

THE 60th ANNUAL CONFERENCE
of the
ASSOCIATION OF
FREE LUTHERAN CONGREGATIONS

June 15th - 18th, 2022

Conference Host:
The Association Retreat Center

Conference Site:
Association Retreat Center, Osceola, WI

Conference Theme:
“God Rewards the Faithful”
Hebrews 11:6

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June 15th - 18th, 2022

Host Site – Association Retreat Center, Osceola, WI
“God Rewards the Faithful”..... Hebrews 11:6

(2022 Committee order for conference business committees #1, #3, #4, #5, #2)

Note: All Conference meals will be served in Manna Inn and
the Manna Inn Pavilion.

Additional seating available in Tadmor if needed.

WEDNESDAY - JUNE 15TH, 2022

7:30 a.m. | Breakfast

- Conference breakfast | Manna Inn & Manna Inn Pavilion

9:00 a.m. | Committee Meetings & WMF Day

- The conference committees meet for devotions, instructions, and room assignments.

NOON | Lunch & WMF Lunch

- WMF Day and Committee meetings continue after lunch.
- WMF lunch | Manna Inn
- Committee/Conference lunch | Manna Inn Pavilion

5:30 p.m. | Dinner

- Conference dinner | Manna Inn & Manna Inn Pavilion

7:30 p.m. | Conference Opening & Ordination Service

- AFLC President Lyndon Korhonen will open the 2022 Annual conference.

-Opening Conference Service with Ordinations

Speaker: Rev. Lyndon Korhonen, AFLC President

Service Leader: Rev. Gary Jorgenson, Assistant to the AFLC President

- AFLC President Lyndon Korhonen will appoint necessary committees for conference business.

THURSDAY - JUNE 16TH, 2022

7:30 a.m. | Breakfast, WMF Breakfast

- WMF Breakfast | Bethel chapel
- Conference breakfast | Manna Inn & Manna Inn Pavilion

8:30 - 8:45 a.m. | Conference Devotions

Leader: Scott Erickson, called to Dickinson, ND

8:45 a.m. | Session One

- Credentials Committee Report

Adoption of the Conference Agenda

Adoption of the 2021 Conference Report

- Selection of Nominees for Corporation Positions (Missions, Schools, ARC)

- Nominations to Committees for Corporation Meetings

Selection of Nominees to Committees for Corporation meetings:

| | | |
|--------------------------|------------|--|
| <i>Board of Trustees</i> | <i>(1)</i> | <i>1 Lay Member</i> |
| <i>World Missions</i> | <i>(1)</i> | <i>1 Pastor</i> |
| <i>World Missions</i> | <i>(1)</i> | <i>1 Lay Member; Partial Term (3 Year)</i> |
| <i>Home Missions</i> | <i>(1)</i> | <i>1 Lay Member</i> |
| <i>Home Missions</i> | <i>(1)</i> | <i>1 Lay Member; Partial Term (2 Year)</i> |
| <i>FLAPS</i> | <i>(1)</i> | <i>1 Lay Member</i> |
| <i>FLAPS</i> | <i>(1)</i> | <i>1 Pastor</i> |
| <i>Bay Broadcasting</i> | <i>(1)</i> | <i>1 Pastor</i> |
| <i>ARC Board</i> | <i>(1)</i> | <i>1 Pastor</i> |

- AFLC President's Report - Rev. Lyndon Korhonen, Plymouth, MN

- Election Procedures

- Election of AFLC President

Reports of AFLC Ministries (Com #1) General (6 minutes each)

Co-ordinating Com. Chairman – Rev. Thomas Schierkolk, Eben Junction, MI

AFLC Director of Development – Rev. Tonnes Pollestad, Andover, MN

AFLC Foundation Chairman – Rev. Michael Brandt, Sioux Falls, SD

10:25 a.m. | Break

10:50 a.m. | Session One, Continued

Reports of AFLC Ministries (Com #1) General, Cont.

Director of Police & Fire Chaplaincy – Rev. Jon Benson, Newark, IL (3 min)

Director of Military Chaplaincy – Col. John Eidsmoe, Pike Road, AL (3 min)

Pastoral & Congregational Care Team - Rev. Jerry Nelson, La Crosse, WI

Director of the ARC - Mr. Kirk Rautio, Osceola, WI

AFLC Financial Report - Mrs. Katie Johnson, Plymouth, MN

Family Bible Camp Treasurers (3 minutes each)

Lake Bronson

Wilderness Camp

Bethany Family Camp

Budget Analysis Committee – Mrs. Christine Stout, Presto, PA

Reports of AFLC Ministries – Missions (Com #3)

World Missions Com. Chair - Rev. Dr. Craig Johnson, Ferndale, WA

World Missions Director – Rev. Dr. Earl Korhonen, Plymouth, MN

11:40 a.m. | Prayer Time

Leader: Rev. Dave Jore, Mentor, MN

NOON | Lunch, Builders' Fellowship Lunch

- Builder's Fellowship lunch | Bethel Chapel

- Conference lunch | Manna Inn & Manna Inn Pavilion

1:15 p.m. | Department Electives

- 1:15 to 2:00 Electives (3 options)

ARC Elective | Tadmore

Home Missions | Gymnasium

Estate Planning Leads to Generosity | Bethel Chapel

- 2:15 to 3:00 Electives (2 options)

World Missions Elective | Gymnasium

Youth Ministries Elective | Tadmore

3:00 p.m. | Break

3:30 p.m. | Worship & Conference Devotions

Devotional Leader: Rev. Peter Franz, Maple Grove, MN

3:50 p.m. | Session Two

Reports of AFLC Ministries – Missions (Com #3), Cont.

Home Missions Com. Chair - Mr. Glenn Mork, Buffalo, MN

F L A P S Executive Director – Dr. Kevin Lee, Beulah, ND

WMF President – Mrs. Lavonne West, Columbia Falls, MT

Reports of AFLC Ministries – Publications, Parish Edu & Youth (Com #4)

Publications & Parish Edu Chair – Rev. Dennis Norby, Valley City, ND

Publications & Parish Edu Director – Mrs. Marian Christopherson, McVie, ND

Youth Board Chair - Rev. Eric Rasmussen, Fergus Falls, MN

Free Lutheran Youth President – Rev. Gideon Johnson, Killdeer, ND

Youth Ministry Director – Rev. Dr. Jason Holt, St. Michael, MN

Reports of AFLC Ministries– Evangelism & Benefits (Com #5)

AFLC Evangelism & Discipleship Chair – Mr. Kevin Hoops, Byron, NE

Director of Evangelism – Rev. Randy Nelson, Brooklyn Park, MN

Benefits Board Chairman - Mr. Tony Onnen, Cokato, MN

Reports of AFLC Ministries– AFLC Schools (Com #2)

