Fellowship of Christian Military Ministries (FCMM)
2026 Annual Conference

March 23 – 25, 2026 at University Methodist Church, San Antonio

The 2026 FCMM Conference took place on March 23 - 25, 2026 and was held at University Methodist Church, San Antonio TX. The theme was **"Mobilizing Military Communities: The Rock in The Pond"** *Impacting the Total Force from Local Military Ministries.***"** The host of the conference was Club Beyond/Military Community Youth Ministries (MCYM).

Pre-conference Gatherings – Monday Morning & Afternoon

1. **Fellowship for Executive Directors of the FCMM Nine Host Ministries** – This gathering was hosted by Sue Gerecke (a member of University Methodist Church), from 9:00am -1:00pm. The meeting included a time of fellowship followed by a business meeting and lunch. Participants in the fellowship were Scott Fisher (Officers' Christian Fellowship), Marty McCarty (Club Beyond/MCYM), Kathi Jo Orr (Christian Military Fellowship), David Phillips (Cru Military), Gary Sanders (Military Missions Network), Dave Hutchings (Cadence International), and Linda Sheimo (Olive Branch International. Joining them for the business meeting and lunch were representatives from the other host ministries: Phil Exner (Association for Christian Conferences, Teaching and Service), and John Fitzgerald (Navigators Military & First Responder), and Debbie Culpepper (MMN) to record minutes.

2. **Women's Fellowship Lunch** – This gathering was held from 12:00am - 1:30 pm in the home of Cindy McCullough (Cru Military). Twenty ladies attended!!

3. **The 2027 Conference Planning Team (CPT)** – This meeting took place from 1:30-2:30pm at University Methodist Church, San Antonio (Rooms 212/214). The following individuals participated:
   - Club Beyond/Military Community Youth Ministries – ***2026 Hosts***: Marty McCarty, Angela Myers, and Bill Stackhouse
   - Navigators Military & First Responder – ***2027 Hosts****:* John Fitzgerald and Jay Dunham
   - Cru Military - ***2028 Hosts****:* Daryl Jones and Ron Rallis
   - Military Missions Network – *FCMM Corresponding Secretary*: Gary Sanders, and Debbie Culpepper to record minutes.

4. **Newcomers Orientation** – This session introduces those who are new to the FCMM. This session was held at University Methodist Church in Rooms 206-207 from 3:00 - 3:45pm. Sign up for this session was not required. Sixteen conferees attended.

Participants
A total of 65 individuals attended the conference representing 32 ministries, churches, chapels, and military commands including 2 chaplains (plus 3 guests for Monday evening dinner).

The Community Dinner on Tuesday evening was enjoyed by 159 individuals which included the 65 conferees joined by 94 guests, including 3 Chaplains, and those representing 8 additional ministries, 11 churches, 4 military commands, and 3 other community organizations, along with 2 musicians and 1 media technician.

Overall Conference Conferees and Guests represented: 61 churches, chapels, ministries, military commands, and other community organizations, along with 5 Chaplains.

Pictures are available at https://www.flickr.com/photos/fcmm/albums

Additional Documents Included as attachments to this Synopsis:

1. 2026 FCMM Conference Schedule with Leaders, and list of organizations and churches represented
2. Conference Teams Composition and Tasks, with Lead-Team Working Definitions and Instructions
3. San Antonio Community Dinner Invitation, with list of organizations and churches represented

Addendums to this Synopsis:

Addendum A – Table Talk Summaries
Addendum B – Ministry Locations Survey Maps, using color- and size-coded dots for ministries
Addendum C – Metrics Survey Results Summary
Addendum D – 2025 FCMM Conference August 2025 Follow-up Meetings – Summary Report
Addendum E – 2026 FCMM Conference June 2026 Follow-up Meetings – Summary Report
Addendum F – 2026 FCMM Conference Detailed Schedule
Addendum G – AI Notes Summary: Session 3 Part 1
Addendum H – AI Notes Summary: Session 6

Session Summaries Prepared by Club Beyond–Military Community Youth Ministries

Bottom Line Up Front: The FCMM conference focuses the efforts of multiple military ministries, through prayer and cooperation, as they join in God's work at various locations around the world. The format of the conference, along with the opportunities to connect in person, ensured this purpose was accomplished.

Conference Summary/Overview Statement: This synopsis, with attachments and Addendums, portrays the 2027 FCMM Conference as a "total team effort." The member organizations leaned into the conference theme and grappled together around the main issue at hand: "What does it mean for Gospel-centered ministries to be fully mobilized within a local military community?" **Five (5) separate "2026 Conference Teams" were established** (please see attached "Conference Schedule with Leaders") in advance of the conference, **and each team was composed of representatives from at least 6 different FCMM member organizations** (except the Teaching Team, which was a smaller team, by design). **All teams met multiple times by Zoom** to pursue the specific tasks assigned. Much of the "goodness" of the 2026 Conference was in the pre-work of these teams, and the collaboration and discussions that took place within each team. This pre-work was then amplified by Table Group discussions and work accomplished during the conference, in which all conferees were invited to engage the topics and the findings of each team. **Relational and pre-work energy from these teams flowed into the conference and fueled the work and discussions during the conference.** Across all of these activities, much of the "goodness" was in the grappling: discussions and relational connections within the teams, leading up to the conference, and within the Table Groups at the conference. Great products and great ideas were also produced by this activity and by the conference follow-on activity, but the relational connections and energy that resulted are perhaps of equal or greater value to these products and ideas.

MONDAY, MARCH 23

Welcome Remarks and Opening Session (Session 1) (4:00–5:30 PM)
Marty McCarty, *Chief Executive Officer, Club Beyond – Military Community Youth Ministries,* opened the conference by welcoming everyone and thanking them for participating in the conference, and by thanking the Conference Teams for all the pre-work they accomplished. **Bill Stackhouse**, *Strategic Initiatives Director, Club Beyond – Military Community Youth Ministries,* introduced the representatives and leaders of each ministry and had them introduce their respective teams. Following these introductions, the bulk of this session focused on "teaching," led by **Gary Sanders**, *Founder and President, Military Missions Network,* and **Fred Butterfield**, *Director, The Military Ministry of Cru in South Hampton Roads.*

Gary explained the conference theme and taught from the conference-theme verses of Acts 1:8 and Ephesians 4:12. **Fred** taught on the biblical "why", "how", "practical need", and "practical what" of military-ministry Partnerships and Collaboration, teaching from Philippians 1:3-12 that references "**partnership**…" (Greek: **koinonia**) "…in the gospel…" and being "**partakers**" (Greek: **sugkoinonos**) "in my imprisonment…and defense…of the gospel." **Fred** included 1 Cor. 3:9, Col. 4:7, Prov. 27:17, Eph. 4:1-3 and 4:12-13 in his teaching as well. Table Discussions centered around "**barriers and obstacles**" and "**tangible benefits**" of partnerships and collaboration and "**concrete**

actions" that can be taken in this area, followed by table groups reporting out on these discussions.

1hr 15min Break followed Session 1, allowing for touring of ministry-display tables before dinner.

Welcome Dinner: Global Vision for Mobilizing Military Communities (Session 2)(6:15–5:30 PM)
Dinner was followed by 20-mins of worship led by **Aaron and Amy Brooks**, *of Rise Church,* and the worship band. **Dave Hutchings**, *President, Cadence International,* and the Lead for the **Vision Team** opened Session 2 by sharing the "Big Vision" for Mobilizing Military Communities that was developed by the Vision Team:
The Big Vision: *"A God-inspired and Spirit-led movement that seeks to understand what God is already doing at individual bases and then brings to bear all available military-ministry resources to reach every member of the military community with the Gospel of Jesus Christ."*

Dave was followed by **John Fitzgerald**, *Deputy Director and Nations Rep, Navigators Military & First Responder (Navs M1R),* who had the conferees gather by ministries to conduct a SWOC (Strengths, Weaknesses, Opportunities, Challenges) analysis of their specific organization's capacity and capabilities to pursue the "Big Vision." Results of these SWOCs are provided in Addendum A "Table Talk Summaries". John was followed by **Kori Yates**, *Executive Director, Planting Roots,* who had the conferees "shuffle" their tables to ensure multi-organizational representation in each table group and then had these groups engage in a "Make it Real" discussion that analyzed how to mobilize a military community in addressing a specific real-world situation or location, identifying what is needed and what this looks like in an individual community.

TUESDAY, MARCH 25

Worship and Devotional (8:30 - 9:10 AM)
The session began with 20-minutes of worship, led by **Amy and Aaron Brooks' worship band**, followed by a devotional led by **Esmé Daetz**, *Director of Operations, Navs M1R,* that focused on the #1 Priority Mobilization Metric (or 'Indicator') of preparing military believers for spiritual success at their next duty station. **Esmé's** devotional included take-away questions of*, "What's hindering Spirit-led mobilization in your ministry?"* and *"What can be your next steps toward removing these obstacles?"*

Surveying the Global Landscape of U.S. Military Presence (Session 3, Part 1) (9:10–10:10 AM)

Gary Sanders presented the findings of the **U.S. Military Research Team**, along with **John Fitzgerald**, and **Justin Woods**, *Director for Church Planting in Military Communities, Send Network*. The presentation emphasized the need for strategic collaboration among military ministries in order to better understand and serve the U.S. Military's current footprint, at both CONUS and OCONUS locations. New, remote, growing, and underserved regions and locations were highlighted, including Fort Gordon, Joint Base Lewis-McChord, Australia and the Philippines, the need for more English-speaking churches and military-ministry presence were identified. The need for sharing intelligence, building partnerships, and improving/ increasing coordination between chaplains and parachurch ministries were also emphasized. Tables discussions explored how to plant, strengthen, and connect ministries and military believers across locations and elevated the

value of relationships, warm-handoffs, and centralized information among military ministries. The Military Missions Network (MMN) Mapping Index was also presented, helping to identify ministry presence, gaps, and priorities. Table discussions revealed encouraging ministry presence at key locations and a lack of presence at others. The session ended encouraging continued collaboration and the practice of sharing data and information to guide future ministry development.

20-minute Break

Mapping Gospel-Centered U.S. Military Ministry Worldwide (Session 3, Part 2) (10:30–11:30 AM)
Sherry Rallis, *Co-National Director, Military Ministry (of Cru),* presented the findings of the Ministry Locations Survey Team. Maps of various regions of the U.S. and International areas were distributed to tables with dots of various sizes and colors (see Addendum B). The size and colors represented the number of ministries located at U.S. military installations, with red for 0-1, green for 2-9, and purple for 10+ ministries serving at individual installation locations. Also, on these maps were various questions for the tables to consider and discuss. Common themes identified by Table Groups were: a lack of presence in Tampa, FL, home of major commands (CENTCOM and SOCOM); identification of locations with small military populations that have strategic significance (i.e., Fort Leavenworth, etc.); and, the need to capture and display locations with a large presence of internationals and international ministries. Please see Addendum B with the color-coded dots on geographic maps and please refer to the color-coding schema described earlier in this section. There was insufficient time for the Military Research and Ministry Location Survey Teams crosstalk (Part 3 of Session 3). So, general announcements and "Networking Lunch" instructions were given.

"Networking Lunch" (12:00–1:00 PM) A networking lunch was conducted with 8 ministries (Navs M1R was late-addition and is not listed in the attached "Conference Schedule with Leaders") that "relationally" hosted tables. Conferees were instructed to find a ministry table of interest to them (table-placards identified) and to have lunch at those tables to dialog with the one or two (max.) ministry representatives who were hosting each of the ministry tables during the lunch hour.

Metrics of Mobilizing Military Communities: Analysis, Survey Results, and #2 Metrics Issue: Local Leaders Organizing and Collaborating for Military Ministry (Session 4, Part 1)(1:00–1:45 PM)
Ron Huggler, *Trainer and Board Member, Int'l Assoc. of Evangelical Chaplains (IAEC),* reviewed the results of the Metrics of Military Community Mobilization Survey completed by 34 of 65 conferees, which is a statistically significant sampling. Ron provided a handout to conferees with the survey results (please see Addendum C for complete metrics survey results). Ron commented on the term "Metrics" as not being the best descriptor. The Team recommends "Indicators" as a better term and way of evaluating if a community is "mobilized", based on the number of indicators that can be used to describe the community. Ron also reviewed interrelationships between the different metrics, as some are building blocks that support others. **Ron** shared that these relationships would be covered and further explored in Session 6. Below are the survey results regarding the priority order that was determined for the 9 metrics listed in the survey (metrics wording is compressed).

Priority 1 - **b.** Deliberate efforts to equip/connect mil. believers for ministry at their next location.

Priority 2 - **h.** Active organization…collaboration among local leaders engaged in military ministry.

Priority 3 - **a.** More effective mil. ministry staff recruitment/retention, for greater mission impact.

Priority 4 - **i.** More intentional engagement in mil. ministry by key churches in mil. communities.

Priority 5 - **e.** Expanding numbers of new generations of vol.'s/donors for local military ministries.

Priority 6 - **f.** Development of plans & other prep.'s by mil. ministries/churches/ community org.'s for mobilization of people/other resources to respond in times of war/other nat'l or global crises.

Priority 7 - **d.** Increase production/distribution of resources for gospel-centered military ministry.

Priority 8 - **c.** Greater brand recognition of mil. ministries among new generations of Service members, chaplains, and pastors serving in military community churches.

Priority 9 - **g.** Implementation of creative strategies to revitalize military chapels and chapel facilities as thriving hubs of military ministry and sending platforms of military believers.

Linda Sheimo, *Executive Director, Olive Branch Int'l (OBI),* the covered the #2 Priority Metric, shared her personal stories of collaborative relationship successes and had table groups discuss this metric and conferees personal experience with collaboration successes (and failures) and challenges/obstacles to collaboration among local leaders in mil. communities. Common themes from table talks were the need for a framework for local collaboration, a "champion" (someone to lead), international successes – with collaboration as a matter of regular practice, affirmation and confirmation from table groups that this, indeed, is a high priority and is much-needed; common challenges/obstacles were: denomination divides, cultural/ministry differences, knowledge gaps (not knowing who/where are other ministries working locally), with common strategies for overcoming these challenges being building relationships and spending time together in fellowship and prayer to build relationships and trust across the local community. (*please see Session 4 Part 1 section of Addendum A for expanded notes on this table-talk*).

Prototypes of Military Mobilization – U.S. (Session 4, Part 2)(1:45–2:20 PM)
Chet Arnold, *Chief Operating Officer, Officers' Christian Fellowship (OCF),* opened Part 2 of Session 4 by reporting-out on the 2025 FCMM Conference Follow-Up Actions (*please see Addendum D for detailed notes on the follow-up meetings and actions from the 2025 FCMM Conference*).

Gary Sanders continued Part 2 of Session 4 by describing the vision that his organization, Military Missions Network (MMN), has for fostering Military Ministry Coalitions (MMCs) at individual locations, especially those that are centers of gravity for the U.S. Military with numerous U.S. installations of multiple Services co-located in a given area. Areas where MMN is encouraging the formation of MMCs are in the Norfolk/Virginia Beach/Hampton Roads area in Virginia, Colorado Springs, CO, San Antonio, TX, and the Seattle/Tacoma, WA, area. The spotlight for Part 2 of Session 4 is on the current status of efforts in Colorado Springs, CO, to mobilize the local military community and to form an MMC in this area. Since numerous representatives of numerous ministries that are headquartered in Colorado Springs were present at the conference, **Gary** took the opportunity to do an impromptu interview of those individuals around the room to get their assessment of the current state of mobilization in Colorado Springs and their estimate of the level of interest in the area for the formation of an MMC, based on their own knowledge of and experience with the local para-church and church organizations in Colorado Springs. The general sense is that there is certainly opportunity and potential for the formation of an MMC in the area.

20-minute Break

Prototypes of Military Mobilization – International (Session 4, Part 3)(2:40–4:00 PM)
Phil Exner, *Ministry Integration, Association for Christian Conferences, Teaching and Service (ACCTS)* and **Martha Stevenson-Jones,** *Global Director, Military Ministry (of Cru)* co-led this session and shared their perspectives on what mobilizing military communities looks like in the context of the international/foreign militaries of the world. As a high-level view, the various military ministries that work with foreign militaries operate from a natural posture of partnering and collaborating with each other, pooling resources, "joining forces" in conducting ministry events or programs together in a collaborative fashion, with each organization bringing the ministry strengths and resources that they have to offer and combining these things in a truly synergistic manner, in which the "total effort" ends up being much greater than the "sum of individual parts".

Phil shared examples of foreign military communities being very mobilized, such as several locations in Brazil. **Martha** shared examples of Military Ministry (of Cru) Global partnering with OCF to meet needs and do ministry in Ukraine. **Phil** encouraged the conferees to look around the world at so many opportunities and encouraged the conferees not to be intimidated by the apparent obstacles, such as: "I don't know how to get a foreign Visa" – you can figure it out; "It will just be me going over there" – you will have a crowd that meets, greets, and loves on you; the people to whom you are going to minister will have a great appreciation for you – the "you came a quarter of a million miles around the world to find us!"

Phil and **Martha** both also encouraged conferees to "look around" because the world comes to you in the U.S. and you have many opportunities for foreign military ministry without ever leaving our country. Examples of a Romanian delegation that was coming to the U.S. and **Martha** contacted 3 different ministries to have them meet the delegation and be part of hosting them on their visit to the U.S. It was fantastic! And **Phil** mentioned the National War College in Washington, D.C., where Czech, Romanian, and Slovakian military members were here and wanted 20 lbs. of English books with Christian authors they could take back to their countries and give away. Don't be afraid to ask. And don't be afraid to respond. And the session was closed with a "Thank You!" to all the conferees for responding to God's call on their lives to pursue ministry to the military!

Martha closed-out their presentation by honoring **Eva and Rodolfo Interiano**, **for Eva's 50-years of service with Cru,** on their staff. A lifetime of ministry!

Bill Stackhouse closed Session 4 by giving Table Groups the opportunity to spend time praying for U.S. and International Military Community Mobilization. The time of prayer concluded and **Bill** gave Session 4 wrap-up comments and then delivered instructions and housekeeping notes about the upcoming Community Dinner, encouraging all conferees to attend as the dinner itself is a critical and integral element of the entire conference, and not just an "add-on" activity.

1hr 30min Break followed Session 4, allowing for free time, networking, and touring of ministry-display tables before the Community Dinner.

COMMUNITY DINNER
Stand-up Social and Touring of Ministry Tables (5:30–6:00 PM) Conferees were encouraged to act as "hosts" for the Community Dinner by mingling with outside guests as they arrived for the Community Dinner and enjoyed light snacks and drinks that were available in the lobby outside the Conference Meeting room, which was also used as the location for the Community Dinner.

Serving Lines Open (6:00–6:30 PM) Following the stand-up social the doors to the Community Dinner were opened and participants entered through two different entry points, and there were buffet tables that guests went to just inside the doors where they were served their meal, which they then carried to their seats and the table of their choice in the conference meeting room./

Welcome Remarks and Program Begins (6:30–6:50 PM) Marty McCarty welcomed everyone to the Community Dinner, and introduced **Reverend Trammell**, *Lead Pastor, University Methodist Church,* who welcomed everyone to the church (location of conference & dinner) and expressed the church's appreciation of the various military ministries represented in the room, and they offered the blessing for the dinner and the evening's program.

Casting a Vision for Military Community Mobilization in San Antonio (Session 5) (6:50–8:00 PM) Gary Sanders became **Emcee** for the program portion of the dinner, and made initial brief remarks about the nature of the Community Dinner as part of the FCMM Conference, and encouraged guests to continue finishing their meal and dessert, during the ensuing testimonies. Gary introduced a local military-ministry staff member, **Jonathan Weishuhn,** *Community Director, Club Beyond/MCYM at JBSA-Randolph*, who gave a testimony about the personal impact of being on staff with Club Beyond/MCYM and the impact the Club Beyond ministry is having on Military Teens (middle- and high-school aged children of active-duty families) and Military Families at JBSA-Randolph. **Jonathan** was followed by a local military Chaplain, **Chaplain Rob Pitts,** who shared his journey as a Military Chaplain, which is fraught with difficulties and challenges, and for him the challenges were impacting his own mental and spiritual health, and it was people working in external churches and ministries, including **Pastor Tung Le**, who helped him to recover and helped him to return to a better place mental and spiritually in his journey.

Following the testimonies, **Gary** provided more detailed opening remarks regarding the FCMM organizations, the conference, and the community dinner. **Gary** then welcomed **Marty McCarty**, **Jane Watson,** *Board Member, Military-Civilian Charitable Foundation (MCCF)*, and **Major General Rick Martin,** *USAF (ret.), Board Member, MCYM-Club Beyond*, and **Jonathon Weishuhn** to the area in front of the stage for the presentation of a $1,000 MCCF Grant Award check for camp scholarship funds for the Club Beyond program at JBSA-Randolph. While the oversized foam-board check was being presented and photo-op was occurring, Gary gave voice-over remarks explaining that Club Beyond requested the presentation of the grant award be made at the Community Dinner as an example of Military Community Mobilization – i.e., civilian organizations in the local military community making outside investments in faith-based programs for the military, providing much needed external funding for elements of faith-based, military-ministry programs.

