 Revised ("Post-Covid") Operating Budget | $8,390,100
- 2020 Current Giving (as of Jan. 11) | $8,496,040
- 2020 Estimated Spending | $7,889,000
- 2020 Estimated Under-Spending | $501,100

DETAILS ON FINANCES IN 2020

The year of the Covid Pandemic will take its place in history for many reasons, in a myriad of ways. One thing we want to remember is how God directed and sustained our church financially. His people, the stewards of what He has provided, continued to give under such uncertain and shifting conditions. Understandably, some members needed to step back from their giving commitments made early in the year, and others stepped up in new ways. Simultaneously, many people sacrificed their time, contributing for the good of their communities. We want to acknowledge the faith-building that God sought to nurture during this time and remain thankful for His guidance and vision.

In February, through the annual Pledge Campaign, all new ministry programs presented to the Dwell Fiscal Support Team got successfully covered. As details for the 2020 budget got finalized, the Covid-19 crisis hit. Working through the deep impact of orders from the state and local authorities, a framework for responding to financial pressures during this unprecedented time was developed and communicated to church members.
DETAILS ON FINANCES IN 2020 CONTINUED

In March, a spending freeze was implemented on both discretionary budget and approved expanded church ministry. These steps reduced expenditures by over $350,000. The remaining spending levels seemed sustainable at that time (early in the pandemic), not fully knowing what would happen as the year progressed.

In June, spending was reduced again. In July, some targeted furloughing of jobs began for staff who were not working at all or fewer hours than hired. Other employee reductions came because of restricted gathering orders. As conflicting reports about the duration of the pandemic emerged, hope remained that soon staff would be rehired. Additional budget reductions of over $100,000 resulted from these second round of spending reductions.

As a result, steps taken from March through July allowed Dwell Church to enter into late-summer and fall in solid financial shape. By this time, management had established a good basis to respond and cut costs again, while maintaining ministries that were suffering the worst effects of meeting restrictions. God truly guided our decision-making to prioritize what made sense while maintaining a high level of safety and adhering to local, state, and federal government guidelines (even as those changed regularly).

During the entire year, expenditures fell below contributions and managers reported a key operating metric was to continue to reduce expenses. Even as giving was below budget for most of the year, a positive income-to-expense ratio was maintained. Dwell managers took great financial care as a positive outcome was uncertain given the chaos of the year. Additional concerns were reading about and hearing from other churches and many non-profits about diminished giving and loss of ministry, especially among youth.

CARES ACT PAYROLL PROTECTION PROGRAM (PPP) LOAN

It is important to note Dwell’s participation in a federal program that was offered to employers across the nation during the initial chaotic time of shut-downs and restrictions. The end of March ushered in an incredible time of uncertainty, the specter of business and church closings, and fears of mass unemployment. The federally funded Payroll Protection Program (PPP) was passed under the CARES Act by the US Congress to alleviate the worst effects of the pandemic in our country, and thousands of organizations applied for help under the PPP guidelines. The stated goal of Congress was to keep people paid from their current employers during radical declining employment, rather than overwhelm the unemployment systems in each state.
CARES ACT PAYROLL PROTECTION PROGRAM (PPP) LOAN CONTINUED

As with many of our friends in the local church and non-profit community, Dwell applied for help under this program in April. Dwell had an initial plan to continue to try to pay all of its employees for two months, regardless of whether they were fully employed in their roles. The availability of PPP loans for non-profits solidified our decision to extend employee wages. It was a great relief that the PPP loan covered the two months of payroll Dwell was hoping to extend to employees.

And it is important to remember that this provision came at a time of intense instability unlike anything we had dealt with before, so the loan then kept the church from needing to make hasty decisions about laying people off while watching the pandemic crisis continue to unfold.

Proceeds from the PPP loan went to precisely what the CARES Act was targeting – keeping people paid through their current employer rather than sending them out to seek unemployment compensation from a strained system.

The three corporate entities - Dwell, Urban Concern and schools - were ultimately given just over $1.8 million in funds from PPP based primarily on payroll costs. This was a blessing, because there was no idea what the church would be facing in coming months. Dwell alone received ~$1.4 million in forgivable loan proceeds that helped stabilize the church’s financial position in the middle of a crisis. Dwell managers believe the PPP loan was a way God covered and assured us during such unstable times.

DETAILS ON FINANCES IN 2020 CONTINUED

As the year progressed, communication about Dwell’s finances came through the website and quarterly reports to households giving to the church. At the year’s end, management shared that they felt confident in the direction of Dwell Community Church. While the effects of the pandemic were far from over, the church left 2020 on solid financial footing. A great deal was learned about flexibility and responsiveness during the year.
2021 FINANCES OVERVIEW

As with 2020, Dwell will need to maintain a conservative, measured approach to budget and spending in 2021. To that end, the 2021 budget forecasts an increase in contributions over 2020. However, the 2021 budget remains far short of the original Fiscal Support Team approved budget for 2020. This is a prudent approach while it allows for some vision to be maintained in coming alongside God’s plans for Dwell.

What a blessing to have generous and sacrificial households in Dwell who prioritize funding the work of the church over many other uses of the resources they steward over. With the uncertainty hanging over the economy and the future, such stewardship cannot be taken for granted. Dwell is appreciative for the cash reserves we carry into 2021 from 2020 that allow us face continued uncertainty with the surety that God provides.

Managers were asked to consider the 2020 budget cuts as the starting point for the 2021 base budget. They were then able to include necessary contractual increases in annual health care insurance and provide a cost-of-living increase for staff since staff raises were not implemented in 2020. The result was a 2021 base budget that is slightly above the reduced budget of 2020. Included in the 2021 budget are a few proposed Strategic Initiatives managers think should be funded. We share more detail each year about the annual budget and such ministry initiatives at the annual Vision & Stewardship Meeting in early February.

Again, we stand in awe of God’s hand on our lives and on His church. Dwell stands positioned to take new ground for God’s kingdom in 2021 and beyond.