FLBCS Report – Rev. Dr. Wade Mobley, Rev. Dr. James Molstre,

Rev. Adam Osier, & Rev. Todd Erickson

- Election of Nominating Committee

16 districts, 2 representatives from each

- Committee #1 Resolutions & Elections

Report of Nominating Committee

Selection of Nominees to the Co-ordinating Committee

Election of Committee #1 for the next Conference (5 names, majority lay)

5:30 p.m. | Dinner

- Conference dinner | Manna Inn & Manna Inn Pavilion

7:30 p.m. | Missions Festival Service

FRIDAY - JUNE 17TH, 2022

7:30 a.m. | Breakfast, FLAPS Breakfast

- FLAPS breakfast | Bethel Chapel
- Conference breakfast | Manna Inn & Manna Inn Pavilion

8:30- 8:45 a.m. | Devotions

Leader: Rev. Greg Schram, Loveland, CO

8:45 a.m. | Session Three

- Committee #1 Resolutions & Elections (Continued)

- Committee #3 Resolutions & Elections

Report of Nominating Committee

(Nominees previously given to Corporation for World Missions, Home Missions, & FLAPS Board)

Election of Committee #3 for the next Conference (5 names, majority lay)

10:25 a.m. | Break

10:50 a.m. | Session Three (Continued)

- Committee #3 Resolutions & Elections (Continued)

- Committee #4 Resolutions & Elections

Report of Nominating Committee

Selection of Nominees to

Board of Publications & Parish Education

Youth Board

Election of Committee #4 for next Conference (5 names, majority lay)

11:40 a.m. | Prayer Time

Leader: Rev. Dave Jore, Mentor, MN

NOON | Lunch, Chaplains' Lunch

- Chaplains lunch | Bethel Chapel
- Conference lunch | Manna Inn & Manna Inn Pavilion

1:15 p.m. | Corporation Meetings & Lecture Series

- Meetings of the ARC Corporation, Missions Corporation, & Schools Corporation held

ARC Corporation | Bethany Lower Lounge

Missions Corporation | Tadmore

Schools Corporation | Bethel Chapel

- 1:15 to 2:00 | Lecture Series, Part One | Gymnasium

Session led by Col. John Eidsmoe

- 2:15 to 3:00 | Lecture Series, Part Two | Gymnasium

Session led by Mr. Andrew Hanson

3:00 p.m. | Break

3:30 p.m. | Worship & Devotions

Devotional Leader: Rev. Jim Rasmussen, Maple Grove, MN

3:50 p.m. | Session Four

- **Election of AFLC Vice President & AFLC Secretary**

- **Committee #4 Resolutions & Elections** (Continued)

- **Committee #5 Resolutions & Elections**

Report of Nominating Committee

Selection of Nominees to

Evangelism & Discipleship Board

Board of Benefits

Election of Committee #5 for next Conference (5 names, majority lay)

5:30 p.m. | Dinner & Pastors' Banquet

- Pastors' Banquet | Scandia Creamery (off-site)

- Regular dinner | Manna Inn & Manna Inn Pavilion

7:30 p.m. | Sixtieth Anniversary Communion Service

- Communion Service

Speaker: Rev. Raynard Huglen, Newfolden, MN

Service Leader: Rev. Robert Lee, Crystal, MN

Please join us for a reception following the evening service in honor of Rev. Lyndon and Mrs. Linda Korhonen.

SATURDAY - JUNE 18TH, 2022

7:30 a.m. | Breakfast

- Conference breakfast | Manna Inn & Manna Inn Pavilion

8:30- 8:45 a.m. | Devotions

Leader: Rev. Shane McLoughlin, Minot, ND

8:45 a.m. | Session Five

- **Committee #5 Resolutions & Elections** (Continued)

- **Committee #2 Resolutions & Elections**

Report of Nominating Committee

(Nominees previously given to Corporation for Board of Trustees)

Election of Committee #2 for the next Conference (5 names, majority lay)

- **Election of Special Committees**

Colloquy Committee for next Conference (5 Pastors)

Budget Analysis Committee

10:25 a.m. | Break

10:50 a.m. | Session Five (Continued)

11:40 a.m. | Prayer Time

Leader: Rev. Dave Jore, Mentor, MN

NOON | Lunch, FLBC Alumni Lunch

- Alumni lunch | Bethel Chapel
- Conference lunch | Manna Inn & Manna Inn Pavilion

1:15 p.m. | Department Electives

- 1:15 to 2:00 Electives

Coordinating Committee Elective | Gymnasium
Parish Education Elective | Tadmore

- 2:15 to 3:00 Electives

Schools Elective | Gym
Evangelism & Discipleship Elective | Tadmore

3:00 p.m. | Break

3:30 p.m. | Worship & Devotions

Devotional Leader: Rev. Gary Jorgenson, Ramsey, MN

3:50 p.m. | Session Six

- Reports of Corporation Annual Meetings
- Committee #1 General Resolutions
- Remaining Conference Business

4:30 p.m. | Closing Testimony Service

2022

CONFERENCE COMMITTEE

AFLC President, Rev. Lyndon Korhonen

AFLC Secretary, Rev. Micah Hjermstad

Journal Committee:

Rev. John & Mrs. Velma Amundson

Rev. Ron & Mrs. Michele Smith

Rev. Jon & Mrs. Lynn Wellumson

Rev. Craig Wentzel

Parliamentarians:

Rev. John Eidsmoe

Mr. Phillip Peterson

Dr. Lyle Westrom

Credentials Committee:

Rev. Micah Hjermstad

Mrs. Katie Johnson

Head Teller:

Rev. Jon Benson

Local Host Coordinators:

ARC Staff

THE PRESIDENT'S REPORT

To the 60th Annual Conference of the Association of Free Lutheran Congregations gathered at the Association Retreat Center, Osceola, Wisconsin, June 15-18, 2022, Greetings in Jesus' Name!

We gather under the theme “God rewards the Faithful” (Hebrews 11:6). Did you know that our predecessor, The Lutheran Free Church, lasted only 65 years? Now the AFLC is 60. As we enter into the third generation from the AFLC's beginning, the need is very great to pass on to younger generations what we stand for, much like Moses did to Israel in Deut. 4:9. “Only give heed to yourself and keep your soul diligently, so that you do not forget the things which your eyes have seen and they do not depart from your heart all the days of your life; but make them known to your sons and your grandsons.” A simple illustration to pass on to your children and grandchildren is that the AFLC is like an upside-down triangle. The congregations are, free on top, and those who are elected to offices and to lead ministries are underneath to serve the congregations. Whereas in a synod, the triangle is right side up and those on top tell the congregations how and what to do. We want to be faithful not only to what our forefathers established, but to be a church body that is continually monitoring that we are building upon Jesus Christ alone and His inerrant Word. We are thankful for our Lutheran Confessions that we believe to be faithful confessions of God's Word, but we must first of all be committed students of the Scriptures themselves, for these are the very breathed words of God. God rewards those who are faithful to His Word.