Next, **Gary** welcomed to the area in front of the stage **David Phillips,** *Executive Director, Military Ministry (of Cru)*, to honor a Cru ministry couple from the local San Antonio community, **Soapy and Susanna Dollar, to honor Susanna's service on staff with Cru for 55-years**, including 40-years in the San Antonio area, which impacted countless military members although their ministry was not formally a part of the Military Ministry (of Cru).

Following the honoring of the **Dollars,** a slide advertising the opportunity for local Military Families to attend the **"Military Family Adventure"** camp at **LoneHollow Ranch**, a Young Life property just west of San Antonio in the Hill Country. **Gary** again gave voice-over remarks to explain to the guests that the camp costs are heavily underwritten by private donations to make the camp

affordable for any Military Family to attend, regardless of their financial circumstances. The slide included a QR code and a short "bit.ly" URL and **Gary** encouraged guests to take a picture of the slide and to share it with any active-duty Military Families they may know in the local military community, to make them aware of this unique opportunity to have a restful and rejuvenating experience together as a family in a Gospel-centered camp environment.

Then, **Gary** introduced **Eric Wilbur,** an elder at Northeast Bible Church in San Antonio, and after introducing Eric, Gary did a one-on-one interview with Eric about the military's presence in San Antonio and the significance of that to the local churches, and about the mobilization efforts that are currently underway to form a Military Ministry Coalition (MMC) in the local San Antonio military community.

Worship – **Gary's** interview with **Eric** was followed by a 20-minute worship time led by the conference worship team, which did a great job of leading the Community Dinner guests in a rich time of worship, which set the tone for the guests to receive the message for the keynote.

The prior presentations over which **Gary** presided in the Community Dinner program, **Gary's** interview with **Eric**, the time of worship, and **Pastor Tung Le's** keynote speech to follow, all combined, by design, to help *"Cast a Vision for Military Community Mobilization in San Antonio."*

Keynote Speaker – Pastor Tung Le, *Lake City Community Church, Lakewood, WA,* delivered the keynote address for the Community Dinner and emphasized the **"The Rock in the Pond: *Impacting the Total Force from Local Military Ministries*"** dimension of the conference theme of "**Mobilizing Military Communities." Pastor Tung Le** was invited to be the Community Dinner keynote because of the extensive ministry-to-the-military that is happening every week at Lake City Community Church under **Pastor Le's** leadership and vision. **Pastor Le** shared many examples of how his church is intentional about, focuses on, and makes room for specific ministry to the military members of their community, which acknowledges and takes into account the 90,000 military-connected individuals that work at and are connected to Joint Base Lewis McChord (JBLM), which is one and a half times the entire population of **Pastor Le's** city of Lakewood, WA. With each example of specific ministry to military members and their families in the community and through outreach to JBLM, Pastor Le repeated the refrain of ***"Rock… Pond… Ripple…"*** to place emphasis on the "ripple effect" that ministry to military members and families has due to the unique and intrinsic nature and dynamics that are embedded in and endemic to the U.S. military and military life. The impacts of ministry to military simply have a ripple effect that multiplies the impact of ministry-to-the-one, which naturally has a multiplying impact-on-the-many in the military and in military communities. ***"Rock… Pond… Ripple…"*** Another great message from **Pastor Le!**

The evening concluded with fellowship and networking.

Community Dinner Sponsors

Special thanks for your generosity in providing meals for guests from the community.

ACCTS
Alliance Chaplain Ministries (C&MA)
Cadence International
Child Evangelism Fellowship Military Children's Ministry
Christian Military Fellowship

Church Planting in Military Communities, Send Network
Club Beyond/Military Community Youth Ministries
Military Ministry
Military Missions Network
Missions To Military, Inc.
National Day of Prayer Task Force
North American Mission Board, SBC Chaplaincy
Navigators Military & First Responder
Officers' Christian Fellowship
Olive Branch International
University Methodist Church, San Antonio

[Note: The promotional Community Dinner flyer appears at the end of this synopsis.]

WEDNESDAY, MARCH 26

Worship and Devotional (8:30 - 9:10 AM)
The session began with 20-minutes of worship, led by the Brooks' worship band, followed by a devotional led by **Justin Woods**, *Director for Church Planting in Military Communities, Send Network.* Following worship, Justin led the conferees in a 20-minute time of guided prayer for topics that Justin selected for conferees to pray about individually and also together in table groups. It was a very meaningful time.

#1 Metrics Issue: Equipping Military Believers for Ministry at Next Location (Session 6) (9:10–10:40 AM)
The session began with **Doug Anson,** *Co-founder & Military Outreach Director, Apologetics on Mission,* opened this session with remarks focused on the #1 Priority Metrics Issue identified by the metrics survey respondents to equip military believers for ministry at their next locations. In its analysis, the Metrics Survey Team identified four (4) supporting metrics that enable the #1 Metrics Issue and decided to have Table Group discussion focused on analyzing how to actualize these four (4) supporting metrics. These supporting metrics are identified with their priority number from the survey and then by their alpha-identifier (as listed in the survey):

#3 Priority Metrics Issue: "a. More effective military-ministry staff recruitment and retention, for expansion of ministry locations and greater mission impact."

#4 Priority Metrics Issue: "i. More intentional engagement and leadership of mil. ministry (w/in the church & in local area) on part of key churches in mil. communities."

#8 Priority Metrics Issue: "c. Greater brand recognition of military ministries among new generations of Service members, chaplains, and pastors serving in military community churches."

#9 Priority Metrics Issue: "g. Implementation of creative strategies to revitalize military chapels and chapel facilities as thriving hubs of military ministry and sending-platforms for sending out military believers."

A detailed, concise summary of table talk discussions on these four (4) metrics, which support and enable the pursuit of the #1 Priority Metric (listed above), is provided in Addendum A "Table Talk Summaries."

Doug concluded the table talk sessions and turned the presentation over to **Kevin Scheible,** *Community Director for Alamo City, Cadence International*, to discuss a significant on-line resource that supports the #1 Metrics Issue–Military Believer.com (MB). Kevin shared his own personal experience with this resource and then had all the conferees pull out their cell phones and go to the MB website and did a deliberate walk-through to help conferees to become comfortable with navigating the site and educated on the on-line content that is available on the website. This

greatly increased the knowledge and experience level of all conferees regarding this important and powerful on-line resource, which is a significant on-line enabler and supporting tool for pursuing the #1 Priority Metric.

20-minute Break

Closing Session – FCMM Updates, Special Honors and Recognitions, and Final Announcements: **Gary** was the **Emcee** for the closing session of the conference. **Gary** called **John Fitzgerald** to the front of the room to provide information to the conferees on details for the 2027 FCMM Conference for which **Navigators Military and First Responder (Navs M1R) will be the host**. John and **Esmé Daetz** will be the conference planners for Navs M1R and John had a slide that provided the **2027 FCMM Conference dates, March 1-3, 2027**, and the conference location, which is **Lake City Church in Lakewood, WA** (**Pastor Tung Le's** church). **Gary** also covered details on the 2027 Conference and Conference Planning Team (CPT) and the launch of the 2026 FCMM Conference follow-up strategy and plan, with 2026 Conference follow-up action steps and meetings that have been planned and announced that detailed information on these post-conference activities will be announced (shortly after the end of the 2026 Conference) to all conferees and all those on the FCMM Distribution List.

Gary facilitated honoring **Eva Interiano's 50-years of service in ministry**, followed by the honoring of **Marty McCarty's 20-years as chief executive for Club Beyond–MCYM and Marty's 20+ years of involvement/commitment to FCMM** and the FCMM Annual Conference, of which **Marty was host-organization for this 2026 Conference**. **Gary** delivered his own remarks concerning **Marty's** faithful service in ministry, especially as chief executive, and then allowed an "open mic" period, during which other conferees offered their remarks to honor and celebrate **Marty** and his service in ministry. **Gary** then had the conferees gather around **Marty** and himself, and appointed a conferee to offer a closing prayer for the conference and for **Marty** in his future plans to step-down as Club Beyond–MCYM's CEO and to transfer those responsibilities to **Phil Alfrey**. **Phil is a 24-year veteran staff** member of Club Beyond–MCYM **and their current President**. On **August 1, 2026, Phil will become** Club Beyond–MCYM's 5th chief executive in its 46-year history as an organization and will have the title and responsibility as the **President & CEO.**

Gary then adjourned the conference (on-time) and **the 2026 FCMM Conference was concluded** (note: miraculously, the conference ran on-time and according to schedule throughout the conference, with only minor variations to the scheduled times that are listed in this synopsis and on the original Conference Schedule).

Post-Conference Actions: Two follow-up Zoom calls were held in June 2026 and were advertised and open to participation by all parties on the FCMM Distribution List and all 2026 Conferees. Notes from these Zoom calls are provided in Addendum E, and a detailed schedule for the 2026 FCMM Conference is provided as Addendum F.

Conference Schedule — 2026 FCMM

"Mobilizing Military Communities: The Rock in The Pond"

- - Impacting the Total Force from Local Military Ministries - -

University Methodist Church/North Campus (Univ. Meth. N.)
5185 De Zavala Road, San Antonio, TX 78249

"But you will receive power when the Holy Spirit comes on you; and you will be my witnesses in Jerusalem, and in all Judea and Samaria, and to the ends of the earth." Acts 1:8 NIV

"…to equip the saints for the work of ministry, for building up the body of Christ…"
Ephesians 4:12 ESV

The 2026 Conference will be highly collaborative in nature and will involve many different leaders who engaged in conference pre-work, as members of the following conference teams:

a. Vision Team: Cast a vision of an optimal outcome of fully-mobilized military communities.
b. U.S. Military Research Team: Map and analyze the global presence of the U.S. Military.
c. Ministry Locations Survey Team: Map and analyze Gospel-centered U.S. Military Ministry globally.
d. Metrics Survey Team: Analyze the construct of mobilization metrics and results of the survey.
e. Teaching Team: Provide interpretation/Biblical foundation for conference topics/devotionals.
f. San Antonio Military Ministry Coalition Team: Vision for local military community mobilization.

A list of Team Leaders and Team Members are provided on page 3 of this schedule document.

WiFi at University Methodist Church: WiFi Network – "Guest WiFi" Password – BuildingBridges

Unless otherwise annotated, events will take place in the Student Center of Univ. Meth. North Campus.

Conference Schedule

Monday, March 23

0830-1500 Pre-Conference Activities:
*0830-1300 Executive Directors' Meeting for FCMM Host-ministries (off-site)
*1200-1330 Women's Luncheon (off-site)
*1300-1500 Ministries Set Up their Exhibit/Display Tables (hall outside Univ. Meth. N. Student Ctr)
*1330-1430 2027 Conference Planning Team (CPT) meeting (Univ. Meth. N. – Rm N212/214)

1500-1600 Registration and Check-in (near entrance of Univ. Meth. N.)

1500-1545 Newcomers Orientation (Univ. Meth. N. – Rm N206/207)

1600-1730 Session 1: *"Welcome, Introductions, Theme and Conference Overview"*
-- Lead: Host Ministry and Teaching Team

1730-1815 Break: Touring of Ministry Display Tables and Networking

1815-2030 Session 2: *"Welcome Dinner: A Global Vision for Mobilizing Military Communities"*
-- Lead: Worship and Vision Teams

Tuesday, March 24

0830-0910 Worship / Devotional on Conference Theme (Coffee & Lights Snacks available)
-- Lead: Worship and Teaching Teams

0910-1200 Session 3: *"Part 1 – Surveying the Global Landscape of the U.S. Military Presence"*
-- Lead: U.S. Military Research Team

1010 Break

1030 Session 3: *"Part 2 – Mapping Gospel-Centered U.S. Military Ministry Worldwide"*
-- Lead: Ministry Locations Survey Team

1130 Session 3: *"Part 3 – U.S. Military Research Team and Ministry Locations Survey Team Collaboration"*

1200-1300 "Networking" Lunch – Learn about other Ministries while Breaking Bread Together

1300-1600 Session 4: *"Part 1 – Metrics of Mobilizing Military Communities: Analysis, Survey Results and #2 Metrics Issue: Local Leaders Organizing and Collaborating for Military Ministry"*
-- Lead: Metrics Survey Team

Session 4: *"Part 2 – Prototypes of Military Community Mobilization – U.S."*
-- Lead: U.S. Military Community Representatives

1420 Break

1440 Session 4: *"Part 3 – Prototypes of Military Community Mobilization – International"*
-- Lead: International Military Community Representatives

1600-1730 Free Time and Networking

1730-1800 Stand-up Social (Dinner Guests and Conferees: Touring of Ministry Display Tables)

1800-2030 Community Dinner

1800-1830 Serving Lines Open; Dining until 1900

1900-2030 Session 5: *"Casting a Vision for Military Community Mobilization in San Antonio"*
-- Lead: San Antonio Military Ministry Coalition Team and Worship Team
-- Keynote: Pastor Tung Le, Lake City Community Church, Lakewood, Washington

Wednesday, March 25

0830-0910 Worship / Devotional on Conference Theme (Coffee & Lights Snacks available)
-- Lead: Worship and Teaching Teams

0910-1040 Session 6: *"#1 Metric Issue: Equipping Military Believers for Ministry at their Next Locations"*
-- Lead: Metrics Survey Team

1040 Break

1100-1200 FCMM Updates, Special Honors/Recognitions, Announcements: 2027 Conference and Conference Planning Team (CPT) and Launch of the 2026 FCMM Conference follow-up strategy and plan – 2026 Conference follow-up action steps and meetings have been planned and detailed information on these post-conference activities will be announced.

Churches & Ministries represented at the 2026 Fellowship of Christian Military Ministries (FCMM) Annual Conference

65 conferees attended the 2026 FCMM Annual Conference, held at University Methodist Church, San Antonio on March 23 – 25. They represented the following:

2 Chaplains	U.S. Army Installation Management Command Joint Base Andrews
4 Churches/Chapels:	Bethel Temple, Hampton VA Harper's Chapel Ministries, San Antonio TX Protestant Parish Edwards AFB Rise Church, Helotes TX
26 Ministries:	ACCTS American Bible Society Apologetics on Mission Arms of Comfort - Serving Those Who Serve Cadence International Child Evangelism Fellowship, Military Children's Ministry Christian and Missionary Alliance Church Planting in Military Communities - Send Network Club Beyond / Military Community Youth Ministries Devillier Financial Coaching LLC Foreign Soils International Association of Evangelical Chaplains Lake City Community Church, Lakewood WA Military Chaplain Association Military Ministry Military Missions Network Missions To Military, Inc. Navigators Military & First Responder Officers' Christian Fellowship Olive Branch International Planting Roots REBOOT Recovery Tun Tavern Fellowship U.S. Army Installation Management Command Valor Valor Vets

Conference Teams for 2026 FCMM Conference			
No.	**Team Members**	**Organization**	**Role**
Vision Team:			
1.	Doug Carver	North American Mission Board - Chaplaincy	Mbr
2.	Martha Stevenson-Jones	Military Ministry	Mbr
3.	Phil Exner	ACCTS	Mbr
4.	Dave Hutchings	Cadence International	Lead
5.	Scott Fisher	Officers' Christian Fellowship	Mbr
6.	Shawn Hatch	Navigators Military & First Responder	Mbr
7.	David Preston	Cru Valor	Mbr
8.	Kori Yates	Planting Roots	Mbr
9.	Bill Stackhouse	Club Beyond/Military Community Youth Ministries	Mbr
10.	Chet Arnold	Officers' Christian Fellowship	Alternate
11.	Jason Buckner	ACCTS	Alternate
12.	Deb Schiess	Planting Roots	Alternate
13.	John Fitzgerald	Navigators Military & First Responder	Alternate
U.S. Military Research Team:			
1.	Shelia Carter	Military Missions Network	Mbr
2.	Kim Brooks	Military Missions Network	Mbr
3.	Justin Woods	Church Planting in Mil. Communities, Send Network	Mbr
4.	Greg Holm	Christian Military Fellowship	Mbr
5.	John Fitzgerald	Navigators Military & First Responder	Mbr
6.	Steve Peck	Club Beyond/Military Community Youth Ministries	Mbr
7.	John Hoyman	OCF - ROTC Ministry	Mbr
Ministry Locations Survey Team:			
1.	Ron Rallis	Military Ministry	Co-Lead
2.	Sherry Rallis	Military Ministry	Co-Lead
3.	Chris Green	Navigators Military & First Responder	Mbr
4.	Andy Bunn	CEF, Military Children's Ministry	Mbr
5.	Amanda White	Armed Services Ministry, ABS	Mbr
6.	Jay Dunham	Navigators Military & First Responder	Mbr
7.	Susanna Prawling	Foreign Soils	Mbr
Metrics Survey Team:			
1.	Fred Butterfield	Military Ministry	Mbr
2.	Ron Huggler	OCF/IAEC/ACCTS	Lead
3.	Linda Sheimo	Olive Branch International	Mbr
4.	Doug Anson	Apologetics on Mission	Mbr
5.	Kathi Jo Orr	Christian Military Fellowship	Mbr
6.	Kevin Scheible	Cadence International	Mbr
Teaching Team:			
1.	Esmé Daetz	Navigators Military & First Responder	Mbr
2.	Justin Woods	Church Planting in Mil. Communities, Send Network	Mbr
3.	Fred Butterfield	Military Ministry	Mbr
4.	Gary Sanders	Military Missions Network	Lead
Ministries Hosting a Table (relationally) at the Networking Lunch:			
1.	Amanda White	Armed Services Ministry, ABS	
2.	Linda Sheimo	Olive Branch International	
3.	Gary Sanders	Military Missions Network	
4.	Kathi Jo Orr	Christian Military Fellowship	
5.	Andy Bunn	CEF, Military Children's Ministry	
6.	Ron and Sherry Rallis	Military Ministry	
7.	Bill Stackhouse	Club Beyond/Military Community Youth Ministries	

Working Definitions for use at the 2026 FCMM Conference:

A Military Community – Geographical locations wherever military live, train, and serve together through formal military connections.

This definition includes and covers different Service branches, commands, units, types of jobs and related communities, officers and enlisted, and different nations, as well as niche groups within the military (e.g. singles, couples, families, children, teens, women, men, ethnicities and nationalities).

An Established Military Ministry – Defined by 5 Components:

1. An identified military community
2. Established ministry staff or lay leaders who have a permanent presence
3. Ongoing operational ministry under the ministry name and brand
4. Shared life and collective ministry on the part of those engaged in the ministry (military believers and families, veterans, civilians, and ministry leaders)
5. Multiplication of impact beyond the location

- This definition includes the military ministry of churches, chaplains and chapel communities (and approved military lay leaders), and local para-church ministries; and all niche areas of ministry (e.g. evangelism, discipleship, hospitality, support, marriage and family, deployment, trauma, and homelessness, etc.).
- This definition does not include bible studies or support groups which are fluid and temporary, occasional activity such as seminars, events, retreats, etc., or personal ministry primarily done by and in the name of individuals.
- Personal ministry which is unconnected to an established military ministry is a blessing and benefit to the respective individuals and others associated with the individuals (included as a part of #5 above). However, more strategy and intentionality need to be directed toward helping such individuals connect and contribute to an established military ministry in their current and next location, so these individuals will always be engaged with a local ministry community.
- Military ministry to the masses of military individuals and families in various places through events, conferences, online resources and ministry, etc., is a blessing and benefit to an untold number of service members and families. However, more strategy and intentionality need to be directed toward helping such individuals connect and contribute to an established military ministry in their current and future locations, so these individuals and families will always be engaged with a local ministry community.

Team Composition and Tasks for the 2026 FCMM Conference:

Teams will be involved in limited pre-conference direct collaboration (2 or 3 Zoom calls), which will be led and coordinated by the Team Lead(s) for each individual team. Each Team and Team Lead will have administrative and coordination support (and some direct involvement) by either MCYM or Military Missions Network staff (or both).

Vision Team

1. Made up of 7-10 senior or executive level leaders (some of whom may not attend the conference); MCYM to take the lead support role to organize and coordinate team activity.

Vision Team (cont.)

2. MCYM chooses an established leader who facilitates discussion via email and 2-3 zoom calls prior to the conference. Those attending the conference will serve as a panel.
3. Task: Dream, envision, and cast vision (at the conference) of an optimum outcome (the results we want to see) of fully established and mobilized military ministry in the military communities of the nations. This is more than the vision of the respective FCMM ministries represented, but can certainly include them. We are shooting for a collective vision and end results, and these results will be presented by the Team during the Welcome Dinner (Session 2) on Day 1 of the conference. The work of this team has connection to all Metrics Survey issues, with particular connection to the #2 priority issue from the Metrics Survey results. The work of this team will also set the stage for further discussion of the #2 priority issue on Day 2 of the conference, during which current best-practice military community examples will be highlighted.