Body Needs

I don't have to tell you that these past two years have brought added stress to life and to our churches. The variety of reactions to the pandemic has exposed cracks and frailty in the church body that may have surprised us. I wonder sometimes if our church relationships can become like a good marriage where we through time expect perfection from one another and are shocked when a fellow brother or sister reacts in the flesh. We need to remember that we are all made of dust (Psalm 103) and still possess a sinful nature. Given enough pressure and the right timing, we can behave in ugly ways. Our AFLC is not exempt from fleshly reactions.

I read a powerful illustration of how we as Christ's body need to function as we realize the weaknesses and strengths of one another. This was in the Our Daily Bread devotional last December. Jia Haixia lost his sight in the year 2000. His friend Jia Wenqi lost his arms as a child. But they've found a way around their disabilities. “I am his hands and he is my eyes,” Haixia says. Together, they're transforming their village in China. Since 2002, the friends have been on a mission to regenerate a wasteland near their home. Each day Haixia climbs on Wenqi's back to cross a river to the site. Wenqi then “HANDS” Haixia a shovel with his foot, before Haixia places a pail on a pole between Wenqi's cheek and shoulder. And as one digs and other waters, the two plant trees--more than 10,000 so far. “Working together,

we don't feel disabled at all," Haixia says. "We're a team."

In the body of Christ, we must operate in truth. When we have dealt in truth with one another, are we willing then to become what our brother is lacking and together in love accomplish what we could never do alone? Christ is the only head that can make proud human beings humble themselves and ask for help where one is weak. This is how I long to see the body of Christ work. Too often I am afraid we focus on weaknesses of our brother or sister and then tolerate division. Through these years of serving as president, I have often returned to Ephesians 4:1-3: "Therefore I, the prisoner of the Lord, implore you to walk in a manner worthy of the calling with which you have been called, with all humility and gentleness, with patience, showing tolerance for one another in love, being diligent to preserve the unity of the Spirit in the bond of peace." Brothers and sisters, we are saved by grace, but it takes work and diligence to preserve the unity of the Spirit in the bond of peace. In other words, if we do not strive for truth and unity in our families, our churches, the AFLC and even our nation, what will naturally occur is division. The enemy is always on the prowl, and he is a great divider.

Reflections

That sounds like an old people's word! When I was elected to serve in this role, I felt I was too young. I don't feel that anymore. I am aging and it is time for someone (that you have prayed for) to serve in this position. Thank you for giving me the opportunity to travel among our churches and preach God's truth. The rewards of worshipping with and fellowshiping with the body of Christ across the U.S. have been many. We have a wonderful church family! It has been so humbling to hear of you who pray for us daily. That is what has kept us safe and helped us persevere through a broken elbow and three broken legs, but having said that, from how many other sicknesses and accidents has the Lord kept us?

By far the hardest part of this job is this: not having enough pastors for our congregations. In this office you can be the hero or the goat -- depending on if a congregation has a pastor who serves faithfully, or they don't get a pastor, or have had one that left them hurt. The truth is that most of the time, I have very little to do with it. It is heartbreaking to see a congregation without a shepherd, or they find a non-AFLC pastor who ends up bringing division to the congregation.

Watch and Pray

When I think about end-times events, I have switched from trying to nail it all down, to keeping in the Word and being watchful. Jesus said to His disciples several times, "Watch and pray." In the garden, before the cross, He said: "Keep watching and praying that you may not come into temptation." (Mark 14:38) "Keep on the alert; for you do not know when the appointed time will come." (Mark 13:33)

Isn't it good that we do not know too much about our future? If we would have known prior to the pandemic what was coming -- the deaths, the

battle over the truth concerning covid, the job losses and all the changes to worship and daily life -- how difficult it would have been to enjoy life. God has given us what we need to know. He wants us to trust Him for the future. Most all of us believe that our freedoms will come under greater attack in this country. It may very well cost more and more to speak the name of Jesus in this land. It was costly for the early disciples also. The promises of God have always been under attack, but they will always hold.

Thanks

First and foremost, I want to thank my Heavenly Father for His grace and strength to serve this tenure as president. Never in my life have I had something happen that was so unexpected. I had to trust that what I had preached to others would be true for me, namely: when God calls you to a task, He will provide what you need no matter how you feel. I share this for you who find yourselves elected to positions that are way over your ability. Trust the Lord and seek the counsel of godly men. I have not been able to please everyone, and neither will you, but our calling is not to perfection in this life nor to please everyone, but to be faithful to walk with God through life and allow Him to work through us. Our great need is to live in humility, asking God and others to forgive us when we sin and then trusting in Jesus' shed blood to cover and remove our sin. The freedom from our sin and guilt is much of what it means to be a Free Lutheran: "Where the Spirit of the Lord is, there is freedom" (II Cor. 3:17b).

Secondly, I want to thank those who have helped me serve. Thanks to Karen Floan who helped so much as my secretary for 6 years. Thank you, Chanel Nelson, for your joyful spirit and excellent work ethic, whether you are working next door or remotely in Louisiana as executive secretary. Thanks to Pastor Dick Gunderson, Pastor Terry Olson, and Pastor Gary Jorgenson who have all served as my assistants. When I am away, it is so good to have faithful personnel who can assist pastors and congregations. And thanks to my best friend and wife Linda, who has traveled with me, prayed for and supported me. Thank you also, AFLC friends, who gave to purchase the beautiful president's house that we have been privileged to enjoy these 9 years. To be so close to campus allows the president to be more involved in campus activities and allows him a good walk every day.

And finally, thanks to all of you brothers and sisters for faithfully praying for us as we have sought to visit as many AFLC congregations and pastors as we could. What an opportunity you entrusted us with these 9 years. There is still nothing that tops the privilege of serving and worshipping our Creator and Redeemer. And now we trust God's leading for the future of the AFLC, that we can continue to live in daily repentance and the Blessed Assurance of trusting in the completed work of Jesus for our salvation.

Pastor Lyndon Korhonen
AFLC President

2021-2022
SPECIAL EVENTS
(*attended for AFLC)

2021

| | |
|----------------------|---|
| <i>May 1</i> | <i>Hosted Acts 16 Connection, Sioux Falls, SD</i> |
| <i>May 7 - 8</i> | <i>Attended FLBCS Spring Concert & Graduation</i> |
| <i>June 3</i> | <i>Gave Prayer at MN Policy Council Dinner, Bloomington, MN</i> |
| <i>June 6</i> | <i>Installed John Kiehl in Eugene, OR</i> |
| <i>June 11</i> | <i>Hosted Acts 16 Connection, Thief River Falls, MN</i> |
| <i>June 16-19</i> | <i>AFLC Annual Conference 2021, FLBC Campus</i> |
| <i>June 20</i> | <i>Ordained Rev. Kyle Smith, Cokato, MN</i> |
| <i>June 26</i> | <i>Officiated Deb Benson Funeral, Radcliffe, IA</i> |
| <i>July 25</i> | <i>Ordained Joe Dombrowski, Canal Winchester, OH</i> |
| <i>July 30</i> | <i>FLBC Golf Scramble</i> |
| <i>August 8</i> | <i>Installed Joe Dombrowski, Manteca, CA</i> |
| <i>August 13</i> | <i>Attended Sherman Benson Funeral</i> |
| <i>August 29</i> | <i>Installed Kyle Smith, Ellendale, MN</i> |
| <i>September 12</i> | <i>Installed Lance Morrison, Dillon, MT</i> |
| <i>September 18</i> | <i>Hosted AFLC Reawakening Conference, Arlington, SD</i> |
| <i>September 24</i> | <i>Hosted lay preaching class with Joel Rolf</i> |
| <i>October 4-5</i> | <i>Hosted AFLC All Boards</i> |
| <i>October 5-7</i> | <i>Attended AFLC Pastors' Conference</i> |
| <i>October 10</i> | <i>Installed Gideon Johnson, Killdeer, ND</i> |
| <i>October 16</i> | <i>Hosted AFLC Reawakening Conference, Roseau, MN</i> |
| <i>October 22</i> | <i>Officiated Paul Nash Funeral</i> |
| <i>October 24-27</i> | <i>Preached for special meetings, Badger, MN</i> |
| <i>October 31</i> | <i>Ordained Michael Onstad, Fargo, ND</i> |
| <i>November 4</i> | <i>Hosted lay preaching class, Part II, with Joel Rolf</i> |
| <i>November 20</i> | <i>Hosted AFLC Reawakening Conference, Arlington, WA</i> |
| <i>November 21</i> | <i>Hosted Acts 16 Connection, Everett, WA</i> |
| <i>December 12</i> | <i>Installed Mark Richardson, Fosston, MN</i> |

2022

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|-----------------------|---|
| <i>January 2</i> | <i>Installed Blake Kilbourne, Dickinson, ND</i> |
| <i>January 8</i> | <i>Hosted AFLC Reawakening Conference, Salinas, CA</i> |
| <i>January 9</i> | <i>Installed Patrick VandenBos, Salinas, CA</i> |
| <i>February 11</i> | <i>Hosted Acts 16 Connection, Gifford, IL</i> |
| <i>February 12</i> | <i>Attended Alvin Grothe funeral</i> |
| <i>Feb. 26-Mar. 3</i> | <i>Preached for special meetings in Alaska</i> |
| <i>March 13</i> | <i>AFLC VP Terry Olson Installed Rev. Craig Johnson, Ferndale, WA</i> |
| <i>April 24-27</i> | <i>Preached for special meetings in Beulah, ND</i> |

REPORT OF THE COORDINATING COMMITTEE

To the 60th Annual Conference of the Association of Free Lutheran Congregations gathered at the Association Retreat Center in Osceola, WI, June 15-18, 2022.

What a joy it is to gather under the theme “God Rewards the Faithful”. I must say that I take great comfort in Hebrews chapter 11. As I look at all of the men and women named in this chapter I see people who are just like me. Prone to sin, but desiring to serve God. Impetuous in their decisions, but listening when God speaks. Men and women who believed that God exists and that He rewards those who seek Him” (v. 6) and are commended for their faith. It presents such a wonderful goal to us. After 60 years, are we striving to be faithful? All the work that we as an AFLC strive to do is meaningless apart from faith in the One who rewards the faithful. I don’t have to be the best manager, preacher or teacher, but I do need to put my faith in my Savior and obey his commands. That is what the men and women of Hebrews 11 show us.

COMMUNICATION

Communication is of vital importance. The Coordinating Committee is striving to improve our communications with each corporation and with their boards. While the Coordinating Committee does not maintain a presence on our campus, we are all available by phone and email and will happily respond to questions and concerns that are presented to us. We invite members of AFLC congregations to contact us with needs as well.

FUNDAMENTAL PRINCIPLES PROJECT

We are very happy that the Fundamental Principles Bible study, if not already available, will be available shortly. The work is completed and as of this writing we are preparing video introductions to each of the Fundamental Principle studies. We especially want to thank Rev. Terry Olson, Mr. Loiell Dyrud, Rev. Martin Horn and Ambassador Publications for the work they put into this book..

LUTHERAN AMBASSADOR

The Lutheran Ambassador has been going through some transitions. We hope everyone is aware that the Lutheran Ambassador is available in a digital format on Issuu.com or through the Issuu app for mobile devices. We have also transitioned to no paid subscription. We are asking those who read to make a donation to support the Lutheran Ambassador in the amount they feel able. Finally, we are transitioning to a new editor of the Lutheran Ambassador. Rev. Robert Lee has officially resigned and this conference will be nominating a new editor. We want to thank Rev. Lee for the wonderful work he has done throughout his tenure.

AMBASSADOR HYMNAL

As we reported last year, our supply of Ambassador hymnals is running low, so we are needing to print some more. The hymnal committee of: Pastor Tom Olson, Andrew Hanson, Rachael Mattson and Marian Christopherson are continuing to move forward with decisions regarding the extent of revisions and procuring the needed files to make these changes.

FACILITIES

We have repaved the parking lot at the administration building and installed new doors at the entrances with updated locks. An additional security camera was installed to cover the main entrance.

DEVELOPMENT

Last year we reported that we had received a large gift from an estate. All the funds have been received and the total was \$5.8 million. This gift has enabled the General Fund to fully fund the endowment for the Development Department in the amount of \$2.9 million. We have also been able to give gifts to the ARC and the Schools to help pay down their debt. This gift has also been used to help all the ministries that pay overhead costs for the administration building. The General Fund is covering those costs through the end of 2022. Lastly, we have used this gift to cover the subsidy to the Lutheran Ambassador for all the ministries. The remaining funds from this gift will be invested until their purpose is determined.

We are continuing to work with the other corporations to determine future oversight of the Development Department and the possibility of adding another employee to the department.