Teaching Team

1. 2-4 individuals
2. Task: Provide theme interpretation and biblical foundation for the conference topics; present the conference-definitions of "Military Community" and "Established Military Ministry" and facilitate large-group comments (and/or Q & A) on these definitions; and, prepare and present devotionals on Day 2 (Acts 1:8) and Day 3 (Eph 4:12-13). (note: devo scripture references listed are strongly recommended for consideration by the team.)

U.S. Military Research Team

1. 3-5 individuals, MMN to take the lead
2. Task: Evaluate a list of military locations where U.S. military operate with allies, especially new or projected locations. The team will also analyze and make suggestions regarding priority locations and criteria for evaluation, including significant "centers of gravity" (major hubs) where there is significant density of U.S. forces (CONUS and OCONUS) AND also reflecting and highlighting locations or regions the U.S. Military has indicated to be high-priority locations or regions in need of support.

Ministry Locations Survey Team

1. 3-5 individuals, MMN to take the lead
2. Task: Review and analyze the survey regarding ministry locations and give observations and suggestions on priority regions.

Metrics Survey Team

1. 3-5 individuals
2. Task: Based on the metrics survey, address the concept and need to identify metrics of mobilization, to include the 9+ metrics provided on the survey. This team will also present the results of the survey and make observations.

COMMUNITY DINNER

FOR THOSE WITH A HEART FOR MILITARY AND MILITARY MINISTRY

PLEASE JOIN US!

Tuesday, March 24, 2026, 6pm

University Methodist Church - North Campus
5185 De Zavala Rd, San Antonio, TX 78249

This special evening has been designed for believers and ministers engaged in gospel-centered military ministry. The primary purpose of our gathering is vision casting and mutual encouragement. By participating, you will have an opportunity to meet new friends, discover great resources, and connect with ministry networks that span the globe. More than ever, military members and families need our support and ministry. Together we can do so much more! We hope to meet you at the dinner!

COST IS FREE: Thanks to Sponsoring Ministries

DRESS: Business Casual

For more information and to RSVP, click here.
Reservations required by March 6.

Registration Questions?
Shelia Carter
Shelia@MilitaryMissionsNetwork.com



Pastor Tung Le
Lake City Community Church
Lakewood, Washington



Gary Sanders, Emcee
Military Missions Network

EVENING AGENDA

Our evening will be relational and informal in tone. We will begin with a nice, seated dinner. Our keynote speaker, Pastor Tung Le, and other leaders will share words of encouragement and vision.

Please join us for a wonderful evening!

SPONSORING MINISTRIES (with link to sponsor website):

ACCTS
Alliance Chaplain Ministries (C&MA)
Cadence International
Child Evangelism Fellowship Military Children's Ministry
Christian Military Fellowship
Church Planting in Military Communities, Send Network
Club Beyond/Military Community Youth Ministries
Military Ministry
Military Missions Network
Missions To Military, Inc.
National Day of Prayer Task Force
North American Mission Board, SBC Chaplaincy
Navigators Military & First Responder
Officers' Christian Fellowship
Olive Branch International
University Methodist Church, San Antonio

Note: New sponsors may be added prior to and recognized at the dinner.

A Community Dinner is held each year in conjunction with the annual Fellowship of Christian Military Ministries (FCMM) Conference. The FCMM is an informal association of military ministries which meet each year in a key U.S. military community. The purpose of the Community Dinner is to provide opportunities for networking among military, military ministries, churches, chaplains, and other like-minded ministries. The host ministry for the 2026 FCMM Conference is Club Beyond/Military Community Youth Ministries. **This is NOT a fundraising event and is an adults only evening.**

Additional Chaplains, Churches, Chapels & Ministries represented at the Community Dinner

159 individuals attended the Community Dinner held at University Methodist Church, San Antonio on March 24, which included the 65 FCMM Conference participants along with 94 guests representing the following additional chaplains, churches. Chapels, and ministries.

2 Chaplains:	JBSA Randolph AFB
	Special Warfare Training Wing, JBSA Lackland AFB
1 Chaplain Candidate	Armed Forces Reserve Center, Seagoville TX
Other Active Duty	318th Cyberspace Ops Group, JBSA Lackland
	JBSA Fort Sam Houston
	JBSA Lackland AFB
	JBSA Randolph AFB
11 Churches & Chapels:	Christian International Outreach Center, Alexandria LA
	Community Bible Church, San Antonio TX
	Crossbridge Community Church, San Antonio TX
	Crossroads Baptist Church, San Antonio TX
	Every Day Christian Fellowship, Cibolo TX
	First Baptist Church, San Antonio TX
	Ft. Sam Houston Protestant Service
	Life Church of San Antonio TX
	Northeast Bible Church, Garden Ridge TX
	University Methodist Church, San Antonio TX
	Village Parkway Baptist Church, San Antonio TX
8 Ministries:	Adult & Teen Challenge
	Basic Truth Ministry
	Bible Study Fellowship, JBSA Lackland AFB
	Christian International Outreach Center, Alexandria LA
	Marsh Institute for Chaplains
	OLPH Military Ministry
	Reproducers for Christ
	South TX Assemblies of God Ministries
Other:	Crest Palliative Care, San Antonio TX
	Military - Civilian Charitable Foundation
	Vitas Healthcare, San Antonio TX

Session 2 - Vision Team *– SWOC (Strength, Weaknesses, Opportunities, Challenges) on Vision Statement*

Task: Dream, envision, and cast vision (at the conference) of an optimum outcome (the results we want to see) of fully established and mobilized military ministry in the military communities of the nations.

Vision Statement: ***"A God-inspired and Sprit-led movement that seeks to understand what God is already doing at individual bases and then brings to bear all available military-ministry resources to reach every member of the military community with the Gospel of Jesus Christ."***

SWOCs were completed by organizational teams, ideally focusing on their organization, as follows –

Amer. Bible Society (ABS) – Armed Services Ministry: Have resources that meet various needs (spouses, family, teens, PTSD, etc.) and provide those at no-cost; limited (legal issues) in serving families OCONUS and don't have visibility over end-user impact, as we work through Chaplains (i.e.," do they use what we send?", "what impacts?", etc.; envision opportunities for int'l partnerships w/feedback loops; Challenged in measuring impact/effectiveness of ABS-ASM resources; Soooo many pockets of Chaplains that don't know ABS-ASM exists and don't know about resources we can provide. - Amanda White, ABS-ASM

Planting Roots: Resources specific to women (in-uniform & spouses); Military access (2/3 of staff are active-duty); No permanent presence at any locations; cost of resources needed is high; limited ability to communicate w/Chaplains/Churches/Other Mil. Ministries about this ministry; Challenge to connect staff (staff other than leadership) w/other ministries & their resources; Challenged in building relationships w/Chaplains & Churches and creating "legitimacy" btwn org's. Kori Yates, Planting Roots

Military Missions Network MMN): Good at networking; Have "pulse" of different military communities and understand what God is doing in them; MilitaryBeliever.com – great resource; need "new/young blood" in leadership; MMN must connect org's with each other as MMN does not have resources itself to provide; Have unique org. vantage point/posture for connecting with Churches to help them and encourage them to engage in Mil. Ministry; Always working to bring together Chaplains, Ministries, Churches, and Mil. Believers; Challenged in the area of manpower (small team) & finances. – G. Sanders

Olive Branch Int'l (OBI): Good ability in coord. w/multiple local org's/churches to car for mil. members, fam's, widows, and mil. members on front lines (med. supplies, spiritual/PTSD training, food, funding for Chaplains; Providing education for Chaplains in Ukraine; Working across diff. faith groups is difficult (religion gets in the way – Ukraine); OBI support is limited by "level 4" status, so no "on-the-ground participation; war-zones create opportunity for increased places to serve – people want to hear about God; But war also creates shortages and increases the costs of supplies and events, which is challenging; Comment on Vision: Does not address nat'l guard & reserve forces; recommend not using "base" but "individual military location or community". – Linda Sheimo, OBI

Missions to Military: Dedicated team of men & women who are familiar w/mil. lifestyle and are trained biblical counselors; age and size of the team are limiting factors – need more and younger team members; opportunities abound as military is everywhere; M2M looking for opportunities to connect w/churches; Challenged in finding more workers/servants to increase size of team; Like the vision of getting together with other org's to reach the military! – Jim Rizer, M2M

Foreign Soils: Empowers spouses to share the Gospel, adding to the movement of the Spirit; FS has a need to partner with other ministries that are already established at various locations; Sees opportunity to support and encourage the church and believers at bases throughout CONUS & OCONUS; Challenged in finding more partners and in gaining greater exposure for FS. – Susanna Pauling, FS

Session 2 - Vision Team *– SWOC (Strength, Weaknesses, Opportunities, Challenges) on Vision Statement (cont.)*

ACCTS: *Strengths* - Experience and generosity of staff; Prepared & called by God for a specific work; Mil. & Language & Cultural skills; Heart for the nations; Relationships w/Chaplains; Strong financial position; Est'd position w/other nations' mil.; PSO partners/AMCF; Staff longevity (high retention). *Weaknesses* – Many of those we need are still on A/D; Lang. barriers; lack resources; Lack Visibility/Brand Recognition. *Opportunities* – A LOT of oppt'y exists across all nations; World Conf. & Regional Conf's (schedules are known) 1 – RMH; 1 – CT; ALI – global unity/vision. *Challenges* – Aging Staff; Increasing challenges with getting Visas into the U.S.; Wars; Opposing Gov'ts. – Jason Buckner, ACCTS

1 of

Cru Valor: *Strengths* – Endorsed by Cadet Command Chaplain; Clarity of Mission & Vision; 10% of Cadets & Midshipmen in U.S. are involved; Equipping the next missionary force in the Officer Corps; Good at Partnering w/other Mil. Min.'s – OCF/Navs to all ROTC; Hundreds of Thousands of Vets are on campuses (post active-duty) looking to find next missionary endeavor. *Weaknesses* – Small teams or individuals working against large scope of ministry (capacity); Global opportunities are difficult to find/identify; Lack of new-staff joining in the work; No clear/consistent methodology for handing people off to their next location. *Opportunities* – Contacts at Fort Knox, Maxwell AFB, and Quantico to start a movement on every campus; Send Christ-centered laborers by the thousands into the military! *Challenges* – Staff & Finances; Staff are isolated – frequency of face-to-face community is low/minimal. David Preston, Cru V.

Tun Tavern Fellowship: *Strengths* – Pray together weekly, as para-church & Chaplains, to seek God's will; Learn God's will thru weekly Bible studies; Open to God's leading & trust in His provision; Willing to work together/share gifts to edify body of Christ. *Weaknesses* – Consistency in praying for guidance in individual groups; Waiting on the Lord; Lack of boldness/not trusting God; Working to not be led by fleshly desires and opinions. *Opportunities* – Finding Chaplains that are willing to collaborate and listen to ideas; Building/Finding Teams that are willing to work together and support the goal of making disciples. *Challenges* – Staying connected with all Marine believers, as they move from base-to-base or transition out of the Corps; Encouraging the disciples to stay focused and engaged, while still performing their duties as a Marine; The commitment-level (of those we invest in) to remain faithful.

Officers Christian Fellowship (OCF): *Strengths* – Access that the OCF volunteer network of local leaders (mostly active-duty) have to bases/leadership and that full-time staff have (as retired mil); OCF retreat centers; Connectivity - linking Christian military leaders in a transitional environment. *Weaknesses* – High turnover rate of local OCF leaders (mostly active-duty Service members). *Opportunities* – Rising interest among cadets, midshipmen, and junior officers; network of OCF groups that enables individuals to connect to another OCF group when they are on orders to PCS or to go TDY. *Challenges* – Raising-up and training local leaders; fully staffing regional coordinators network; Installations Commanders are constantly turning over command with incoming and outgoing commanders having different levels of receptivity toward parachurch ministries operating on-base. Chet Arnold, OCF

Club Beyond/Military Community Youth Ministries (CB/MCYM): Area of strength is sole-focus on middle- and high-school age children of active-duty military members, and having formal signed MOAs and MOUs, signed by installation commanders, that formally permit CB/MCYM to operate independently on the installation as a "Nonprofit Non-Federal Entity (NFE) Authorized to operate on-installation". Area of weakness is lower percentage of relationships with military members and single Service members. CB/MCYM finds opportunity in interacting with family members of teenagers - impacting entire families. Challenges are operating as an ecumenical ministry; base-access and background check processes; operating in a digital-age (teens tethered to social media/personal cell phones). – Angela Myers, CB/MCYM

Session 2 - Vision Team – "Make It Real" – Table groups brainstorming on real-world scenarios

Table Talk: Table Groups were provided the options of scenarios of: 1) Spangdahlem Air Base Wing Chaplain reaching out for help with increased optempo due to upcoming deployments and stress on Service members & families; 2) PWOC at Camp Humphreys wants to host a peninsula-wide marriage retreat; 3) A church in San Diego reaching out for help due to an increase in military members, esp. single Service members, visiting their church but are struggling to get them connected; 4) Foreign military leader is observing U.S. chaplain's ministry and approaches U.S. Chaplain looking for help on how he can grow a similar initiative in his mil. unit. Table groups were asked to brainstorm ideas on how to address these situations.

Common Themes across the table group brainstorming sheets were: 1) Good communication with the military chaplains and commanders involved, to understand needs and make aware of organizational resources available to them; 2) involvement by local FCMM organizations and networking with local churches and with other family-support organizations at the installation; 3) supporting chaplains and local churches by helping to form prayer strategies and with published and on-line resources available to address specific challenge areas; 4) Common Obstacles/Challenges Identified: a) "Give up the flag" (turf-battles); b) forces rotating; c) tensions between local churches and chaplains, and between denominational groups; d) lack of information; e) isolation: chaplains and churches feeling "alone" and thinking they need to solve/address problems within their own pool of resources.

Session 3 - Part 1 – "Surveying the Global Landscape of the U.S. Military Presence"

The **U.S. Military Research Team** was given the following task:

Task: Evaluate the list of locations where U.S. military operate with allies, esp. new or projected locations.
- Include analysis & make suggestions regarding priority locations & criteria for evaluation
- Include significant "centers of gravity" (major hubs) where there is significant density of U.S. forces (CONUS and OCONUS)
- Reflect & highlight locations/regions the U.S. Military has indicated as high-priority or in need of support

After the Team's Session 3 – Part 1 presentation, **Table Groups were given two questions** to discuss and the following are common themes, which emerged from these discussions.

1. **How can we more effectively work together to plant and strengthen established military ministry in more U.S. military communities (CONUS & OCONUS)?**

Common Themes:

a) Partner with local area churches
b) Grow the network of churches involved in military ministry
c) Increase the visibility (and updating of information) of MilitaryBeliever.com
d) Increase quality of connections between military ministries operating in same military locations; be intentional about getting together/gathering with other ministries
e) Regional or Installation alignment of teams (church, chaplains, parachurch)
f) Reduce duplication of effort by working together to plant new locations (i.e., understand "who" (what FCCM org[s]) are already at a location before planting new ministries).
g) Recruit (communicate needs to) retired military and those leaving active-duty to serve in ministry
h) Effectively equip active-duty Service members to minister/lead ministry at their next duty station
i) Strengthen and support evangelical chaplains (connectedness; support their needs)
j) Build relationships with people of other FCMM org's; help org. staff to have a "posture of partnerability"
k) Before planting, work with mil. chaplains at a given location to understand what/where the need is.

2. How can we more effectively connect military believers in their next locations?

Common Themes:

a) Warm hand-offs of Service members/families from one location to next duty station
b) Help Service members and families to make direct connections before transfer (Zoom, FaceTime, Phone)
c) Use MilitaryBeliever.com or OCF's directory to help with vetting/finding churches and military ministries
d) Help active-duty Service members to connect (in advance) with a good church of their denomination at their next duty station.
e) Recommend attending a new church for 3 Sundays min., before making a decision regarding that church.
f) Effectively equip active-duty Service members to minister/lead ministry at their next duty station.
g) Communicate across FCMM org. headquarters to understand who/how to connect
h) Train staff at FCMM org. headquarters to connect/hand-off to ministries to help mil. transferees to plug-in.

Session 3 - Part 2 – "Mapping Gospel-Centered U.S. Military Ministry Worldwide"

The **Ministry Locations Survey Team** was given the following task:

Task: Review and analyze the survey regarding ministry locations and give observations and suggestions on priority regions.

Table Talk: Maps of various regions of the U.S. and International areas were distributed to tables with dots of various sizes and colors. The size and colors represented the number of ministries located at U.S. military installations, with red for 0-1, green for 2-9, and purple for 10+ ministries serving at individual installation locations. On the maps were various questions for the tables to consider and discuss.

Common Themes:

1) Lack of presence in Tampa, FL, where 3 and 4-star commands are located (CENTCOM and SOCOM)
2) Certain locations have a relatively small military population (i.e., Fort Leavenworth) but they are strategic regarding the type of military personnel stationed at these locations and the nature of the duty station (i.e., schoolhouses that have a stable population, which is non-deployable). Therefore, these types of locations often have a greater number of ministries present because they are strategic.
3) Certain U.S. installations have a large presence of internationals and international militaries (i.e., Fort Benning, GA) and there should be a means for capturing and highlighting these types of unique characteristics at certain installations, either in the ministry mapping or U.S. military mapping efforts.
4) Perhaps "dot" color scheme can be revised so locations with no (i.e., zero) ministries present can be the red dots, and a fourth color can be introduced for locations with 1 – 2 ministries, and then green dots can be 3 – 9 ministries, etc. This way, locations with no ministries present can be clearly and easily identified.

Session 4 - Part 1 – "Metrics of Mobilizing Military Communities: Analysis, Survey Results, and #2 Metrics Issue: Local Leaders Organizing and Collaborating for Military Ministry"

The **Metrics Survey Team** was given the following task:

Task: Based on the metrics survey, address the concept and need to identify metrics of mobilization, to include the 9+ metrics provided on the survey. This team will also present the results of the survey and make observations.

Table Talk: #2 Priority Metrics Survey Issue: "b. Active Organization, Communication, Prayer, and Collaboration among local leaders engaged in military ministry (pastors and church leaders, para-church ministry staff and leaders, chaplains, and other military believers)."

Common Themes: (from table discussions on best-practices, issues, ideas, challenges/obstacles)

1) Idea of local leaders having a common vision for local military ministry; core attributes to emphasize.
2) Need framework/principles for local collaboration; need "someone" (a person) to step-up to lead.
3) Top-down direction (from para-church and mil. chaplain top leaders), encouragement, and permission for local staff, chaplains, and leaders to collaborate and work together at the local level of military ministry.
4) Give "equipped" believers vision to be "catalysts" for local collaboration at their next duty stations.
5) Need a "best-practice" framework (5W's) for local FCCM-style mil. ministry collaboration groups to form.
6) International Military Ministry:
   - Internationally, collaboration is working well overall.
   - Internationally, individuals wear several different hats: Mil. Ministry (Cru); ACCTS; OBI, MMI, IAEC, etc.)
   - Success Stories: Prayer Gatherings; Cameroon – recruiting and working with local pastors; etc.
7) Knowledge/Functional Gap: Cross-cultural and International Community relationships and resources.
8) Affirmation and Confirmation from table groups that this Metrics Survey Issue is very much needed.
9) At local level, establishment of roles & responsibilities among and across different member organizations.
10) Rarely do people "work together." Need a "Champion" – a local leader to step up and lead the charge.
11) Once begin meeting, need to meet consistently to establish Trust and Communication.
12) Keep things simple – do not create a burdensome or overly-complicated structure.
13) Include collaboration and local leaders getting to know local Chaplains within the local ministry strategy.
14) Challenges/Obstacles: Denominational divides; Cultural (ministry) differences.
    Strategies to Overcome: a) Humble Approach – What does God want to teach me through you? b) Personal Relationships – Set example of caring for each other in front of local military members; c) C3 – Church, Chaplain, Champion – the "Trifecta"; d) Believe the Best in Each Other – spirit of Grace in communications; e) Fellowship & Prayer Times Together – Gets our spirits in a place that fosters/enables collaboration; and, f) Prayer – Example: 4 churches in Lynchburg are praying together.
15) Knowledge/Functional Gap: Not knowing who the other ministries are and where they might be operating.
16) A need for different/various strategies at specific locations based on the missions of the various para-church org's and also base on the mission of the installation/base (i.e. training base vs. warfighter base).
17) Actively Organize – This will not happen "passively"; often there are forces at work against collaboration.
18) Caveat: "Seasons of Ministry" – There are "seasons" for ministry; may not always look same; may dissolve.

Session 6 – "#1 Priority Metrics Issue: Equipping Military Believers for Ministry at their Next Locations"

Presentation: Doug Anson presented slides addressing the #1 Priority Metrics Issue. And as part of the Metrics Survey Team's analysis of the list of mobilization metrics, **the Team determined that 4 of the other metrics in the survey were actually "component" metrics that support the #1 "parent" metric: "Equipping Military Believers..."** Therefore, Table Talks were oriented around these 4 supporting metrics, as follows.