CLERGY ROSTER

The following pastors have been added to the Regular Pastor Roster:

Joe Dombrowski (ordained July 25, 2021)
Lance Morrison (ordained June 16, 2021)
Michael Onstad (ordained October 31, 2021)
Kyle Smith (ordained June 20, 2021)
Patrick VandenBos (ordained June 16, 2021)

The following pastors have been added to the Fellowship or Licensed Roster:

Rev. Blake Kilbourne
Pastor Jeremy Larson
Pastor Dean Nelson
Rev. Ron Wik

The following pastors have been removed from the Clergy Roster:

Rev. Ryan Mairs (requested to be removed)

Rev. Brian Ricke (removed October 2021)

The following pastors have been removed from the Fellowship or Licensed

Roster:

Pastor Justin Hartman (no longer licensed)
Rev. Blake Kilbourne (removed March 2022)

The following pastors have passed:

Rev. Kelly Henning (June 2, 2021) (former AFLC Canada President)
Rev. Paul Nash (October 9, 2021)
Rev. Walter Johnson (November 21, 2021)
Rev. Alvin Grothe (January 30, 2022)

CONGREGATIONAL ROSTER UPDATES

AFLC congregations added to the Congregational Roster of the AFLC this past year:

Hope Free Lutheran, Killdeer, ND (added May 2021)
Living Word Lutheran, Kingman, AZ (added December 2021)
Living Stone Chinese Fellowship, St. Paul, MN (added February 2022)
Grong Free Lutheran, Rollag, MN (now listed as active – meeting weekly)

The following congregations have been removed or closed:

CrossRoads Christian Fellowship, Bastrop, TX (closed)

PASTORAL VACANCIES

*At the time of this writing, the following congregations are without a full-time pastor: (*May be too small to support a full-time pastor)*

Cross & Crown Lutheran Church, Montebello, CA
*Community Lutheran Church, Oceanside, CA
Mission Lutheran Church, Swink, CO
Good Shepherd Lutheran Church, Lincoln, IL
Faith Lutheran Church, Metropolis, IL
Lisbon Bethlehem Ev. Lutheran, Newark, IL
St. Paul's Evangelical Free Lutheran Church, Hagerstown, MD
Hope Free Evangelical Lutheran Church, Ishpeming, MI
Christ Lutheran Church, Shingleton, MI
Bethany Free Lutheran Church, Bemidji, MN
Mt. Carmel Free Lutheran Church, McIntosh, MN
Trinity Lutheran Church, McIntosh, MN
True Vine Lutheran Church, Mora, MN
Living Hope Church, Rogers, MN
Norland Free Lutheran Church, Salol, MN
Bethany Free Lutheran Blue Grass, Sebeka, MN
Zion Free Lutheran Church, Wadena, MN

Tamarack Lutheran Church, Tamarack, MN
 Abundant Life Church, Thief River Falls, MN
 Good Shepherd Lutheran Church, Virginia, MN
 St. Paul Lutheran Church of Dodge, Dodge, ND
 Golgotha Lutheran Church, Golden Valley, ND
 Victory Free Lutheran Church, Park River, ND
 Taylor Lutheran Church, Taylor, ND
 Zion Lutheran Church, Tioga, ND
 St. John's of Lovi, Cranberry Township, PA
 St. Olaf Lutheran Church, Chamberlain, SD
 Pukwana Free Lutheran Church, Pukwana, SD
 Bethel Lutheran Church, Faith, SD
 Emmanuel Free Lutheran Church, Eagle Butte, SD
 Amazing Grace Free Lutheran Church, Mount Vernon, SD
 Slim Buttes Lutheran Church (*Henry Mohagen serving), Reva, SD
 Ebenezer Free Lutheran Church, Humboldt, TN
 Good Shepherd Lutheran Church, Pleasanton, TX
 Trinity Lutheran Church, Boscobel, WI
 Trinity Free Lutheran Church, Janesville, WI

At the time of this writing, the following congregations are being served by an interim pastor:

Holmes Ev. Lutheran Church, Clarion, IA (Ron Wik)
 Christian Free Lutheran Church, Wheatland, IA (Martin Horn)
 Grace Free Lutheran Church, DeKalb, IL (Michael Hodge)
 Grace Evangelical Lutheran Church, Morris, IL (Steven Cook)
 Helmar Lutheran Church, Newark, IL (Steve Lombardo)
 Maranatha Free Lutheran Church, Chassell, MI (Mike Klenner)
 Abiding Word Lutheran Church, Felch, MI (Erling Langness)
 Redeemer Free Lutheran Church, Ontonagon, MI (Mark Antal)
 Grace Free Lutheran Church, Pelkie, MI (Dave Hoskins)
 Badger Creek Lutheran Church, Badger, MN (Wes Langaas)
 Oiland Lutheran Church, Badger, MN (Wes Langaas)
 Alida Lutheran Church, Bagley, MN (Dale Adams)
 Rice Lutheran Church, Bagley, MN (Dale Adams)
 Chippewa Lutheran Church, Brandon, MN (Steve Junker)
 St. John's Lutheran Church, Finlayson, MN (Gary Zikan)
 Hauge Lutheran Church, Kenyon, MN (Larry Grove)
 Emmanuel Lutheran Church, Kenyon, MN (Lyle Aadahl)
 Free Lutheran Church of Roseau, Roseau, MN (Marv Gustafson)
 King of Glory Lutheran Church, Shakopee, MN (Del Palmer)
 Landstad Lutheran Church, Shevlin, MN (Micah Carpenter)
 Maranatha Free Lutheran Church of Ulen, Ulen, MN (Peter Ward)
 Calvary Free Lutheran Church, Bismarck, ND (Kerry Stastny)
 North Prairie Free Lutheran Church, Churchs Ferry, ND (Michael Rohrer)
 St. John's Lutheran Church, Newark, OH (Curt Emerson)
 Salem Free Lutheran Church, Freeman, SD (Harold Willisteen)
 New Hope Free Lutheran, Sisseton, SD (Bill Helland)

Faith Lutheran, El Campo, TX (Clyde Grier)
Cornerstone Lutheran Church, Argyle, WI (Richard Sliper)
Bethany Lutheran Church, Brodhead, WI (Rick Gleason)
Our Redeemer's Free Lutheran Church, Superior, WI (Dr. Steven Peterson)

ORGANIZATION

At last year's Annual Conference, Mr. David Olson and Rev. Jon Benson were elected to a five-year terms on the Coordinating Committee. Mr. Lyle Westrom has completed a five-year term and is eligible for a second term. Mr. Ron Strand has completed his second five-year term and is not eligible for re-election. We thank Mr. Strand for his years of service to the Coordinating Committee.

Officers elected for the Coordinating Committee are:

Chairman: Rev. Tom Schierkolk

Vice-Chairman: Mr. Ivar Berge

Secretary: Rev. Mark Johnson

Treasurer: Mr. Ron Strand

Dr. Lyle Westrom, Mr. David Olson and Rev. Jon Benson also serve on the Committee.

BUDGET

The proposed budget for the General Fund for the 2023 fiscal year is \$830,401. We are requesting a conference subsidy in the amount of \$424,000.

Respectfully submitted,
Tom Schierkolk, Chairman
AFLC Coordinating Committee

AFLC CLERGY ROSTER

**Placed on roster this past year or from FR*

| | |
|---------------------------|---------------------------|
| Rev. Lyle Aadahl | Rev. Kirk Flaa |
| Rev. Jonathan Abel | Rev. Kendal Flaten |
| Rev. Matthew Abel | Rev. Michael J. Flechsigs |
| Rev. Paul Abel | Rev. Leroy Flickinger |
| Rev. Alex Amiot | Rev. David Franz |
| Rev. John C. Amundson | Rev. Peter Franz |
| Rev. Karl Anderson | Rev. Richard Frederick |
| Rev. Richard Anderson | Rev. Chad Friestad |
| Rev. J. Christian Andrews | Rev. David Fruehauf |
| Rev. Daniel M. Antal | Rev. James Fugleberg |
| Rev. Mark Antal | Rev. Kevin Garner |
| Rev. Alan Arneson | Dr. James C. Gerdeen |
| Rev. Joel S. Baker | Rev. Dan Giles |
| Rev. Louis F. Balderach | Rev. Thomas Gilman |
| Rev. Matthew Ballmann | Rev. William Goodman |
| Rev. Ray Ballmann | Rev. Dennis D. Gray |
| Rev. Tim Banks | Rev. Scott Gray |
| Rev. David R. Barnhart | Rev. Jason Gudim |
| Rev. Walt Beaman | Rev. Scott Guhl |
| Rev. Alan Bedard | Rev. Richard Gunderson |
| Rev. Craig Benson | Rev. Larry Haagenso |
| Rev. Jon Benson | Rev. James Haga |
| Rev. Mark Benz | Rev. Kevin Hall |
| Rev. Luke Berntson | Rev. David Handsaker |
| Rev. Steve Berntson | Rev. Marlin Harris |
| Rev. Brett A. Boe | Rev. Kenneth Hart |
| Rev. Michael Brandt | Rev. Gary A. Haug |
| Rev. John M. Brennan | Rev. Philip Haugen |
| Rev. Ron Brubakken | Rev. David Hinrichs |
| Rev. Rob Buechler | Rev. Micah W. Hjermstad |
| Rev. Steven P. Carlson | Rev. Wayne Hjermstad |
| Rev. Timothy Carlson | Rev. Brad Hoefs |
| Rev. Richard Carr | Rev. Herbert Hoff |
| Rev. John R. Chandler | Rev. Jason Holt |
| Rev. Frank Cherney | Rev. Phillip Hooper |
| Rev. Tomasz Chmiel | Rev. Martin Horn |
| Rev. Eric R. Christenson | Rev. Jan Horne |
| Rev. Andy Coyle | Rev. Raynard Huglen |
| Rev. Dana Coyle | Rev. Daniel Hurner |
| Rev. Jeremy Crowell | Rev. Jarrod Hylden |
| Rev. Terry Culler | Rev. Dean J. Iverson |
| Rev. Kevin Czymbor | Rev. Scott Jans |
| Rev. Brian L. Davidson | Rev. Steven E. Jensen |
| Rev. Joe Dombrowski* | Rev. Craig Johnson |
| Rev. Norman E. Dornquast | Rev. David A. Johnson |
| Rev. Connely Dyrud | Rev. David W. Johnson |
| Rev. Nick Dyrud | Rev. Gideon R. Johnson |
| Rev. Rob Edwards | Rev. James L. Johnson |
| Rev. John Eidsmoe | Rev. James R. Johnson |
| Rev. Curtis Emerson | Rev. Leslie Johnson |
| Rev. Luke Emerson | Rev. Mark S. Johnson |
| Rev. Eugene W. Enderlein | Rev. Michael F. Johnson |
| Rev. Todd Erickson | Rev. Rodney Johnson |
| Rev. Richard L. Ewing | Rev. Roy B. Johnson |
| Rev. Joe Faldet | Rev. Timothy L. Johnson |
| Rev. Arlo Feiock | Rev. Wendell Johnson |
| Rev. Dale Finstrom | Rev. Timothy S. Jones |

Rev. Ben Jore
 Rev. Nathan Jore
 Rev. Gary L. Jorgenson
 Rev. Joel Kangas
 Rev. Ted H. Kennedy
 Rev. John Kent
 Rev. John H. Kiehl
 Rev. Lynn Kinneberg
 Rev. Paul M. Kinney
 Rev. Micah Klemme
 Rev. Todd Klemme
 Rev. Mike Klenner
 Rev. Charles L. Knapp
 Rev. Andrew Kneeland
 Rev. Jesse T. Kneeland
 Rev. Paul Kneeland
 Rev. Steve Kneeland
 Rev. Ronald Knutson
 Dr. Johan Koren
 Rev. Earl Korhonen
 Rev. Lyndon Korhonen
 Rev. Ivars Krafts
 Rev. Christopher Kumpula
 Rev. Wesley Langaas
 Rev. Jon Langness
 Rev. Dale Lankford
 Rev. Richard P. Larson
 Rev. George Lautner
 Rev. John E. Lee
 Rev. Robert L. Lee
 Rev. Robert W. Lee
 Rev. Brent A. Logeman
 Rev. Patrick Lohse
 Dr. Steven Lombardo
 Rev. Lucas Long
 Rev. Richard Long
 Rev. Brian Lunn
 Rev. David Lusk
 Rev. Brandon Marschner
 Rev. Shane McLoughlin
 Rev. Bryce McMinn
 Rev. Mel Meyer
 Rev. Bill Mitchell
 Rev. Jerry Moan
 Rev. Seth Moan
 Rev. Wade Mobley
 Rev. Kenneth Moland
 Rev. James Molstre
 Rev. Mark Molstre
 Rev. Lance Morrison*
 Rev. Stephen Mundfrom
 Rev. Barry L. Nelson
 Rev. David A. Nelson
 Rev. Elden Nelson
 Rev. Jerry A. Nelson
 Rev. Justin Nelson
 Rev. Matthew W. Nelson
 Rev. Randy Nelson
 Rev. Allan Ness
 Rev. David Niemela