Table Talk: #1 Pri. Metrics Issue Component – **#3 Priority Metrics Issue**: "a. More effective military-ministry staff recruitment and retention, for expansion of ministry locations and greater mission impact."

Common Themes:

1) Soldier Volunteer: can work within unit; need to disciple to equip him/her to share.
2) Permanent Non-Soldier (like pastor): able to minister for long-haul in same location.
3) Connect with "gatekeepers" at installation; communicate.
4) Prayer & Network (relationships): who's transitioning out?; where's God working? (resources/people/access)
5) Raise-up the next generation; Identify "Joshuas"; Allow new ideas from next-gen. individuals.
6) Have a vision that includes ideas on expected results – the "so what?"

7) Challenges/Obstacles: deployments disrupting this process; PCS moves; non-Soldier vol's getting "access."

Table Talk: #1 Pri. Metrics Issue Component – **#4 Priority Metrics Issue**: "i. More intentional engagement and leadership of mil. ministry (w/in the church & in local area) on part of key churches in mil. communities."

Common Themes:

1) Not just database (but that's good place to start); need to build relational network of "trusted hand-offs."
2) Learn/pay attention in hand-off process to learn what discipleship they need before transfer and on receiving end, where the person is at in their spiritual journey and what you need to focus on upon arrival.
3) Components Needed: C3 – Church, Chaplain, Champion!
4) Plan a C3 event (dinner; needs assessment; goal setting; team-building; etc.) to connect the church leaders and volunteers, the chaplains, and the Champion(s) (FCMM people who want to support).
5) Show the C3 that this is "the Body of Christ working together!"
6) Champions and para-church need to work to understand the chaplain organizational structure on the installation: How many chaplains are there? Who is in charge of the installation chaplains? Which Chaplains are "Church-friendly" and which churches are "military and/or chaplain friendly"
7) Challenges/Obstacles: resistance or lack of trust; past experience with failed efforts; "people hoarding" tendencies

Table Talk: #1 Pri. Metrics Issue Component – **#8 Priority Metrics Issue**: "c. Greater brand recognition of military ministries among new generations of Service members, chaplains, and pastors serving in military community churches."

Common Themes:

1) Components needed: Marketing, but Discipleship over marketing or branding; trust connected to the same ministry in another area; Familiarity at next location – trust established; sharing "brand" experience and importance of it with next generation leaders; Making people award by making everyone intentional toward pastors and community members and helping them to understand the military subculture; Engage with Family Readiness Group (FRG) on installation;
2) Best practices: Table group member was developed (spiritually) through several parachurch ministries: discipled; matured; sent to serve in a particular ministry at next duty station (spiritual gifts); Caring for individuals; Connecting to current org. at next location, if possible/available.
3) Challenges/Obstacles: Turf wars; Competition; People hoarding; Transitions.
4) Other thoughts: Important to reach out and help our chaplains and their families.

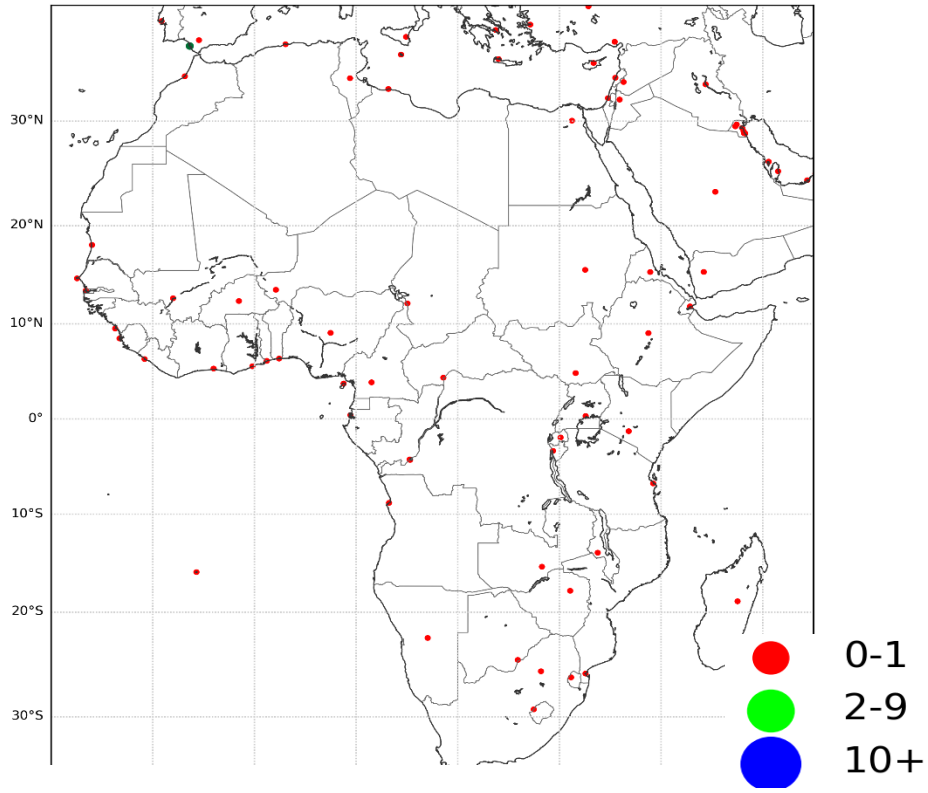
Table Talk: #1 Pri. Metrics Issue Component – **#9 Priority Metrics Issue**: "g. Implementation of creative strategies to revitalize military chapels and chapel facilities as thriving hubs of military ministry and sending-platforms for sending out military believers."

Common Themes:

1) Components needed: Understand the principle of biblical discipling in community; building relationships between chaplains, local churches, and par-church org's. Context: Important to understand if the community believes this is needed/desired/helpful.
2) Best Practices: Important to put partnering in ministry and tailoring of ministry into the local context; in doing so, it's important to elevate principles and put them first, above and over practices & methods.
3) Challenges/Obstacles: a) Must understand and align to the military Service's priorities; this metrics issue cannot be "forced" onto Services or installations; installations may or may not be focused on chapel ministry or on the idea of turning chapels into "hubs" of ministry, often due to limited personnel and financial resources; and, b) Rotation of installation chaplains and other active-duty personnel on the installation that are involved with military ministry, as recipients or as volunteer leaders.

Africa

Name:_____



Color of dot reflects # of Ministries

Size of dot reflects Military population

Session 1 Table Talk Guiding Prompts:

1. What do you notice about the OCONUS locations where **PARTNER** teams of (2 or more of our FCMM ministries have engagement- **Green** **or** **blue** dots on map/ green index) and the abundant number of Red dots=**POCKETS** (no ministries have engagement)

   Was this a surprise? Why or why not?

2. Complete one of these sentences to share: The Scribe at each table prepares this with consensus from table. (spokesperson is not the Team facilitator) 1 minute each.

Session 1 Out-brief sharing: (after discussion- select 1 or 2 points to share to the large group)

We previewed _____ region.

The biggest surprise we saw with Partners or Pockets was _____

_____.

The strongest affirmation of what we expected was _____.

When we looked at the Pocket(s) on our map, we were encouraged by _____

_____.

We were burdened by-

_____.

***Spokesperson is*_____**

Personal Prayers, NOTES and ideas to search further

Session 2 Table Talk Deeper Guiding Prompts:

1. Looking at one of the **PARTNER** (green/blue dot) regions we identified, what could be done for a short-range win in building a coalition and collaboration to sharpen each other's iron and maximum the Kingdom building and Gospel message in that region?
2. How do we identify a means of "passing the discipleship" baton with Partner ministries rather than duplicating in the same location?
3. Do we have access to figure out who among the partner ministries is doing intentional, fellowship, outreach, OCUNUS, evangelism, Bible Study, Discipleship, creating leaders?
4. Complete one of these sentences to share with the large group out-brief: The Scribe at each table prepares this with consensus from table. (spokesperson is not the Team facilitator) 1 minute each.

We previewed _____region:

The biggest spark/inspiration we saw for this data is that we could_____

_____.

The next step we saw for our planning would be _____

_____.

The big question we have for how to best use this data is _____

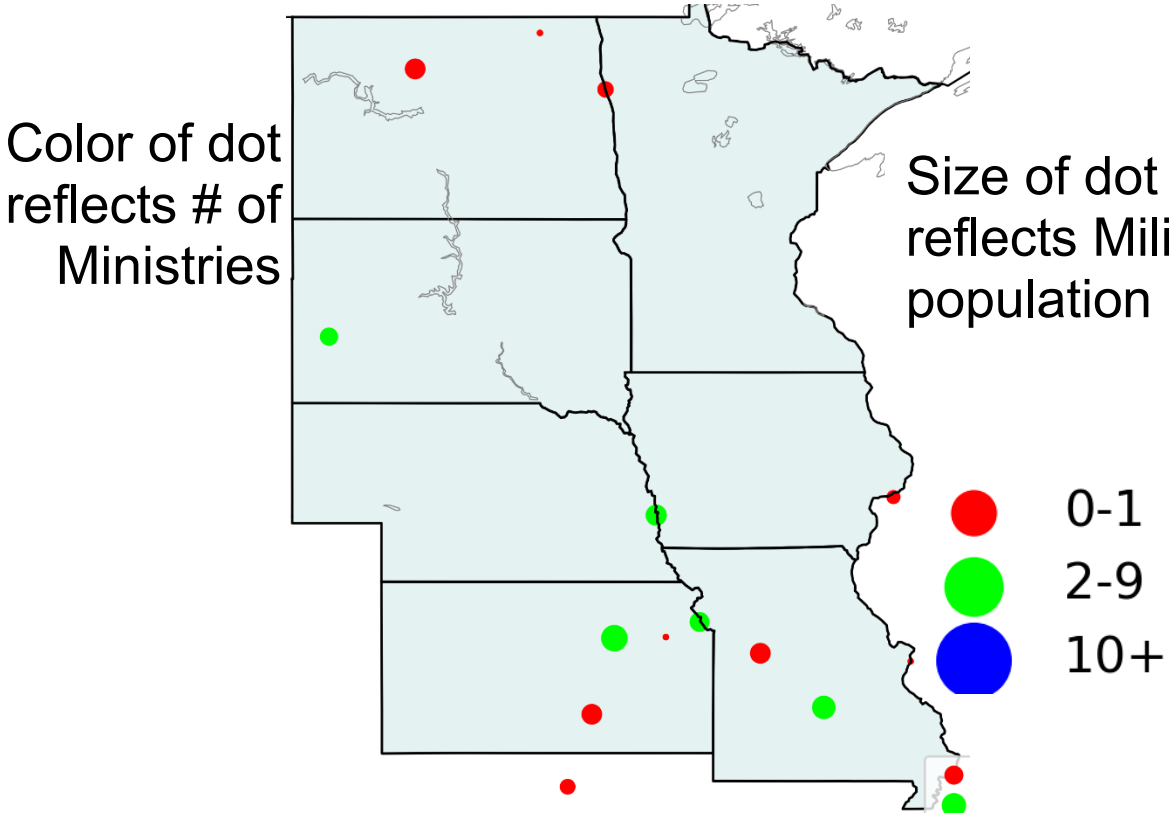
_____.

List one location we would pray to see growth/ministry launch_____

Scribe/Facilitator – turn in one table talk notes to collection data box

North Central US

Name:_____



Session 1 Table Talk Guiding Prompts:

1. Identify two locations where **PARTNER** teams of (2 or more of our FCMM ministries have engagement- **Green** **or** **blue** dots on map/ green index) Was this a surprise? Why or why not?
2. Identify two locations where there are **POCKETS** of one or no ministries having engagement (**red** dot/peach index column)
3. Complete one of these sentences to share: The Scribe at each table prepares this with consensus from table. (spokesperson is not the Team facilitator) 1 minute each.

Session 1 Out-brief sharing: (after discussion- select 1 or 2 points to share to the large group)

We previewed _____ region.

The biggest surprise we saw with Partners or Pockets was _____

_____.

The strongest affirmation of what we expected was _____.

When we looked at the Pocket(s) on our map, we were encouraged by _____

_____.

We were burdened by-

_____.

***Spokesperson is*_____**

Personal Prayers, NOTES and ideas to search further

Session 2 Table Talk Deeper Guiding Prompts:

1. Looking at one of the **PARTNER** (green/blue dot) regions we identified, what could be done for a short-range win in building a coalition and collaboration to sharpen each other's iron and maximum the Kingdom building and Gospel message in that region?
2. How do we identify a means of "passing the discipleship" baton with Partner ministries rather than duplicating in the same location?
3. Do we have access to figure out who among the partner ministries is doing intentional, fellowship, outreach, OCUNUS, evangelism, Bible Study, Discipleship, creating leaders?
4. Complete one of these sentences to share with the large group out-brief: The Scribe at each table prepares this with consensus from table. (spokesperson is not the Team facilitator) 1 minute each.

We previewed _____region:

The biggest spark/inspiration we saw for this data is that we could_____

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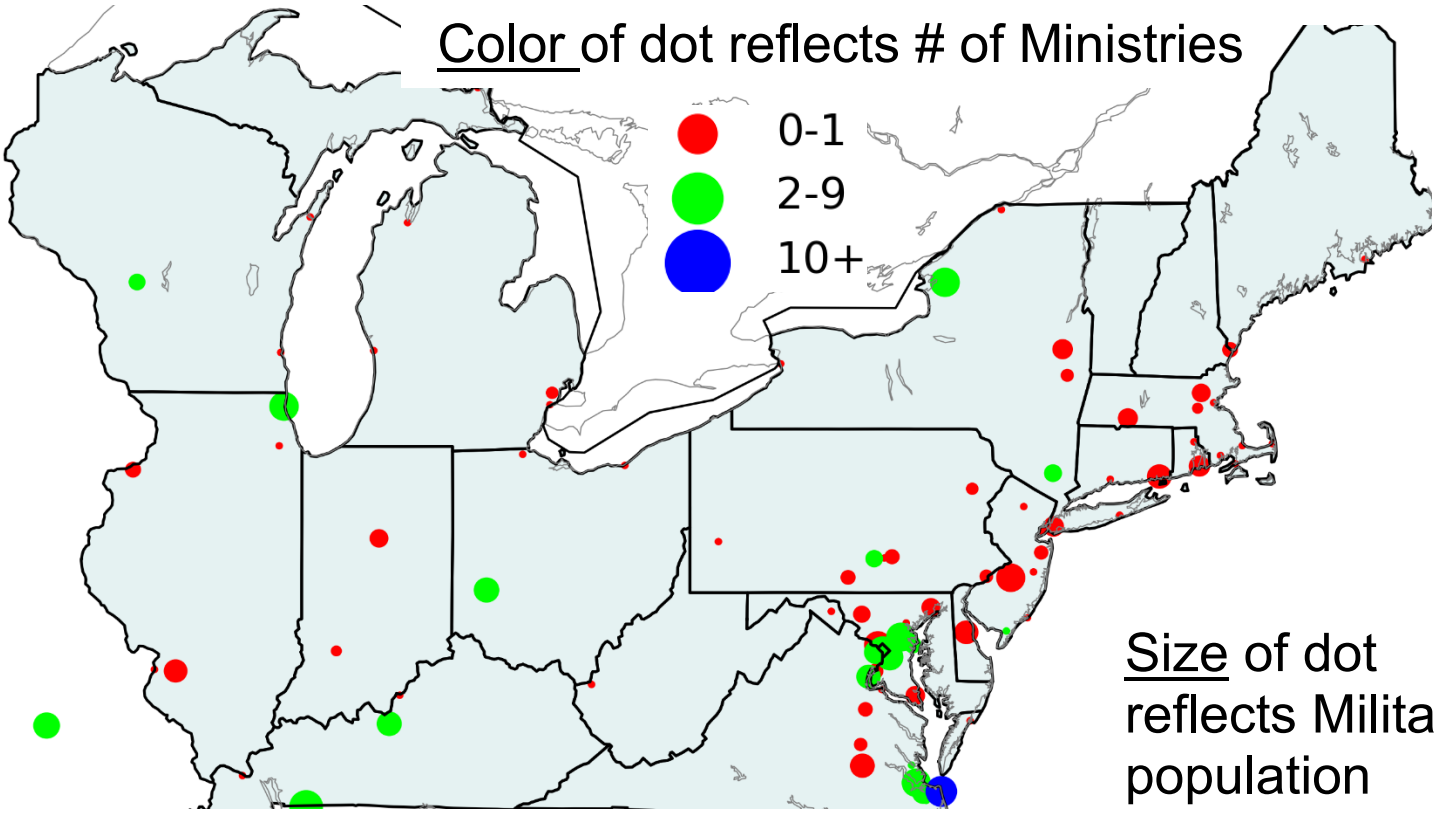
_____.

List one location we would pray to see growth/ministry launch_____

Scribe/Facilitator – turn in one table talk notes to collection data box

Northeast US

Name:_____



Session 1 Table Talk Guiding Prompts:

1. Identify two locations where **PARTNER** teams of (2 or more of our FCMM ministries have engagement- **Green** **or** **blue** dots on map/ green index) Was this a surprise? Why or why not?
2. Identify two locations where there are **POCKETS** of one or no ministries having engagement (**red** dot/peach index column)
3. Complete one of these sentences to share: The Scribe at each table prepares this with consensus from table. (spokesperson is not the Team facilitator) 1 minute each.

Session 1 Out-brief sharing: (after discussion- select 1 or 2 points to share to the large group)

We previewed _____ region.

The biggest surprise we saw with Partners or Pockets was _____

_____.

The strongest affirmation of what we expected was _____.

When we looked at the Pocket(s) on our map, we were encouraged by _____

_____.

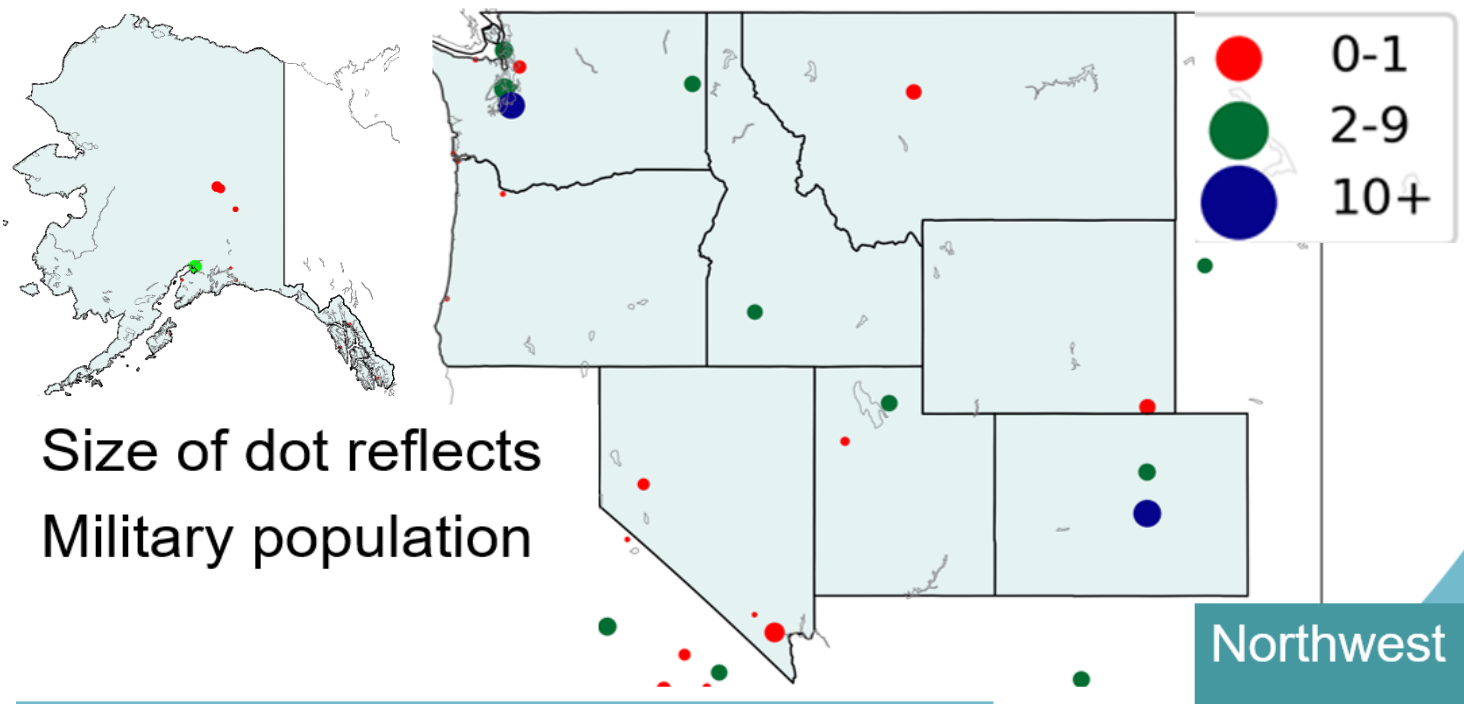
We were burdened by-

_____.

***Spokesperson is*_____

Table Talk Sample

Name:_____



Session 1 Table Talk Guiding Prompts:

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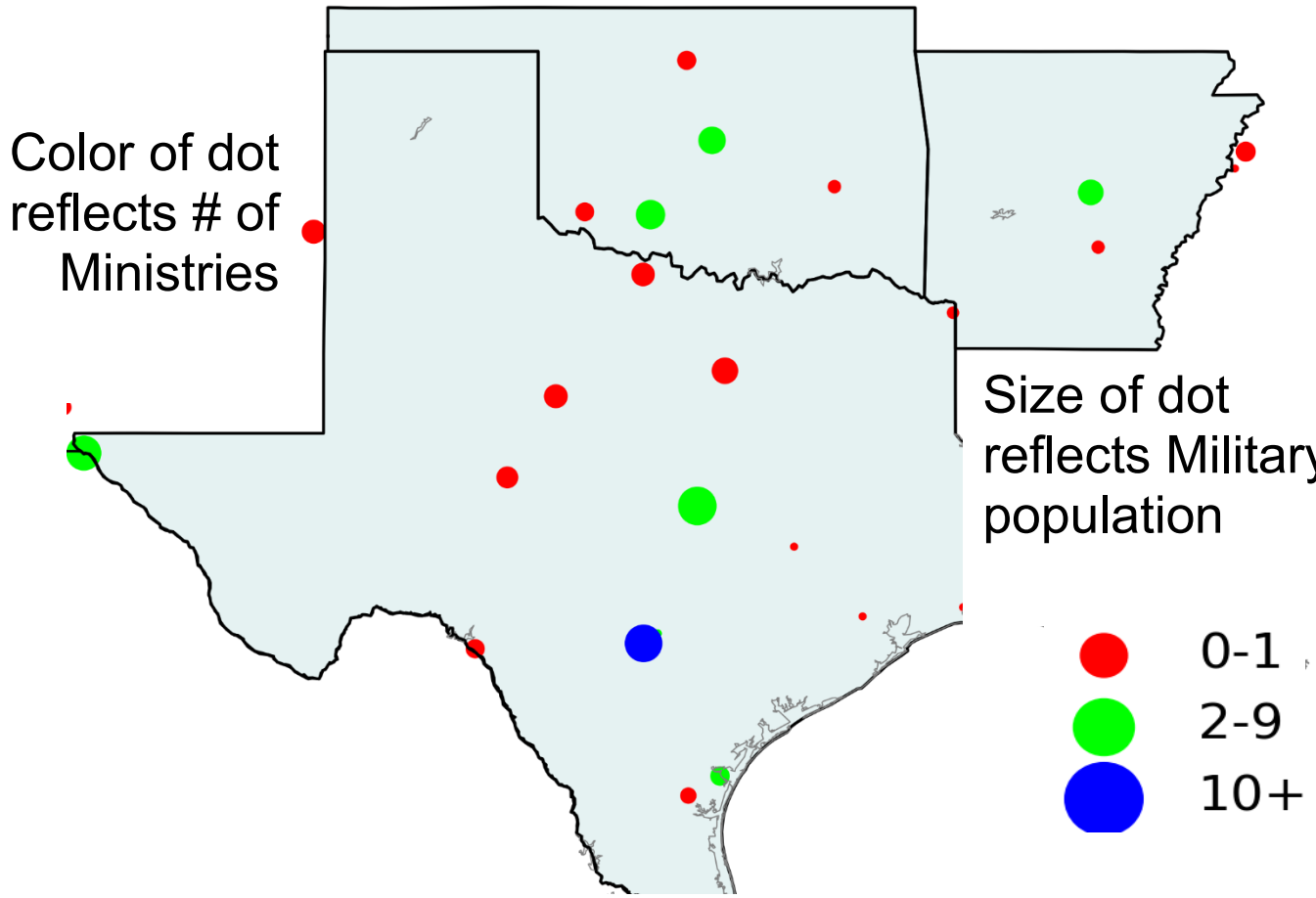
We were burdened by-

_____.

***Spokesperson is*_____**

South Central US

Name:_____



Session 1 Table Talk Guiding Prompts:

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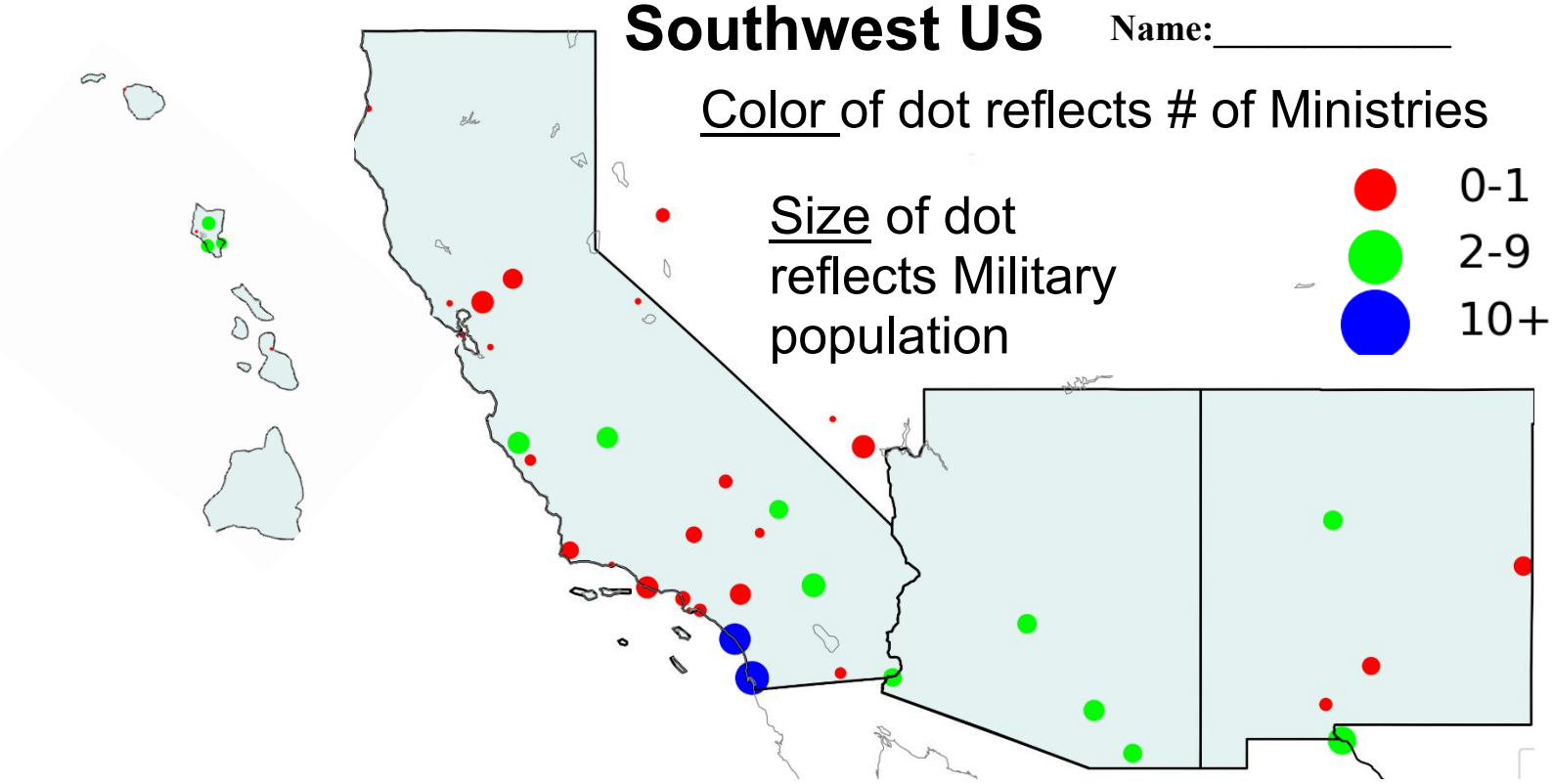
We were burdened by-

_____.

***Spokesperson is*_____**

Southwest US

Name:_____



Session 1 Table Talk Guiding Prompts:

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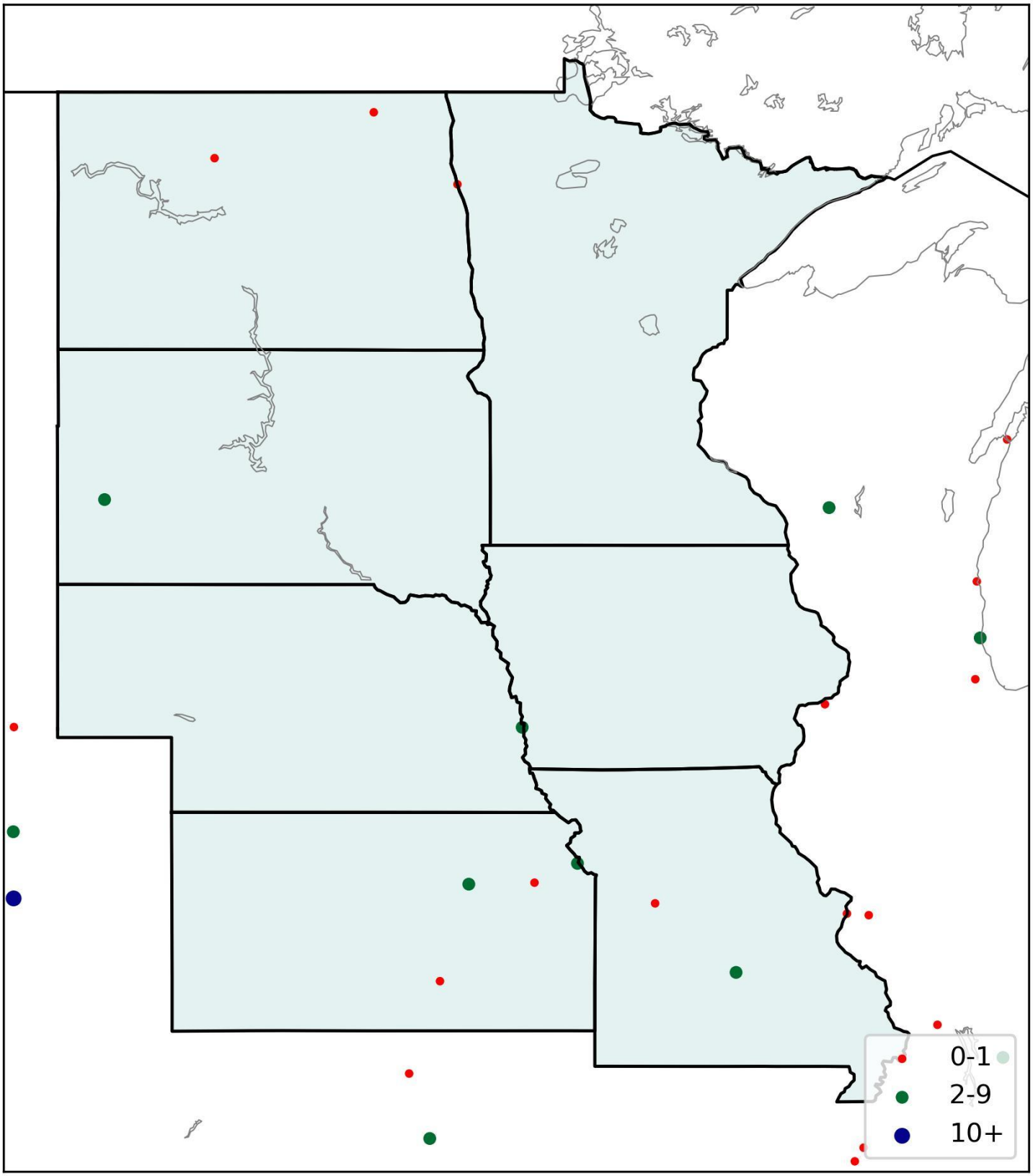
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We were burdened by-

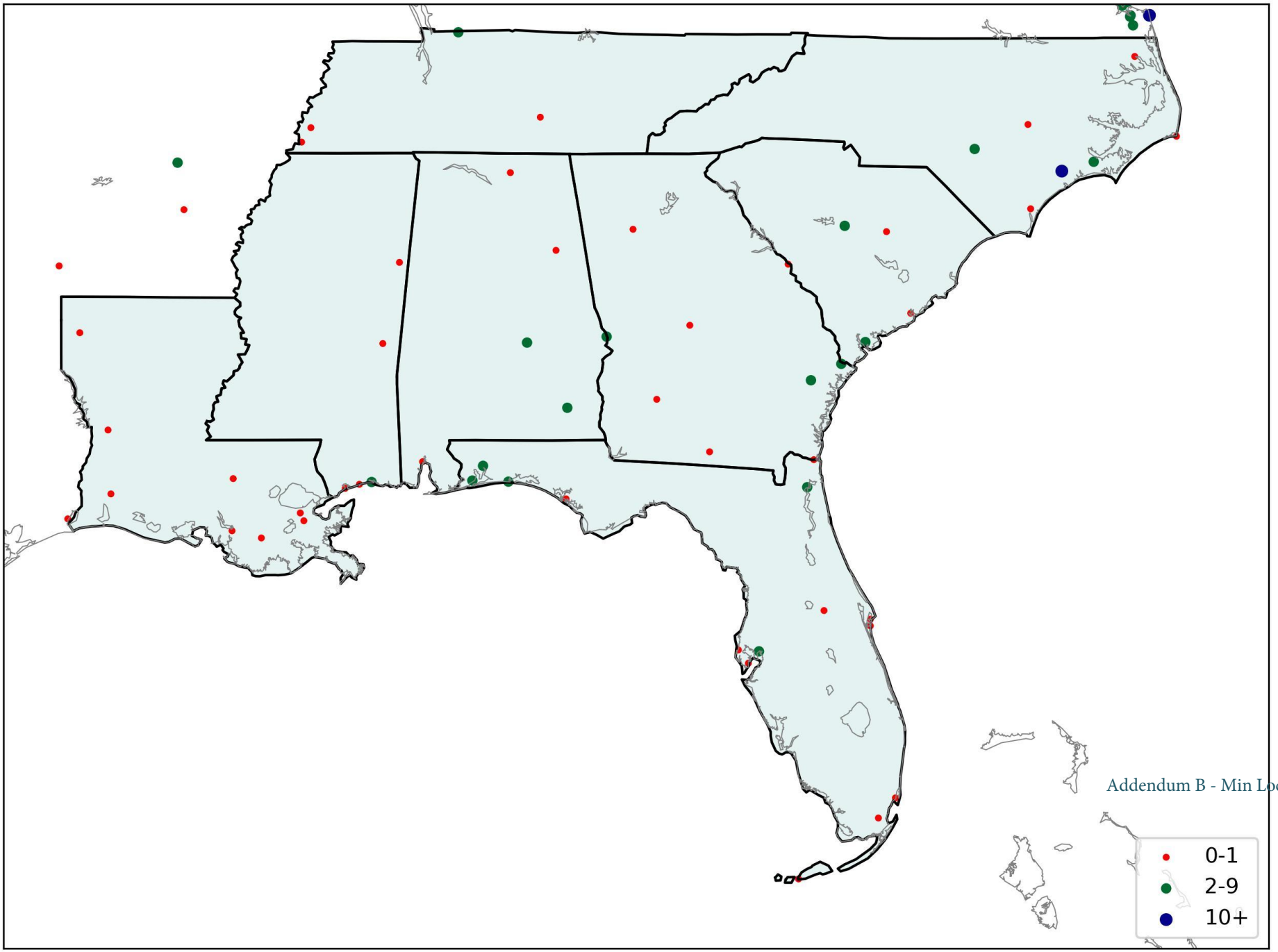
_____.

***Spokesperson is*_____

Number of Ministries by Nearest City in the NC Region



Number of Ministries by Nearest City in the SE Region



2026 FCMM
Metrics of Military Community Mobilization Survey

This simple survey will be used in preparation for a presentation at the 2026 FCMM Conference.
Let us know what you think!
Please complete this survey by Wednesday, March 13, 2026. Thank you!

Surveys Submitted – 34

Metrics of Military Community Mobilization. Consider and reflect on the following action steps or employed strategies related to military community mobilization. These action steps or employed strategies of FCMM associated ministries can serve as metrics which point to a greater degree of desired mobilization and kingdom synergy within military communities.

*** 1. In order of priority, rate these 10 action steps or employed strategies in terms of what you think is most important and critical to mobilizing U.S. military communities at our present time (#1 being most important, #2 being second most important, etc.)**

Priority 1 - b. Deliberate and planned efforts in equipping and connecting military believers for ministry engagement at their next location. Indigenous military believers are the most powerful component of movements of gospel-centered military ministry!

Priority 2 - h. Active organization, communication, prayer, and collaboration among local leaders engaged in military ministry (pastors and church leaders, para-church ministry staff and leaders, chaplains, and other military believers).

Priority 3 - a. More effective military ministry staff recruitment and retention, for expansion of ministry locations and greater mission impact.

Priority 4 - i. More intentional engagement and leadership in military ministry (within the church and in the local area) on the part of key churches located in military communities.

Priority 5 - e. Expanding numbers of new generations of volunteers and donor support for local military ministries.

Priority 6 - f. Intentional development of plans and other preparations by military ministries, churches, and community organizations for mobilization of people and other resources to respond in times of war or other national or global crises.

Priority 7 - d. Increased production, publicity, and dissemination of resources for gospel-centered military ministry. Gospel movements are partially sustained by ministry resources!

Priority 8 - c. Greater brand recognition of military ministries among new generations of service members, chaplains, and pastors serving in military community churches.

Priority 9 - g. Implementation of creative strategies to revitalize military chapels and chapel facilities as thriving hubs of military ministry and sending platforms of military believers.

j. **Other:** See block immediately below to record any additional action steps/employed strategies.	
bstackhouse@mcym.younglife.org	More "joint" events involving multiple ministries (including chapels/chaplains) at the local military installation level, to help local military believers "find" each other and get to know each other, and to help local military-ministry staff and volunteers build relationships with each other and build trust across military-ministry organizations.
rick@soulsurvivoroutdoor.org	Holistic fitness, including spiritual fitness, is a commander responsibility. Commanders set culture, establish priorities, control access, and decide which outside organizations enter their formations. Chaplains are essential partners, but commanders make readiness decisions. Increasingly, commanders recognize that true resiliency requires meaning, purpose, values, and moral courage. If ministries want scalable, enduring impact on the active-duty force, alignment must center on the commander.
Anonymous	Intentional recruitment and equipping, discipling, and/or mentoring of volunteers for both broad and specific aspects of local military ministry.
Anonymous	Development of repeatable discipleship-to-deployment systems that ensure continuity of care, leadership development, and mission engagement as service members PCS, ETS, or retire.
Anonymous	"Intentional spiritual and emotional resilience formation for chaplains and their families."
ronald.rallis@crumilitary.org	Focus more on how to live a daily life of holiness in keeping the Lord's Great Commandment with the Great Commission as an overflow of ongoing worship.
Anonymous	Partnership with likeminded denominations and churches for expanding gospel centered ministries with similar worldview
Anonymous	Develop training to enhance teamwork, enhance relationships and respect, identify and reduce bias
Anonymous	More connection between C&MA and its military Chaplains.
Anonymous	Continued, but stronger connections between FCMM ministries.
Anonymous	More prayer P.S. for consideration: chapels are very important for overseas

martha.jones@crumilitary.org	- our first step should be PRAYER: Just prayer gatherings, meetings to seek the Lord's face, individual prayer, corporate prayer - concentrated on these same strategies in the international/ Global arena
martha.jones@crumilitary.org	very difficult to rank order these. Instructions might be better worded "rank order 1-10" using each number only once. I thought we could give each its own value of 1-10.
eric.wilbur@nebc.ch	Having some best practices for engaging military members and their families in local ministries.
Anonymous	Perhaps assumed, but my #1 strategy for mobilizing is a laser focus on the Great Commission. We should all be doing that of course, but I've observed drift. It seems like the Lord is moving in some military ministries to correct that. Major #2 is ministry of prayer.
terry.wichert@accts.org	Equipping the existing members of military ministry communities in heart, vision, and skill in advancing the gospel and life to life discipleship to spiritual maturity and reproduction. i.e. Actionably living out the great commission within the greater global military community.
gary@militarymissionsnetwork.com	Maybe facilitate collaboration among evangelical endorsers to encourage greater synergy of recruitment of new chaplains from among the younger generations. No other suggestions regarding additional action steps or employed strategies other than this one and the other 9 already listed.
kathijo@cmfhq.org	Intentional care and long-term support for military spouses and families as primary ministry partners, not secondary audiences.