Rev. Jerome C. Nikunen
 Rev. Dennis Norby
 Rev. Bradley D. Novacek
 Rev. Kris A. Nyman
 Rev. Joe Ocker
 Rev. Aaron R. Olson
 Rev. Andrew Olson
 Rev. Brent Olson
 Rev. David G. Olson
 Rev. Kevin J. Olson
 Rev. Mark Olson
 Rev. Nathan Olson
 Rev. Rodger Olson
 Rev. Terry L. Olson
 Rev. Thomas C. Olson
 Rev. Thomas W. Olson
 Rev. Wayne A. Olson
 Rev. Dennis O'Neil
 Rev. Michael Onstad
 Rev. Adam Osier
 Rev. Del Palmer
 Rev. Ryan Patenaude
 Rev. Brian Pearson
 Rev. LeRoy C. Petersen
 Rev. David L. Peterson
 Rev. David P. Peterson
 Rev. Gerald R. Peterson
 Rev. Michael Peterson
 Rev. Matthew Pillman
 Rev. Tonnes Pollestad
 Rev. Brad Putnam
 Rev. Lloyd Quanbeck
 Rev. Matthew Quanbeck
 Rev. Brent S. Raan
 Rev. Marc Rakow
 Rev. Richard L. Ramsbacher
 Rev. Eric Rasmussen
 Rev. James Rasmussen
 Rev. Thomas Reagan
 Rev. Doug Reitsch
 Rev. Mark Richardson
 Rev. Donald Richman
 Rev. James Ritter
 Rev. Philip Rokke
 Rev. Joel Rolf
 Rev. Dave Ryerson
 Rev. Alvin Sather
 Rev. Craig Scavo
 Rev. Thomas Schierkolk
 Rev. Todd Schierkolk
 Rev. Greg Schram
 Rev. Nick Schultz
 Rev. Larry Severson
 Rev. Gary Simons
 Rev. John Skeie
 Rev. Joshua Skogerboe
 Rev. David Skordahl
 Rev. Timothy K. Skramstad
 Rev. Kerwin Sletto
 Rev. Richard Sliper

Rev. Kyle Smith*
 Rev. Ronald Smith
 Rev. Stephen Snipstead
 Rev. Kent Sperry
 Rev. Gerald L. Steele
 Rev. Matthew Steendahl
 Rev. Tony Stockman
 Rev. Edward Strom
 Rev. Scott K. Stroud
 Rev. Gordon Strunk
 Rev. Jeff Swanson
 Rev. Eric J. Swenson
 Rev. Gordon Thorpe
 Rev. Kirk Thorson
 Rev. Ryan Tonneson
 Rev. Erin Tormanen
 Rev. Thomas R. Tuura
 Rev. Jonathan Unverzagt
 Rev. Jeremy Vance
 Rev. Patrick VandenBos*
 Rev. Don Voorhees
 Rev. Joel Walde
 Rev. Peter Ward
 Rev. Gordon L. Waterman
 Rev. Jon Wellumson
 Rev. Samuel Wellumson
 Rev. Craig Wentzel
 Rev. Brian Westerbur
 Rev. Calvin Willard
 Rev. George R. Winston

FELLOWSHIP ROSTER

Dr. Patrick Charles
 Rev. Will Cole*
 Rev. Ronald B. Dahle
 Rev. Richard Erickson
 Rev. Chad Forman
 Rev. David Jore
 Rev. James Lindgren
 Rev. Ken Marquardt
 Rev. Tom Parrish
 Rev. Richard Taylor
 Rev. Noel Vold
 Rev. James Westgate
 Rev. Ron Wik*

FR approved pending a call

Rev. David Abel (*pending a call*)

LICENSED PASTORS

Pastor Brady Arneson
 Pastor Kevin Borg
 Pastor William Buck+
 Pastor Dean Feistner*
 Pastor Peter Ford, Jr.
 Pastor Curt Frankhauser+
 Pastor Glenn Frecks+
 Pastor Don Gillespie
 Rev. Dr. Hector Hiraldo-Sosa
 Pastor Lee Hoops+
 Pastor Eric Johnson
 Pastor Jeremy Larson*
 Pastor Kent Klawonn
 Pastor Henry Mohagen+
 Pastor Dean Nelson*
 Pastor Mark E. Olson
 Pastor Mark A. Ostrem+
 Pastor Roger Pahl
 Pastor Warren Swanson+
 Pastor Eric Westlake+
 Pastor Clayton Wilfer

LAY PASTORS

Pastor Don Edlund
 Pastor Robert Grebel
 Pastor Dean Lyste
 Pastor Michael McCarlson

DIRECTOR OF DEVELOPMENT

To the Sixtieth Annual Conference held at The Association Retreat Center June 15 thru the 18 grace and peace be to all in the name of Jesus Christ our Lord and Savior. The Conference theme this year is “God Rewards The Faithful” taken from Hebrews 11:6. According to God’s Word He rewards those who faithfully seek Him.

2021 was a year of increased giving not only from major donors but all donors in general. We saw seven of the nine ministries that receive a budget subsidy meet or exceed that request. In my past 11 years of being the Development Director I cannot remember this happening. The overall subsidy for all ministries added together reached 113%. Praise the Lord.

Last year I shared a comparison of how we as a religious organization compared with other religious organizations of similar size in revenue. Here is how we compare with them this year: comparing revenue the average for 2021 is 2.88M and we were at 8.88M (across all donors in our data base not just major donors) the average is 1.73K per donor and we are at 5.9K per donor. Concerning donor acquisition and retention, the average was 54.8% and we were at 61.1%. We must remember that this is all because of what God is doing through us.

As of the end of December 2021 there is \$3,374,206.45 in the Development Endowment fund. I work closely with Mark Sivertson, who has been appointed by the AFLC Foundation Board to oversee the Foundation AFLC Endowment funds which includes the Development Endowment Fund. We are working towards a goal of 70% to 75% stock and 25% to 30% bonds for stability.

Since our last Annual Conference until the writing of this year’s report, I have visited 435 donors, made 153 phone calls (this does not include phone calls to schedule visits), sent out 65 emails/letters and traveled in 17 states. With each new trip brings new blessings meeting new donors and being blessed by their stories of what God is doing in their lives. For example, since the first of this new year God has already brought forward 12 new potential donors and some new estate planning with the potential of five more that are being worked with. The Development Department has about 650 donors. I am overjoyed and humbled as I travel how God just opens the store house and pours out His blessings upon the AFLC.