*** 2. Are any of these action steps or employed strategies a current priority of the ministry, church, chaplain network, or organization with which you are affiliated? If so which one(s)? Provide the letter (a., b., etc.)**

bstackhouse@mcym.younglife.org	i, h, f, d, b - Generating resources and strategies. Recruiting and Training Volunteers
Anonymous	b. We are involved in equipping believers for evangelism with locals.
Anonymous	b
rick@soulsurvivoroutdoor.org	"Greater brand recognition..." This isn't just about recognition but about being culturally relevant to the current generation of service member without compromising the gospel. "Expanding numbers of new generations of volunteers and donor support..." Involving the younger generation is absolutely essential to sustainment and relevance.
Anonymous	h, b,e,f

Anonymous	a., b., e., f., h., i., j.
Anonymous	g. I always see chapels and chaplains trying to implement new creative ways to attract or keep attenders.
Anonymous	b, h
Anonymous	h. Active organization, communication, prayer, and collaboration among local leaders engaged in military ministry. b. Deliberate equipping and connecting of military believers for ministry engagement at their next location. i. More intentional engagement and leadership in military ministry by key churches located in military communities. f. Intentional development of plans and preparations for mobilization during times of war, crisis, or large-scale deployment.
Anonymous	Our Alliance Chaplain Ministries (ACM) of the Christian Missionary Alliance primary work is endorsing, forming, and sustaining Alliance chaplains who serve inside military environments. Chaplains are indigenous leaders embedded in the military cultural system, ministering to their servicemembers and leaders. The ACM emphasizes preparation, theological grounding, and long-term vocational health for chaplains serving where civilian ministries cannot operate.
ronald.rallis@crumilitary.org	a, b, d, e, h, i, & j
Anonymous	a. b. h. i. c.
Anonymous	g, we have a 300 person chapel in Wiesbaden issuing creative strategies to revitalize the community
Anonymous	g and i within chaplain ministry.
Anonymous	1,9,8,7,4 a b c d j
Anonymous	Our church closed its doors in 2020.
Anonymous	e ... Greatest pool for volunteers.
Anonymous	Yes, A and B. Trying to network laborers to connect and continue discipleship as they PCS from duty station to duty station is crucial so that they can stay encouraged and continue to grow and develop as disciplemakers for a lifetime. And being able to identify and then develop service members who do want to grow and help others is crucial as well.
Anonymous	a,b,c,d,e,prayer
Anonymous	a, d

martha.jones@crumilitary.org	J. Prayer Foundation/ Prayer structure as part of discipleship Military Ministry has almost all of these action steps with our priority on the discipline of PRAYER.
fvargas@armsofcomfort.com	h. collaboration among local leaders engaged in military ministry. Working and collaborating together is key. Why re-invent the wheel. If someone is already doing something, then we should work together in order to be more effective, instead of trying to duplicate efforts that will compete with one another.
martha.jones@crumilitary.org	a, b, d, f, g, h, i, j
Anonymous	Yes. Our denomination's disaaster relief and first responder chaplains have begun conversations with military garrison chaplains on ministry coverage plans.
martha.jones@crumilitary.org	b, c, d, e
eric.wilbur@nebc.ch	No
Anonymous	All of them actually to a degree, though much less so for #8-10
terry.wichert@accts.org	Yes. Number 1 as l listed above.
andy.bunn@cefonline.com	a, b, d
gary@militarymissionsnetwork.com	Yes. Our organization is engaged in b, d, h, and i.
kathijo@cmfhq.org	Yes. a, d, e, f, h. We are also heavily involved with creating new programs within our ministry to meet the growing demands for comfort and service.

*** 3. Which 1 or 2 of these action steps or employed strategies would you most like to see specifically addressed at the 2026 Conference? Provide the letter (a., b., etc.)**

bstackhouse@mcym.younglife.org	f and i. – Generating Resources Connecting Military Believers at the next location
Anonymous	h. We would like increased partnership with other ministries.
Anonymous	c
rick@soulsurvivoroutdoor.org	Military commander focus. If Christian ministries desire scalable, enduring impact inside the active-duty force, we must align our engagement where the authority and responsibility already reside, with the commander.
Anonymous	b and f

Anonymous	h., b., j., i.
Anonymous	b. i. j.
Anonymous	f, i
Anonymous	h. Active organization, communication, prayer, and collaboration among local leaders engaged in military ministry b. Deliberate equipping and connecting of military believers for ministry engagement at their next location
Anonymous	Even though I may not be able to attend, these two stand out to me as important. b. Equipping and connecting indigenous military believers h. Active organization, communication, prayer, and collaboration among leaders
ronald.rallis@crumilitary.org	j & i (leadership development as a learned skill set)
Anonymous	a. h.
Anonymous	a
Anonymous	There is a disconnect between chaplains and local churches. Unfortunately I believe there is a conflict between local church attendance and chapel service attendance. I think the former should be priority. That said we need more support for discipleship and inreach on military bases .
Anonymous	a, d, j.
Anonymous	All
Anonymous	a and e
Anonymous	a, b, e
Anonymous	Staff recruitment and retention Fundraising maybe what may be needed in times of war
Anonymous	a, b
martha.jones@crumilitary.org	J- Prayer H- not just for the local level but the international regions as well
fvargas@armsofcomfort.com	h and i. I would like to see some strategies of how to collaborate amongst military ministries and how to engage local church leaders around military communities in order to establish and connect military ministries that cater to the specific needs of that local military community.

martha.jones@crumilitary.org	e, b
Anonymous	1- How military ministries can or are currently working on ministry coverage plans for military communities whose units have deployed away from home
martha.jones@crumilitary.org	b and h
eric.wilbur@nebc.ch	Having some best practices for engaging military members and their families in local ministries
Anonymous	#1 and 2. How do we mobilize in alignment with the Great Commission, and how do we enable true ministries of prayer...not just pockets of a few prayer warriors, but leader-led prayer.
terry.wichert@accts.org	A return to the scriptures in execution of Jesus plan to reach the many through deep life to life investment in the few.
andy.bunn@cefonline.com	a and b
gary@militarymissionsnetwork.com	a, b and h.
kathijo@cmfhq.org	a, e, and f.

*** 4. Do you have recommendations on resource persons or resident experts regarding any topics relating to these action steps or employed strategies? If so, who? Please provide: Name, Title/Role, Contact Info, and Topic.**

bstackhouse@mcym.younglife.org	Don't have enough info to recommend at this point
Anonymous	b. Susanna Pawling the seminar trainer of Foreign Soils (susanna@forgiensoils)is a great resource for training military spouses how to share the gospel, especially with internationals or when stationed aboard. In an 8 week study or weekend retreat we cover topics such as how to start spiritual conversations, storytelling, worldviews, learning about unreached people groups, finding a person of peace, prayer, starting a beginner Bible study.
Anonymous	Someone from Club Beyond to talk about how they obtain permission to promote their brand recognition on military bases.
rick@soulsurvivoroutdoor.org	Rick Wolf, the founder and president of Soul Survivor Outdoor may be available to speak on the topic of command focus and its implications to maximum and sustained gospel impact with active duty military
Anonymous	Gary Sanders
Anonymous	I would recommend Pastor Gary Sanders (MMN) for action steps or deployed strategies h., b., j., and i. — and although I told Gary that I did

	not wish to have a speaking or presenting role at the 2026 FCMM Conference, I am actively working these action steps/strategies myself in South Hampton Roads. Rev. Fred Butterfield, M.Div. (U.S. Navy, Ret.) Director, The Military Ministry of Cru in South Hampton Roads E-mail: Fred.Butterfield@CruMilitary.org Mobiles: (703) 915-9799
Anonymous	Not at this tine
Anonymous	No
Anonymous	In the Fort Bragg area: LTC(R) Jason Todd Outreach Pastor Southview Baptist Church (910) 728-0396 jason@southviewbaptistchurch.com
Anonymous	Dr. Rich Douglass Certified Instructor Relational Wisdom 360 (https://rw360.org/) Rich is a retired USAF LTC and F16 fighter pilot, strategic planner, Conflict Resolution coach, and certified Christian Conciliator. En route to an MA in Biblical Exposition and a DMin in Global Leadership, Rich combined triathlon training and racing with ministry through FCA – Endurance, an international network of evangelical endurance athletes.
ronald.rallis@crumilitary.org	Author: Mac Lake Book: The Multiplication Effect POC: Mike Seay Email: mike@multiplygroup.org Phone: 843-798-0596
Anonymous	no
Anonymous	N/A
Anonymous	Not at this time, I would be interested in helping chaplains connect people with healthy, biblical churches. I think that's the big resource that is needed: Strong churches to foster spiritual growth and resilience in servicemembers.
Anonymous	no
Anonymous	US Districts
Anonymous	No recommendations
Anonymous	Mike Chong Ministry Leader Ft Lewis WA Oaks International
Anonymous	John Fitzgerald re: recruitment perhaps a few chaplains re: needs in times of war
Anonymous	no
martha.jones@crumilitary.org	Please check with Gen David for Military Ministry staff that might be able to assist. Thanks for the planning team's efforts.

fvargas@armsofcomfort.com	I do not have any recommendations.
martha.jones@crumilitary.org	thank you,
Anonymous	A senior garrison chaplain from Fort Bragg or Fort Hood
martha.jones@crumilitary.org	Yes: Chaplain (COL) Karen Meeker, Office of Secretary of War/Planting Roots Board of Directors, Topics: b and g, karen.l.meeker2.mil@mail.mil
eric.wilbur@nebc.ch	No
Anonymous	Terry Wichert
terry.wichert@accts.org	Evangelism: Cru and Club Beyond Fellowship: Cadence and Club Beyond Discipleship and Gospel Advance: Navs Global Vision: ACCTS, OBI
andy.bunn@cefonline.com	No.
gary@militarymissionsnetwork.com	Not at the moment but I will think about possibilities and pass on ideas or suggestions to the appropriate leaders of FCMM and this year's host ministry and CPT.
kathijo@cmfhq.org	Not at this time.

See Next Page

For use in identifying the Action Steps/Employed Strategies (Alphabetical Order):

a. More effective military ministry staff recruitment and retention, for expansion of ministry locations and greater mission impact.

b. Deliberate and planned efforts in equipping and connecting military believers for ministry engagement at their next location. Indigenous military believers are the most powerful component of movements of gospel-centered military ministry!

c. Greater brand recognition of military ministries among new generations of service members, chaplains, and pastors serving in military community churches.

d. Increased production, publicity, and dissemination of resources for gospel-centered military ministry. Gospel movements are partially sustained by ministry resources!

e. Expanding numbers of new generations of volunteers and donor support for local military ministries.

f. Intentional development of plans and other preparations by military ministries, churches, and community organizations for mobilization of people and other resources to respond in times of war or other national or global crises.

g. Implementation of creative strategies to revitalize military chapels and chapel facilities as thriving hubs of military ministry and sending platforms of military believers.

h. Active organization, communication, prayer, and collaboration among local leaders engaged in military ministry (pastors and church leaders, para-church ministry staff and leaders, chaplains, and other military believers).

i. More intentional engagement and leadership in military ministry (within the church and in the local area) on the part of key churches located in military communities.

j. Other: See block immediately below to record any additional action steps/employed strategies.

2025 FCMM Conference Follow-up Meetings

August 12 & 13, 2025 – Colorado Springs CO

Summary Report

Meetings and Participants

FCMM associated ministries were invited to participate in 2025 FCMM Conference follow-up meetings which were held at the David C Cook Building (DCC) in Colorado Springs CO on Tuesday, August 12, and Wednesday, August 13, 2025, from 10:00 a.m. – 12:00 noon, concluding with lunch in the DCC cafeteria. Follow-up collaboration and action steps were the intended objective of Officers' Christian Fellowship, the 2025 FCMM Conference host ministry.

Participants of the meetings: Colin Wooten (ACCTS), Steve Satterfield (CMF, chaplain), Doug Lee (IAEC, chaplain), Bill Stackhouse (Club Beyond/MCYM), Gary Sanders (MMN), Esmé Daetz (Navigators Military & First Responder), John Fitzgerald (Navigators Military & First Responder), Chet Arnold (OCF), Tom Falconer (OCF), Miriam Shambach (OCF, Tuesday meeting only), Steve Shambach (OCF, Wednesday meeting only), and Linda Sheimo (OBI). All participants were also conferees of the 2025 FCMM Conference. 2026 CPT members were in attendance except for Marty McCarty and Angela Myers (Club Beyond/MCYM) and Nathan Anders (The Warrior's Journey).

Agenda and Documents for the Meetings

An agenda for the follow-up meetings was drafted by Gary Sanders and pre-approved by Chet Arnold and Colin Wooten (based on his former role with OCF at the time of the 2025 conference). The complete agenda is included at the end of this document. Documents for the meetings:

- 2025 FCMM Follow-up Meetings in Colorado Springs CO - Agenda
- 2025 FCMM Conference Synopsis (document posted online)
- 2025 FCMM Post Conference Survey
- 2025 MMN Feedback to the FCMM 2026 CPT

At the Tuesday meeting, Chet Arnold welcomed and thanked everyone for their participation. Participants introduced themselves to the group. The group shared in a brief time of prayer which was initiated by Chet and closed by Gary Sanders.

Gary briefly explained the agenda and goals for the follow-up meetings.

Goals for the Meetings

- Discuss and summarize big takeaways from the conference
- Assess how to best utilize ideas and collective wisdom from the conference
- Determine action steps in sharing ideas and collective wisdom from the conference
- Discuss and consider ideas regarding follow-up plans, strategies, and actions for future conferences, especially 2026

Major Themes and Big Ideas from the 2025 Conference

Gary Sanders suggested 4 major themes and big ideas from the 2025 Conference (see agenda at the end of this document). He explained that these were his ideas and conclusions based on his reflection of the conference gatherings, presentations, summary takeaway notes from conferees, and the post conference documents. The group discussed thoughts on the major themes and big ideas from the 2025 conference. There was general consensus on the 4 proposed themes and big ideas as proposed by Gary.

Questions Regarding Follow-up from the 2025 Conference

While most of the dialogue centered on follow up regarding the 2025 Conference, there was a consensus among participants on the need for improving collaboration, continuity, and communication following the annual FCMM conferences. A primary concern was how to make the connections and ideas shared at the conference lead to tangible, long-term results.

Participants agreed that there needs to be a more deliberate effort to ensure continuity between FCMM conferences. The group discussed the idea of including pre and post conference work to help build relationships between chaplains, pastors, and para-church leaders in the venue city and capture the message of the conference in compelling formats to help foster greater collaboration.

A major theme was the lack of effective communication materials to share with chaplains and local church pastors. Participants expressed a desire and need for a summary of each parachurch ministry's work and examples of successful partnerships.

The bulk of time in the 2-day meetings was spent discussing the following questions from the agenda.

1. **What follow-up action do we suggest or impact do we desire among the participating leaders and their respective ministries at the local level?**

   It was acknowledged that impactful follow-up action at this level is both good and desirable as an outcome of FCMM conferences. However, this is action that can only be initiated by the participating ministry leaders within their own organizations. To encourage follow up at this level, several good ideas were suggested. One idea was asking and encouraging participating leaders to consider their takeaways while at the conference and how they would apply within their organizations what had been shared and learned during the conference. Another idea was to encourage follow-up meetings after the conference where participating leaders could share how their ministries were implementing ideas from FCMM conferences. Also it was suggested that host ministries and CPTs include in the planning process both guidance and practical suggestions on follow-up actions as a part of the conference presentations.

2. **What summary information or didactic material would we want to create and provide to conferees and other interested parties? If so, who would be responsible for creating the information or material?**

   There was a general consensus among all participants that the big ideas and related message and content of the 2025 conference needs to be captured, packaged, and made available to FCMM associated ministries, chaplains, churches, and other

interested parties. Many good ideas were suggested including that similar post-conference work be done after future conferences and that relevant content, ideas, and actions be collected and consolidated for the same use and purpose.

It was acknowledged that the main roadblock to this being accomplished is lack of money and people resources. Gary Sanders also reminded participants that there is no FCMM financial account, funding, or fundraising plan and strategy. He also reminded participants that the current SOP is that host ministries plan and manage their own conference budgets for their respective host years. Gary shared that the FCMM in past years has not been structured for this type of ongoing work.

The main proposal from the discussion was to create short, impactful videos and a printed document. These would summarize the key takeaways from the 2025 conference, specifically focusing on how churches and chaplains can better work together. The materials would be split into two main content segments:

- For Churches – A promo video and full-length talk based on Pastor Tung's message to conferees and guests from the community, offering suggestions on how to minister to the military.
- For Partnerships – A segment aimed at chaplains and parachurch leaders, outlining how they can better collaborate.

How would these resources be funded? Linda Sheimo offered for OBI to help financially with the video production. John Fitzgerald and Esmé Daetz offered to ask the Navigators IT staff if they would be willing to provide some off-hour support in the form of videography equipment and volunteer labor. Colin Wooten volunteered to lead the effort, with Doug Lee volunteering to help cull the video data utilizing the skill of his grandson who does that type of work professionally. Each person was asked to consider how their ministry might be able contribute to this project. Colin agreed to contact the ministries. The group suggested that the Executive Directors of the FCMM 9 host ministries should be approached to secure additional resources. Gary Sanders reminded the group that fundraising of this nature is not something that has been done in the past regarding the FCMM and annual conference.

Gary Sanders reminded the group that per plan from the 2025 conference, that he is working on a white paper on working partnerships between churches and military ministries. Once complete, this paper will be available for dissemination as part of the conference follow up.

Participants discussed and shared ideas regarding ongoing development and promotion relating to the future work of the FCMM and annual conferences. Ideas were discussed but participants understood that any proposed action steps would be outside the established scope, agenda, and goals of the current 2025 follow-up meetings. For now the consensus was to learn from the follow-up efforts from the 2025 conference and

see how things develop through future CPTs along with discussions among the Executive Directors of the 9 host ministries.

3. **As a result of conference interaction and presentations, what follow-up action or results do we desire in the local region of Colorado Springs?**

   Follow-up communication was sent out by email to all 2026 conferees and guests who participated in the Tuesday morning sessions of the conference and/or the Tuesday evening Community Dinner.

   A missional military ministry strategy and training session for churches was conducted by Military Missions Network on Thursday, August 14, 2025, at Fellowship of the Rockies Church in Colorado Springs. This training session was promoted as part of the conference follow up. Nine individuals attended the session representing churches and ministries.

   As a part of the follow up, summary information and didactic materials as mentioned above will be made available to interested parties in Colorado Springs.

   What other action steps need to be taken by the local field staff and leaders from FCMM associated ministries, or influential pastors and /or chaplains serving in Colorado Springs?

   As a part of this year's follow-up plan, pastors, church leaders, chaplains, para-church ministry leaders and other interested individuals in Colorado Springs will be invited to an initial meeting to discuss collaboration in the local area. Doug Lee agreed to serve as the point of contact for this effort in Colorado Springs. Gary Sanders will assist Doug in formulating a distribution list for invites.

4. **What 2026 conference plans need to be considered regarding the potential impact of San Antonio TX? What pre-conference work needs to be considered?**

   Gary Sanders proposed a "meet & greet" event in October in San Antonio to introduce local para-church ministry leaders, pastors, and chaplains to one another and to engage local pastors about the significance of the military presence in San Antonio. This pre-conference work would be intended to build local connections and awareness in preparation for the 2026 conference. Participants were supportive of this initiative.

5. **What is a reasonable follow-up plan for FCMM conferences?**

   One suggestion was that host ministries and the respective CPTs consider designating a team of leaders who would be responsible for developing and implementing follow-up collaboration and action steps from their particular conference years. This could be a subset of the CPT or a completely separate team but under the guidance of the CPT.

   How should the follow-up plan be built into the conference and promotion?

The consensus of the group was that pre- and post-conference work be considered as a part of the annual conference plan, especially relating to the regions where the conferences would be held. This would be under the responsibility of the host ministries and respective CPTs.

Should any consideration be given in the plan and agenda of the 2026 conference in addressing follow-up from the 2025 conference?

The group discussed incorporating the follow-up plan into the 2026 conference and promoting opportunities for attendees to join the effort. The consensus was that follow up from the annual conference be considered year to year to build on what was learned from the previous conference.

Participants also suggested having a multi-speaker format for the Community Dinner, with a pastor, a chaplain, and a para-church leader each speaking to the theme of ministry to the military.

Report from Collaborative Meeting Between the Navigators and Senior Navy Chaplains
A collaborative meeting with senior Navy chaplains was held and hosted by the Navigators at Glenn Eyrie on Monday morning, August 11. The 06 and above Navy chaplains were in Colorado Springs for their Senior Leadership Conference hosted by the Navy Chief of Chaplains. Interested Navy chaplains participated in dialogue led by Shawn Hatch and the leadership of Navigators Military & First Responder Mission. The meeting concluded with lunch at Glenn Eyrie. In addition to participating Navigators' staff, leaders from other military ministries were invited to participate.

A brief synopsis of the Navigators' meeting was shared at the beginning of our meeting on Tuesday at DCC. Esmé Daetz shared that the Navigators will offer a follow-up report from the meeting.

The topic of the NAVs meeting with the chaplains was on working relationships and partnerships between Navy chaplains, para-church ministries, and clergy/churches. A specific concern raised was a potential "conflagration" in 2027, for which chaplains feel unprepared, highlighting the urgent need for a stronger support and ministry network. The Navy Chief of Chaplains has since his appointment desired to move toward greater coordination and cooperation with churches and para-church ministries.

Gary Sanders
FCMM Corresponding Secretary
September 6, 2025

Agenda for 2025 FCMM Conference Follow-up Meetings

David C Cook Building, Colorado Springs
Tuesday, August 12 and Wednesday, August 13, 2025
10:00 a.m. – 12:00 Noon with Lunch

Goals:

- Discuss and summarize big takeaways from the conference
- Assess how to best utilize ideas and collective wisdom from the conference
- Determine action steps in sharing ideas and collective wisdom from the conference
- Discuss and consider ideas regarding follow-up plans, strategies, and actions for future conferences, especially 2026

Major Themes and Big Ideas from the 2025 Conference

1. The local church has a vital role to play in the arena of gospel-centered military ministry. Churches can and should do more in this arena. Military members and families, including chaplains, need the church. Churches and chaplains can and should have better relationships and assist one another in military ministry. Doing so is a win/win. Military community churches have been entrusted with a calling to military ministry by virtue of their close proximity to military bases and people. Churches, especially military community churches, need and should be more intentional and strategic in ministry to military people and through military believers. There are many simple and practical things that churches can do to minister more effectively to the military in their midst.

2. Healthy working relationships and partnerships between para-church ministries, churches, and chaplains are good and should be pursued for win/win kingdom purposes. We need to know each other and work together more closely. Cooperation must be intentional and requires vision and leadership. The nature of military life and service necessitates working relationships and partnerships in this ministry arena. Churches and chaplains can and should help each other in many simple and practical ways that prove to be a win/win.

3. Participating leaders from FCMM associated ministries provide valuable counsel, insight, and wisdom for one another at FCMM conferences and through ongoing collaborative relationships, both on a personal level and as like-minded ministries.

4. FCMM associated ministries share a stewardship of influence and servant leadership in the movement of gospel-centered military ministry – among para-church ministries, churches, chaplains, and military believers.

Questions Regarding Follow-up from the 2025 Conference

1. What follow-up action do we suggest or impact do we desire among the participating leaders and their respective ministries at the local level?

2. What summary information or didactic material would we want to create and provide to conferees and other interested parties? If so, who would be responsible for creating the information or material?

3. As a result of conference interaction and presentations, what follow-up action or results do we desire in the local region of Colorado Springs?

What other action steps need to be taken by the local field staff and leaders from FCMM associated ministries, or influential pastors and /or chaplains serving in Colorado Springs?

4. What 2026 conference plans need to be considered regarding the potential impact of San Antonio TX? What pre-conference work needs to be considered?

5. What is a reasonable follow-up plan for FCMM conferences?

   How should the follow-up plan be built into the conference and promotion?

   Should any consideration be given in the plan and agenda of the 2026 conference in addressing follow-up from the 2025 conference?

2026 FCMM Conference Follow-up Meetings
Wednesday, April 29 at 12 Noon EDT
Tuesday, May 5 at 2:30 p.m. EDT
Summary Report

Meetings

FCMM associated ministries were invited to participate in 2026 FCMM Conference follow-up conversations which were held online on Wednesday, April 29, at 12 Noon EDT, and Tuesday, May 5, 2026, at 2:30 p.m. EDT. Bill Stackhouse, Club Beyond/MCYM, led the discussions. A total of 11 individuals participated, representing 6 associated ministries. All participants attended the 2026 FCMM Conference.

Participants

Wednesday April 29: Bill Stackhouse (Club Beyond/MCYM), Ron and Sherry Rallis (Cru Military), Debbie Culpepper and Gary Sanders (MMN), and Jay Dunham (Navigators Military & First Responder). Bill Stackhouse led in an opening prayer.

Tuesday May 5 – Andy Bunn (CEF Military Children's Ministry), Bill Stackhouse (Club Beyond/MCYM), Daryl and Martha Jones (Cru Military), Debbie Culpepper and Gary Sanders (MMN), John Fitzgerald and Jay Dunham (NAVs), and John Hoyman (OCF/ROTC). Linda Sheimo (OBI) signed up but was unable to attend. Martha Jones led in an opening prayer.

Agenda

Each discussion session was scheduled for 90 minutes and focused on the following 3 questions and a time of prayer:

1. What were your takeaways and how is your ministry processing and applying what was shared at the conference?
2. What ideas, topics or collaborative work from the 2026 conference would you or your ministry like to see included or further addressed at the 2027 conference?
3. How should we pray about these things? (Followed by a time of prayer)

Gary reminded participants of the agenda. He suggested that our discussion in the follow-up conversations focus on personal takeaways and how our respective ministries were processing what was learned and discussed at the conference. He said that one of the things that had come out of recent conference gatherings and follow-up meetings was an expressed desire for follow-through application and ongoing collaboration.

As an example of question #1, Sherry Rallis said that this year's conference had helped Cru Military to evaluate their ministry locations in terms of where they have established ministry and where they do not. As an example of question #2, Gary Sanders said that MMN planned to continue spearheading the work of the two research teams from this year's conference. These teams will continue research on the U.S. military presence and footprint, CONUS and OCONUS, and regarding ministry locations of all the FCMM ministries that have multiple locations and connections. We will explore to see if we have connections in all of these locations and help different ministries connect with each other

in the various locations. Research will be shared with FCMM partner ministries and for possible utilization at the 2027 FCMM conference.

MMN is also planning to focus on what it means to mobilize communities in terms of building coalitions. MMN will continue this work in San Antonio and Colorado Springs in partnership with FCMM ministries. Gary shared with Martha Jones that he and Fred Butterfield (Cru Military, Hampton Roads) wanted to talk with her and Daryl about revitalizing HRUMM (Hampton Roads United Military Ministries) through the combined efforts of those of us who live in the area (which includes Daryl and Martha). And then the other location Gary mentioned was Joint Base Lewis-McCord based on the plan to go there in 2027.

Gary reported that he had distributed the 2026 post-conference survey and that we had about 35 conferees who filled out the survey. This was over half of the conferees which he thought was pretty good.

Gary said that FCMM ministries were growing and making progress in efforts to follow up from conferences, after follow-up efforts in 2025 and similar efforts in 2026. He said that one of the ways that we follow up was by sharing how our ministries were processing what we talked about at conferences and how that helped participating ministries. He said that hopefully this was helping ministries to think through their own strategies and plans and make needed adjustments and that kind of thing. He said that he thought that reporting on these things was mutually encouraging and helped associated ministry leaders to know how to pray for each other. These are examples of the follow-up being done. Gary said that a good portion of the follow-up should be on how it impacts our own individual ministries. He gave the example of how the last 2 conferences had helped to shape MMN's focus in the area of building regional coalitions.

April 29 Meeting: Personal Takeaways, Ministry Applications & Ideas for FCMM 2027

1. Jay Dunham offered high praise for the conference, saying that he thought it was well-structured and planned. He said that it was done well. He said that we need to employ the "speed dating" idea from Kori Yates…meaning team and pair people together at the conference based on common interests and a desire and potential for conducting ministry in partnership in various locations.

2. Ron and Sherry Rallis expressed concern regarding the focus on international ministry and said that Daryl and Martha Jones would share more at the next scheduled follow-up meeting. They said that some of the sessions had no application for those who do international military ministry. They said that Martha would share her concerns at next follow-up meeting.

3. Sherry said that she was impressed to see chaplains in collaborative sessions. The chaplain interaction was good. She said that the topics were high caliber and raised the bar. Sherry said that the conference helped Cru Military to evaluate their regions and priorities. She said that it helped to have a facilitator at each table.

4. Gary Sanders said that a major takeaway for MMN was that we plan to continue coalition work in key military regions and give greater focus to this, especially in SATX, COS, Hampton Roads, and JBLM.

5. Sherry asked, *"what about heat maps for regions in 2028?"*

6. The topic was raised about, "How do you plant new ministries in new locations?" This would include sub-topics such as: funding; location selection; staff recruitment and training; and getting ministry up and running. This may be a topic of interest for future conferences.

7. Jay said that we needed to get things set up early in JBLM. He asked, *"what about as an application, NAVS work JBLM, MMN work Hampton Roads, and Cru Military work San Antonio?"*

8. Gary said that the U.S. Military Research Team and the U.S. Military Ministry Locations and Connections Research Team would continue this year.

9. Ron said that JBLM would be a great place to break through into work with the Guard and Reserves. He said that there is a heavy presence of both in this area.

10. Ron suggested that we have a receiving line at the Community Dinner or some way to know who was there at the dinner in terms of guests from the community. He said that we need to do something like this to better facilitate networking efforts in the area.

11. Ron said that we should have had a posting of the colors at the Community Dinner and suggested that we should plan for this at the conference at JBLM.

May 5 Meeting: Personal Takeaways, Ministry Applications & Ideas for FCMM 2027

1. Bill Stackhouse said that the worship times were particularly meaningful and powerful to him. Worship with leaders who share a common purpose and calling to military ministry was a takeaway for him.

2. Daryl Jones shared that a takeaway for him and their Cru Military global ministry team was to do something. They connected with OCF regarding a resource that can be translated for ministry use in Asia. The resource is a devotional that they plan to distribute with Bibles to Mongolian border troops.

3. John Hoyman said that he was intrigued by the question that Gary asked during the conference regarding whether or not San Antonio TX was a military community that had been mobilized for military ministry. He said that he is still wondering about that. He said that as he thought about OCF ministry within ROTC that he felt like their ministry presence at different schools had been waning. He said that often he has a hard time even knowing how effective they are from a distance. He said that he is still thinking about how he should measure an established military ministry.

   Gary shared that during the conference another leader had expressed having had somewhat of an epiphany about this same topic, saying that their ministry had been focused on ministry activity rather than efforts to establish ongoing military ministry. The leader indicated that their ministry needed to focus more on trying to establish

something more permanent and ongoing rather than just identifying their ministry presence as the ministry activity of one or two associated military Christians in a location. This leader confessed to being challenged to think and pray about how to get more established ministry going in various places.

John Hoyman said that he was currently getting a lot of contacts from retired military who were saying that they would like to get something started. He said that just because we have activity, that we still need to ask, *"is it fruitful?...is it God honoring?...it is building disciples?"* or *"is it just a bunch of activities that are not leading towards honoring God and kingdom growth."* He said that sometimes we can just get hung up on counting numbers so that we can say that we have something going at this university. Gary said that it might be more strategic sometimes to try to find a champion in an area, someone who could get something going that is more permanent and ongoing.

Gary shared two contacts with John who had retired in Auburn AL, former navy guys who might be interested in starting something with the ROTC students at Auburn University. John Fitzgerald shared a contact at Norwich University. He said that he had had contact and good conversation with the guy going to Norwich with OCF. He said that they had discussed some of these topics, such as generational ministry principles and how to establish a ministry foundation. John Fitzgerald said that he still knows the chaplain at Norwich along with Intervarsity staff who also may be good contacts there.

4. John Fitzgerald said that he connected at the conference with General Rodolfo with the global ministry of Cru Military about ministry at the military academy of Honduras. Cru Military had previously had a ministry there. John Fitzgerald said that he connected two of their Latin American Navigator staff with General Rodolfo to explore a possible partnership there.

   John Fitzgerald mentioned conversations between him and Gary regarding contacts for a Coast Guard officer transferring to Guam. He also mentioned conversations that he had had recently at a USNA NAVS reunion regarding retired individuals who were looking to be involved in ministry in some way.

5. John Fitzgerald said that another personal takeaway for him at the conference was the idea mentioned of drafting from the larger FCMM Covenant a local covenant that would be practical for folks that were looking to team together at the local level. He asked, *"what would be some guidelines for this?"* He said that he thought that it would basically be taking the FCMM Covenant and answering the 5 W's, e.g. *"Who do you invite? Chaplains, local church, parent ministry, and so on..."* He said that he felt like that was a practical thing that we could take away as we look at developing partnerships at some of the places where there are concentrations of military

6. Gary said that there were probably a lot more good, solid connections that we could brainstorm about in various places, people who could help with established military ministry. Gary and John Fitzgerald shared another example of a retired Navy pilot now living in Auburn AL. As another example of needed connections, Bill Stackhouse shared the need for new staff for an approved Club Beyond ministry at

Naval Base Guam.

7. Andy Bunn shared how he had been encouraged through his involvement with the FCMM since having attended his first conference 5 years earlier. It was at that time that he learned about the footprint template for an MOA to be done at military bases. Andy said that through a connection with Chet Arnold (OCF) at this year's conference, he was able to negotiate later with a chaplain at NAS Whiting Field for permission to begin an established CEF ministry in August of 2026. He said that this was an example of how God was working through our connections and partnerships.

8. Martha Jones shared that they began collaborating with their Cru Military global team before they arrived at the conference. Their entire global team attended the conference and were able to meet face to face with other ministry partners such as ACCTS and IAEC, and the work of ACCTS in San Antonio through Ron Huggler. Prior to the start of the conference, their global team was able to visit and witness firsthand their Cru Military work with recruits at Lackland AFB. She said that it was good for General Rodolfo and Eva to see what was going on at Lackland so that they could have a better framing for how effective evangelism could be done with a group of cadets when they go to the academy. Martha said that they planned to work months in advance in preparation for hands-on ministry in the various locations of future FCMM Conferences. She said that other ministries could do the same thing.

   Gary shared that he thought that this was a very simple but strategic thing for ministries to do to capitalize on the conference to build momentum with their teams, to introduce them to other ministries, etc. He said that Rick Wolf of Soul Survivor Outdoor brought his entire leadership team to the 2025 FCMM Conference. He said that Rick wanted them to be exposed to the FCMM to catch a greater vision. Their leaders missed the Wednesday sessions of the 2025 conference to have their national leadership meeting on that Wednesday and Thursday in Colorado Springs.

9. For the 2027 conference, Gary suggested the idea of having ministries share their priorities regarding where they're trying to establish military ministry and then have conferees brainstorm contacts in those locations. He said that we could probably connect more dots than we could even imagine. Jay agreed and referred to this idea as "speed dating," which Kori Yates (Planting Roots) shared during one of the table talks at this year's conference. Martha agreed but said that we didn't have to wait until the conference to do this kind of collaboration. She said that we could do this in pre-FCMM calls prior to the conference or add it to the FCMM monthly prayer calls. Martha said that it is critical that we do more collaboration of this nature up front. She said then we could come together at the conference aligning our calendars and seeing how we can help each other and where. She said that we could conduct some regional meetings for this purpose. Gary said that we could do this as pre-meetings for the 2027 conference. John Fitzgerald said we could utilize and expand the work of the two research teams from the 2026 conference for the purpose of figuring out where and how we could work and pray together. John Fitzgerald said that we could expand these teams for an action focus as well as for a research purpose. Martha said that we should seek to have our chaplains speak into what is going on in the areas and locations being discussed.

10. Jay reported on his plan to travel to Tacoma/Lakewood/JBLM during the week of Memorial Day to meet with Pastor Tung Le of Lake City Community Church and begin trying to form a triad of chaplain/chapel, parachurch, and local church relationships. Jay said the trip would be an advanced planning opportunity to begin conversations about collaboration and the conference. He said that this is an advanced planning opportunity.

    Martha asked if conducting a marriage retreat weekend in the area in advance of the conference would be another example of the type of collaboration that we were seeking to accomplish? Jay said that he thought something like a marriage retreat weekend would be maybe a second or third order outcome. He said that he thought that we needed to first work toward a really solid goal for the triad relationships and collaboration. John said that we first needed to rally this interested group of churches, chapels, and parachurch ministries together for an overarching goal, which he suggested as building developed and whole disciples. He said that from this overarching goal would come activities like a marriage conference downstream.

    Gary said that it would be hard to get all the different parties to rally around one common goal or mission and suggested rather that we promote working together for a greater kingdom synergy. He said that hopefully this would help all parties to be more effective in their respective mission and vision.

11. Gary shared the idea of asking ministries like Soul Survivor Outdoor or Planting Roots to consider events in the area as a way of building momentum for the conference and what we would like to see develop in the JBLM area on an ongoing basis. These types of events or initiatives would be ministry and pre-conference work, and a way to make area contacts and meet and work with local leaders, e.g. chaplains.

    John Fitzgerald shared a draft of the local covenant (adapted from the FCMM Covenant) on which he had been working. He said that something like this could be used as a way to help clarify the commitment of collaboration for participating local parties. He said that hopefully this would provide a little more definition to what we would be asking people to be involved in and what the purpose behind it would be.

    John Fitzgerald said that this would help us take the next step from what we had been doing annually down to the local level. John Hoyman asked if what John Fitzgerald and Jay were getting at was clarity. Jay replied that it was. Jay advocated for the need to clarify what the goals would be for collaborating parties vs asking the parties to just get together and encourage and help each other. He said that a simple example would be something like, *"inreach, outreach, and upreach."* He said that he thought we needed a missional focus if we wanted something truly collaborative, something to rally around. Martha affirmed the benefit of having a common goal for collaboration at the local level.

12. John Fitzgerald suggested that as we continue our work of research that we look at "Every Campus Ministry" as an example of a collaborative effort regarding campus ministry. He said that there might be some lessons learned from this ministry. He

suggested the possibility of creating videos to tell the story of the compelling "why" of what we are seeking to do together in military communities.

He said that before or during the conference we could also spend time discussing ideas on working together in specific locations. He said that we could also do the same during the monthly FCMM prayer time, although that that had generally not been a time that had worked well for him. He suggested trying to get more people consistently praying together including the leaders. Martha said that she would address the time for the monthly prayer time. Gary asked about having two options. Gary and Martha clarified that currently the FCMM monthly time of prayer is the 4th Wednesday of the month and that Linda Sheimo and Eddy Amponsah (Cru Military) still coordinate the gathering.

13. John Hoyman shared that he appreciated all the work that went into the maps and corresponding research for the 2026 Conference. However he said that he felt that all of it together was like biting off more than we could chew in one 3-day conference. He suggested choosing a region or two or a smaller grouping of states, and maybe even having the different table groups working on those same regions. Jay suggested the possibility of focusing on the Northwest region or Pacific Northwest region before we go to the conference next March.

    John Hoyman suggested that we consider narrowing our focus of research. He said, *"that the integration of working together would create the pathways between ministries that would continue in other areas after the conference."* Debbie suggested that maybe we should have had two different working groups, one for the states and one for the international group. Martha said that she thought that was a good suggestion, however, the international ministries collaborate every month. She said that the international ministries need to be able to think through the best way of collaborating for next time.

14. Martha said that she doesn't think that the FCMM needs to meet every year. She said that it is expensive and that much of the work between conferences could be done through regular collaboration. Gary agreed that the costs of attending FCMM conferences had obviously increased. Jay said that if we had an updated covenant for what we do together then we might be able to obtain sponsors or a grant to help fund our gatherings. John Fitzgerald said that if our in-between working groups became more established and productive then maybe that would allow us to spread out when we meet. Gary said that he thought that we had made great progress in the associated ministry leaders knowing each other and communicating and being friends. Gary said that the more we emphasize pre and post work then maybe more of the work of the FCMM could be online. Neither Gary nor Bill thought that the topic of not meeting every year had ever come up.

    (NOTE from Gary – If considered, I think this is an issue that should be initiated and discussed among the Executive Directors and is outside of the authority of the business of the CPT).

15. John Fitzgerald said that the idea of vision is still a topic. He said that there would be some benefit to keeping the vision team from the 2026 conference, and to continue

to refine what vision under which we're operating. Jay agreed on vision as a relevant topic for the 2027 conference.

16. Jay brought up an idea that Martha mentioned in her opening prayer, that there is a great need for all the ministries to reach a new generation of leaders to pick up the calling of our ministries.

17. Jay said that he thought we need to double, triple down on making militarybeliever.com a great nucleus for what we are doing together.

18. Gary asked Martha to soon provide feedback from the 2026 conference and input for upcoming conferences regarding application for the global military community. Martha said that she would be glad to do so.

Closing Prayer

The group shared in a time of prayer together.

Gary Sanders
FCMM Coordinator
July 7, 2026

2026 FCMM Conference – Detailed Schedule

University Methodist Church San Antonio – North Campus (Univ. Meth. N.)

Monday, March 23

0830-1500 Pre-Conference Gatherings/Meetings/Activities:

*0830-1300 Off-site Meeting/Lunch – Executive Directors of FCMM host ministries

*1200-1330 Military Women's Ministry Coalition (MWMC) luncheon – Off-site

*1300-1500 Ministries set up their exhibit tables (Univ. Meth. N. outside Student Ctr)

*1330-1430 Conference Planning Team (CPT) meeting (Univ. Meth. N. Rm N212/214)

1500-1600 Registration and Check-in (near entrance to Univ. Meth. N.)

1500-1545 Newcomers Orientation (Univ. Meth. N. Rm N206/207)

1600-1730 **Welcome Remarks and Opening Session (Session 1)**

- Marty – Welcome Remarks
- Stack – Go around the room. Recognize Leaders of major org's and have them introduce conferees from their organizations.
- Stack cover:
  - FCMM Covenant (copy in folders)
  - Working Definitions of "Military Community," "Established Military Ministry," and "Mobilization" terms, for use in conference
  - Housekeeping items: Bathrooms, elevators, etc.

1620-1730 **Session 1 Teaching** – **Gary Emcee/Facilitator** (70 mins)

- **Gary** unpack the Conference Theme and the intentional flow of the content and activities of the Conference Schedule and reference Acts 1:8 and Ephesians 4:12-13, as these passages relate to conference theme, content, and activities.

- Gary & Teaching Tm (**Fred Butterfield**.): Teach on #2 Metric: h. "*Active Organization, Communication, Prayer, and Collaboration among local leaders engaged in military ministry (pastors and church leaders, para-church ministry staff and leaders, chaplains and other military believers).*

1730 – Gary Conclude Session 1 **NLT 1730** (Worship Team needs time for sound checks)

1730 – 1815 Worship Team does sound-checks with Magen (A/V tech)

1730 – 1815 "Touring of Ministry Display Tables" and Networking

1815 – 2030 Welcome Dinner (Session 2)

1815 Have Dinner – **Stack is Emcee**

1855 – 1915 Worship

1915 – 2030 **Session 2** – Vision Team Presentation and Panel Discussion

- **Dave Hutchings** – Presents Vision Team big picture Vision
- **John Fitzgerald** – Presents SWOC (SWOT) Analysis task for Tables
- **Table Discussions** on SWOC (SWOT) – but no reporting out from tables, we will just collect the SWOC analysis sheets from each table.
- **Kori Yates** – Has table groups "Shuffle" and Presents "Make It Real" task for tables to discuss "Make It Real" task
- **Table Discussion** (15 mins): Discuss conferees' responses to the Make it Real task – and then **Table Groups Report Out**

- **Session 2 Conclusion** – Stack will summarize the session regarding the future Vision and will make transition comments regarding '…we've dreamed together today, and TOMORROW morning we will look at where the U.S. Military is currently postured, with specific new areas of concentration of forces or force build-ups at U.S. and overseas locations, and then we will look at where our collective ministries are currently operating. With this baseline knowledge, we will then look at the top Mobilization Metrics Survey's issues that the survey results identified and we will roll up our sleeves to dig into these issues and how best to address them" (…or words to this effect).

2030 - **Stack** - Concluding Comments and Admin remarks for Tuesday's schedule/activities

Tuesday, March 24

0830-0850 – Worship

0850-0910 – Devo – Teaching Tm - **Esme Daetz** teaching on Pri #1 Metric – Prep believers for spiritual success at their next duty station, with "warm" hand-off, if poss.

0910-1200 **Session 3 – Gary Emcee**

Session 3 – Part 1: *Surveying the Global Landscape of the U.S. Military Presence*

0910 **Gary** present Military Research Team Presentation – Present results of research study on where the U.S. Military is currently based and new areas of build-up or concentration of U.S. Military forces at home or abroad.

- Have all Research Team members that are present at the conference together on the stage and have one, or a number of them, present the results of their Research Team Work (20-30 mins).
- **Table Discussion** (15 mins): Discuss the Research Team's presentation and analyze the content of the team's presentation to see if there is information that table members have about our U.S. Military's current development and force posture, as well as general comments on or reactions to the Team's presentation.
- **Table Groups Report Out:** Go around the room with tables sharing their feedback to the Research Team's presentation.

1010 Break

Session 3 – Part 2: *Mapping Gospel-Centered U.S. Military Ministry Worldwide*

1030– "Where do FCMM organizations have Ministry?"

- Ministry Locations Survey Tm – Present results of research study on where FCMM ministries are currently located and their areas of focused ministry
  - **Sherry and/or Ron Rallis** Present Findings of the Ministry Locations Survey Team (20-30 minutes).
  - Introduce **Table Discussion** (15 mins): Discuss the Locations Survey Tm presentation and analyze the content of the team's presentation to see if there is information that table members have about military ministry presence that is not reflected in what the team presented, as well as general comments on or reactions to the Team's presentation.

- Also, informed by the Military Research Tm session, discuss where Military Ministries need to focus regarding future expansion – areas where we really need a presence, where our ministry coverage is thin or non-existent.
- **Table Groups Report Out:** Go around the room with tables sharing their feedback to the Location Tm.

Session 3 – Part 3: *U.S. Mil. Research Team & Ministry Locations Survey Team Collaboration*
1130 – Research Team and Locations Survey Teams on stage together for cross talk

1155 – Close the session by explaining "Networking Lunch" construct and invite a someone to pray for Lunch.

1200-1300 **"Networking" Lunch**

1300-1600 **Session 4 – Emcee Stack**

Session 4 – Part 1: *Metrics of Mobilizing Military Communities: Analysis, Survey Results and #2 Metrics Issue: Local Leaders Organizing and Collaborating for Military Ministry*

1300 – **Ron Huggler**, Metrics Team Lead, presents Metrics Survey Results – Comprehensive Overview of Survey Results (15 mins)

1315 – Metrics Team Q & A – **Large Group Q & A**

1330 – **Linda Sheimo**, Metrics Team Mbr, presents Metrics Survey Results – #2 Issue: h. - "*Active Organization Communication Prayer and Collaboration among local leaders engaged in military ministry (pastors and church leaders, para-church ministry staff and leaders, chaplains and other military believers).*"

Session 4 – Part 2: *Prototypes of Military Community Mobilization – U.S.*
1345 – **Chet Arnold** - Reports out on 2025 FCMM Conference Follow-up Actions (15 mins)

1400 – **Gary Sanders** presents Example #1 – Colorado Springs – Colorado Springs Coalition Rep Military Ministry Coalition COS Representative present current update on MMCCOS progress to date (20 mins)

1420 – Break

Session 4 – Part 3: *Prototypes of Military Community Mobilization – International*
1440 – International Vision Team "Blue Sky" Vision for Int'l/Foreign Military

1450 – **Phil Exner** presents Int'l Prototype Example #1 Presentation

1510 – **Martha Stevenson-Jones** presents Int'l Prototype Example #2 Presentation

1530 **– Martha Stevenson-Jones** honors **Eva and Rodolfo Interiano (Eva 50-yrs on Cru Staff)**

1535 – **Stack** introduces Intercessory Prayer for U.S. and International Mobilization

1555 – **Stack** Session 4 Wrap-up and housekeeping comments about the Community Dinner and the time between Session 4 and the dinner.

1600-1730 Free Time and Networking

1730-1800 Stand-up Social & Tour of Ministry Table Displays (light snacks & drinks avail.)
1800-2030 Community Dinner (**Session 5**)

1800-1830 – Serving lines open

1830 – **Marty** provides welcome remarks to Community Dinner Guests

1835 – **Marty** introduces Rev. Trammell, Univ. Meth. Lead Pastor

Pastor Trammell welcomes dinner guests to the church and offers a blessing for the dinner and for the evening.

1850 – **Gary Sanders Emcee** – Gary encourages people to finish eating their dinner and dessert and introduces **Jonathan Weishuhn** to give testimony.

– First 5-minute testimony from Jonathan Weishuhn, regarding his involvement as a military ministry staff member, what that means to him, and the impact of his ministry on Military Teens and Families

1855 – **Gary** introduces Mil Chaplain testimony from **Chaplain Rob Pitts**.

1905 – **Gary** again welcomes everyone to the dinner, makes comments/observations regarding the testimonies and explains the reason for beginning the program with them.

– **Gary** makes introductions and necessary remarks (e.g., explain who is here and purpose of the dinner, thank church, thank sponsoring ministries, introduce program personalities, etc.)

– **Gary makes scripted remarks** to bring up **Marty McCarty**, **Jane Watson** (Mil-Civ Foundation Board Member and representative), **Major General Rick Martin**, US Air Force retired and Club Beyond Board Member and **Jonathan Weishuhn**, Community Director for Club Beyond at JBSA-Randolph for a brief presentation and photo-op of the Military-Civilian Foundation Check for $1,000 in Campership Funds for the Club Beyond ministry at Joint Base San Antonio – Randolph. - - Presentation and Photo Op Only – WITH **NO REMARKS FROM PHOTO OP Participants** - -

– **Gary** brings up Dave Phillips, and the Cru Couple **Soapy and Susanna Dollar** to recognize the Cru ministry couple that have served the San Antonio Community for the past 40-years – representation a lifetime of ministry investment in the San Antonio community.

– **Gary makes scripted remarks** to speak to the **Military Family Adventure slide**, highlighting this opportunity for and investment in the San Antonio military community.

1925 – **Gary** introduces **Eric Wilbur**, N.E. Bible Church

– Gary does a one-on-one style interview with Eric Wilbur about the Military Presence in San Antonio and about the mobilization efforts that are underway to form a Military Ministry Coalition in San Antonio – Casting a Vision for Military Community Mobilization in San Antonio

1940 – **Worship**

2000 – **Gary introduces Keynote Speaker**: **Tung Le**, Lake city Community Church, Lakewood, Washington, to give the keynote speech.

2030 – Concluding remarks/dismissal to fellowship in display table area

Wednesday, March 25

0830-0850 – Worship

0850-0910 – Devo – Teaching Tm – **Justin Woods** will lead the conferees in a time of guided prayer to pray for the topics Justin will walk us through during the prayer time.

0910-1100 – Closing Session (**Session 6**)

0910 – **Doug Anson**, Metrics Team Mbr presents ,Metrics Survey Results – #1 Issue: b. *"Deliberate and planned efforts in equipping and connecting military believers for ministry engagement at their next location. Indigenous military believers are the most powerful component of movements of gospel-centered military ministry!"*

0910 – Metrics Team - Introduce topic and report out on their findings on #1 Issue, regarding the elements involved in pursuing this aspect of mobilization.

0930 – Doug calls up **Kevin Scheible**, Metrics Team Mbr, to Demo the MilitaryBeliever.com and to introduce the Working Session – Tables will be assigned one of four supporting metrics to discuss and analyze and will report out at the end.

1000 – Table Groups Report out

1040 – Break

1100-1200 – **Final Session** – **Gary** will provide FCMM Updates, Special Honors/Recognitions, Announcements: 2027 Conference and Conference Planning Team (CPT) and Launch of the 2026 FCMM Conference follow-up strategy and plan – 2026 Conference follow-up action steps and meetings have been planned and detailed information on these post-conference activities will be announced.

Session 3, Part 1: *"Surveying the Global Landscape of the U.S. Military Presence"*
– U.S. Military Research Team

Overview

The meeting focused on strategic collaboration among military ministries to better understand and serve the U.S. military footprint, both CONUS and OCONUS. Speakers highlighted growing or underserved locations like Fort Gordon, Joint Base Lewis-McChord, Australia, and the Philippines, noting the need for more English-speaking churches and ministry presence. Justin Woods and John Fitzgerald shared examples of strategic gaps and opportunities, especially where military populations are increasing. The group discussed the importance of sharing intelligence, building partnerships, and improving coordination between chaplains and parachurch ministries. Table discussions explored how to plant, strengthen, and connect ministries and military believers across locations, emphasizing the value of relationships, warm handoffs, and centralized information. The Military Missions Network Mapping Index was presented to help identify ministry presence, gaps, and priorities, with regional table discussions revealing both encouraging ministry presence and significant areas lacking support. The session concluded with a call for continued collaboration and the use of shared data to inspire future ministry development.

Recommended Next steps

John Fitzgerald

1) Share information about the growing U.S. military presence in Australia, particularly Darwin and Perth, with the group for potential ministry opportunities.

Justin Woods

2) Create a better, cohesive list of English-speaking, military-specific churches OCONUS and share it with the group.
3) Connect churches and ministries to the church plant starting up at Joint Base Lewis-McChord this fall.

Collaboration

4) All Ministries: Share information about ministry presence at Fort Gordon, Augusta, Georgia, to reconsider its strategic importance.
5) All Ministries: Share information about ministry presence in Poland, the Philippines, and Guam due to growing U.S. military presence.
6) All Ministries: Consider and discuss how to more effectively work together to plant and strengthen established military ministry in U.S. military communities, CONUS & OCONUS.
7) All Ministries: Consider and discuss how to more effectively connect military believers to their next location, focusing on warm handoffs.

8) All Ministries: Identify and communicate individual ministry strengths to avoid duplication of efforts and foster collaboration.
9) All Ministries: Update and maintain the centralized database (MilitaryBeliever.com) for tracking ministry movements and resources.
10) All Ministries: Reach out and build relationships with chaplains to understand their needs and gaps for better collaboration.
11) All Ministries: Consider using the Military Missions Network Mapping Index as a tool for coalition building and targeted ministry strategy.
12) Interested Participants: Write down name and one idea for next steps on the provided cards to join the next phase of the Military Missions Network Mapping Index project.

Summary

Strategic Military Ministry Fields

The meeting focused on discussing strategic mission fields for military ministry, with an emphasis on understanding the scope and breadth of where U.S. military personnel live, train, and serve. Phil introduced examples including Fort Gordon in Augusta, Georgia, which has experienced significant growth due to the relocation of the US Army Cyber Command, highlighting a need for increased ministry presence there. Justin Woods presented on Joint Base Lewis-McChord in Washington State, identifying it as an area needing more English-speaking military-specific churches, particularly as military personnel often experience faith retraction in OCONUS locations. The conversation ended with plans for John Fitzgerald to present on Australia as another strategic mission field, though his portion was cut off in the transcript.

U.S. Military Chaplain Coordination in Australia

The speaker discussed the growing U.S. military presence in Australia, particularly focusing on rotational Marine forces in Darwin and potential submarine operations in Perth under the AUKUS agreement. They highlighted the challenges of providing spiritual support to service members in remote locations like Darwin, where there is limited existing church presence. The discussion emphasized the need for better coordination and partnership between U.S. and Australian military chaplains in these areas.

Military Ministry Strategy Discussion

The meeting focused on discussing strategies for military ministry, with particular attention to chaplains' needs and the U.S. military footprint both domestically and internationally. The discussion highlighted that chaplains are actively evaluating support requirements across various locations, including places like Iceland, and noted that denominations and churches are also considering these questions. The group planned to engage in table discussions addressing two key questions: how to more effectively work together to plant and strengthen military

ministry in U.S. military communities, and how to better connect military believers for their next location.

Military Believers Coordination Strategy

The meeting focused on discussing how to more effectively work together and connect military believers to new locations. Participants emphasized the importance of building relationships with chaplains and other ministries, identifying strengths to avoid duplication, and creating a centralized database to track military believers' locations and needs. The group discussed implementing "warm handoffs" when connecting individuals to new locations, with Ron sharing that he already uses directories from about five organizations for this purpose. The discussion highlighted the need for better coordination and communication between ministries to ensure smooth transitions for military believers moving to new locations.

Military Ministry Collaboration Strategies

The meeting focused on discussing collaboration strategies for military ministry, with Sherri Rallis and her team presenting the Military Missions Network Location Index. The team outlined their objectives to identify three key elements: Partners (places with multiple FCMM ministries), Pockets (gospel gaps with no current ministries), and Priorities (high-population military locations). The presentation aimed to inspire attendees on how this mapping tool could help coordinate collaborative efforts and identify strategic ministry opportunities across military communities.

Military Location Mapping Review

The meeting focused on reviewing military locations and movements in the U.S., with 16 FCMM ministries reporting 854 collective U.S. movements. The group discussed a new mapping project that divides the U.S. into six regions to make the task more manageable, with maps showing the number of ministries and size of military populations at each location. Participants were instructed to review their regional maps and answer guiding questions in table discussions, with 10 minutes allocated for this activity.

Military Ministry Mapping Project Analysis

The meeting focused on analyzing a military ministry mapping project that showed various military installations and the presence of parachurch ministries at those locations. Participants discussed findings across different regions, with notable gaps identified at Nellis Air Force Base, Fort Leavenworth, and several Coast Guard installations showing zero to one ministries present. The team identified three common themes for next steps: identifying specific ministry leaders and their activities, improving data accuracy for Guard and Reserve personnel, and developing strategies to connect existing ministries for greater coordination. The session concluded with plans for a follow-up team to continue developing the mapping project into a living document, with participants encouraged to volunteer for the next phase of the project.

Session 6: *"#1 Metrics Issue: Equipping Military Believers for Ministry at Next Location"*
– Metrics Survey Team

Quick recap

The meeting focused on the importance of collaboration between chaplaincy, parachurch, and local churches to mobilize military communities for gospel ministry. Speakers emphasized the need for intentional relationships, resource sharing, and prototypes like San Antonio and Colorado Springs to model effective coalitions. They discussed the challenges and opportunities in engaging churches more strategically in military ministry, highlighting both progress and gaps. The group shared examples of successful partnerships, both domestically and internationally, and recognized the value of networks like those available at the Military Believer website (militarybeliever.com) for connecting people and ministries. The conference also celebrated the faithful service of Eva Gomez-Guzman and announced leadership transitions, including Marty McCarty stepping down as CEO of Club Beyond and Phil Alfrey taking over. The meeting closed with reflections on the impact of collaborative ministry and prayers for continued effectiveness and leadership transitions.

Next steps

Andy Bunn

- Call the chaplain at NAS Whiting Field to discuss potential collaboration.

Doug Lee

- Facilitate meetings to encourage the emergence of a coalition in Colorado Springs.

Gary

- Organize and lead future meet-and-greet events in San Antonio to strengthen relationships among area military ministries.
- Transition role within Military Missions Network from president to coordinator by the end of the year.

Marty McCarty

- Transition leadership of Club Beyond to Phil Alfre by July 31st.

Collaboration

- Each organization represented at the conference: Appoint a point person to be the connection for updating MilitaryBeliever.com.

- Bill and Angela: Attend the first meeting of the 2027 Conference Planning Team (CPT) to provide continuity.
- Navigators (2027 host): Plan the 2027 FCMM conference, incorporating learnings from this year and last year.
- Ron and Sherry (Crew Military): Shadow Navigators in planning the 2028 conference.
- Attendees: Complete the post-conference survey to provide feedback on the conference.
- Attendees: Share any pictures taken during the conference with the organizers for historical record and storytelling.
- Host Ministry (Club Beyond): Write a post-conference report capturing the ideas and discussions from the event.
- Conference Planning Team: Organize an online follow-up meeting for conference attendees to discuss application and implementation of learnings.
- Research Team: Continue research on the U.S. military footprint to inform future ministry strategy.
- San Antonio Coalition: Add new members (e.g., Village Parkway Baptist Church, Community Bible Church) and continue developing the coalition.
- Colorado Springs Leaders: Begin working on developing a coalition in Colorado Springs.

Summary

Military Community Collaboration Strategies

The discussion focused on the importance of collaboration between chaplaincies, churches, and parachurch organizations to effectively engage military communities. Key examples were shared from Colorado Springs and San Antonio, highlighting the need for intentional relationship-building and strategic partnerships to mobilize these communities. The group explored what it means for a military community to be "mobilized" and identified areas where local churches could be more strategically engaged in military ministry. The conversation also touched on international examples, including recent work in Ukraine, and emphasized the need for local leaders to take responsibility for building coalitions at the grassroots level.

International Ministry Collaboration Strategy

The speaker discussed the importance of collaborative ministry work across different countries and military bases, citing examples from Africa and Ukraine. They emphasized that while individual ministries can make an impact, working together as a unified body is more effective, referencing Galatians 3:28 and Jesus' prayer in John 17. The speaker shared personal

experiences of visiting other countries and highlighted opportunities for ministry, including Bible distribution and working with international military personnel and delegations.

Faith and Ministry Experience Sharing

The meeting focused on sharing personal experiences of faith and ministry, particularly highlighting Eva Gomez-Guzman's 50 years of faithful service in ministry. The discussion included practical guidance on using the Military Believer website (militarybeliever.com) to find churches and ministries near military bases, with demonstrations on how to navigate the directory and evaluate church information. The session concluded with a prayer and an announcement about taking a group photo after the prayer time.

Equipping and Connecting Strategy Discussion

The meeting focused on discussing strategies to support the top priority of equipping people and connecting them at their next duty station. Participants were asked to review priority lists and discuss how assigned strategies support this main objective, with particular attention to areas marked by red dots where no biblical community currently exists. Each table was given 7-10 minutes to discuss their assigned priority and prepare a spokesperson to present their findings, with the goal of capturing insights from all groups.

Military Ministry Planning and Transition

The meeting focused on discussing military ministry priorities and planning for future conferences. Esther Vargas shared insights on developing plans for military ministry responses to crises, emphasizing the importance of connecting with military families and addressing challenges like "people hoarding" within organizations. The group discussed best practices for military ministry staff recruitment and retention, including the importance of discipling volunteers and connecting with gatekeepers for access. The conference planning team structure was reviewed, with continuity improvements implemented to ensure better planning from year to year. Gary announced his transition out of his role as president of Military Missions Network, with Phil Alfrey set to take over as CEO of Club Beyond. The conversation ended with a prayer led by Dave for applying conference learnings and wisdom for future planning.