The Development Department has the privilege of serving all of the AFLC ministries. It is our responsibility to build relationships with existing major donors and potential new major donors. We teach them about the opportunities that are available for them to be a blessing to the ten AFLC ministries (Free Lutheran Bible College, Free Lutheran Seminary, Association Retreat Center, Women’s Missionary Federation, General Fund of AFLC, Youth Ministries, Association Evangelism Discipleship, Parish Education, Home Missions and World Missions). Our goal is to

inform our donors about each ministry and their budgets and projects so that they can pray and give financially.

The Development Department also works with donors to do estate planning. We provide information to help donors in the process of setting up their estate. We help them find an attorney who can help them use estate instruments that will give them income for life but also allow their estate to continue giving even after their death.

Please take a look at the AFLC web site. Under ministries click on Development, click on planned giving and there are some resources that we have made available for donors to take advantage of planning for their estates.

It continues to be a tremendous privilege to serve the AFLC as Development Director. This past March marks my 11th anniversary serving as your Development Director. I am very grateful for all of the directors and presidents who continue to give me tremendous support. I am very blessed to meet with the many donors of our AFLC family who intern bless, encourage and pray for me.

I want to thank the Lord first for His gracious hand upon me as I travel. I want to thank President Korhonen, Assistant to the President Pastor Jorgenson and the Coordinating Committee who continue to encourage and support me with their continued prayers, guidance and support this past year. I especially want to thank my wife for all of her understanding, support, prayers and help during this past year.

In His Service
Tonnes Pollestad
AFLC Director of Development

THE AFLC FOUNDATION

To the 60th Annual Conference of the Association of Free Lutheran Congregations assembled at the Association Retreat Center – Osceola, WI on June 15-18, 2022.

This year's conference theme "God Rewards The Faithful" from Hebrew 11:6 is a reminder of God's faithfulness. Without a doubt, God has faithfully cared for the work He has entrusted to us. It is only by His mercy and grace that we have been able to seek and do His will. He has rewarded us beyond measure. It is with this in mind, that the Foundation Board seeks to be faithful in the oversight of each fund to the glory of God and the furtherance of His Kingdom of earth.

The AFLC Foundation provides funds in the form of grants to aid the missions of various AFLC ministries. In 2020, the Foundation Board was able to distribute \$20,000 to fourteen different requests. In 2021, the Foundation was able to distribute \$28,000 to fourteen different requests. We are trusting that the 2022 distributions will be even greater. This is only possible through faithful giving to the various AFLC Foundation funds and favorable market conditions.

The Foundation Board oversees and grants from the following funds:

The AFLC Foundation Association Retreat Center Fund

The AFLC Foundation Capital Improvement Fund

The AFLC Foundation Christian Education Fund

The AFLC Foundation Missions Fund

The AFLC Foundation Unrestricted Fund

In addition to the above funds, The Enoch & Madeline Thorsgard Endowment Fund for Missions distributes 5% annually divided equally between AFLC Home and World Missions (\$1,389.99 to each Home and World Missions for 2021) and the Pastors Brandt Legacy of Faith Fund distributes 5% annually to various AFLC ministries (\$28,919 in 2021) as chosen by its own board. The final fund under the Foundation Board is the AFLC Foundation Development Fund which is an endowment created with the goal of funding the AFLC Development Department. Every one of these funds can receive gifts from individuals, churches and other entities. However, these gifts must be designated to a specific fund or the gift will be placed in the AFLC Foundation Unrestricted Fund. To designate a gift, simply write, "AFLC Foundation [name of fund] Fund." Every gift will increase our ability to financially assist our AFLC ministries for years to come. With this in mind, as of January 2022, we are grateful to report that Calvary Free Lutheran Congregation of Mesa, AZ has established and placed the Calvary Endowment Fund under the care of our AFLC Foundation.

The Foundation Board members are appointed by their respective corporations. The current board members are:

Coordinating Committee: Mr. Ivar Berge & Mr. Ron Strand
Missions: Rev. Michael Brandt & Rev. Wayne Hjermstad
Schools: Rev. Jim Johnson & Mr. Dean Nelson
ARC: Mr. Thomas Asfeldt and Denis Parsley

The Foundation Board is grateful for Mr. Mark Sivertson's diligent management of the Foundation's funds. We deeply appreciate Katie Johnson and Chanel Pederson for their faithful assistance to the Foundation Board.

Respectfully Submitted,
Rev. Michael Brandt

AFLC DEPARTMENT OF POLICE/FIRE CHAPLAINS

To the 60th Annual Conference of the Association of Free Lutheran Congregations, meeting June 15-18, 2022 at the Association Retreat Center, Osceola, WI.

The Department of Police/Fire Chaplaincy in the AFLC exists to provide encouragement and resources for Pastors in our Church Fellowship who are willing to make themselves available in their local communities to offer support to the men and women who serve as Law enforcement Officers, Firefighters, and Emergency Medical Responders.

Due to circumstances last year, we were not able to host a Chaplain's Retreat/Training Conference last fall. We have yet to determine whether or not we will be able to host a Retreat this fall.

Any pastors who are interested in receiving more information about serving in your community as a Chaplain with a Police or Fire Department is encouraged to reach out to me.

Currently I am aware of the following men in our AFLC fellowship who are serving as Police/Fire Chaplains: John Amundson, Joel Baker, Matthew Ballman, Jon Benson, Steve Berntson, Dan Giles, Henry Mohagen, Aaron Olson, Steve Snipstead , Matt Steendahl, and Jonathan Unverzagt.

Respectfully Submitted,
Rev. Jon Benson
Director of AFLC Police/Fire Chaplains

ANNUAL MILITARY CHAPLAINS REPORT

To the sixtieth annual conference of the Association of Free Lutheran Congregations assembled at the Association Retreat Center near Osceola, Wisconsin, June 15-18, 2020.

“For if the trumpet give an uncertain sound, who shall prepare himself to the battle?” I Corinthians 14:8

Jesus said, *“Peace I leave with you, my peace I give unto you: not as the world giveth, give I unto you. Let not your heart be troubled; neither let it be afraid.”* (John 14:27) But He also said, *“Think not that I am come to send peace on earth: I came not to send peace, but a sword.”* Matthew 10:34. Warfare, whether spiritual, military, or both, is part of our Christian calling, not just for those of us who wear the uniform, but for all of us. Our orders are to bring the whole Gospel of Jesus Christ, the message of salvation but also a comprehensive Biblical worldview, to a fallen world. As Jesus said, *“Go ye therefore, and teach all nations, baptizing them in the name of the Father, and of the Son, and of the Holy Ghost: Teaching them to observe all things whatsoever I have commanded you: and, lo, I am with you alway, even unto the end of the world. Amen.”* Matthew 28:18-20.

On October 27, 2021, Rev. Craig Benson, Chaplain (Lt. Colonel), USAF (Ret.), stepped down as Director of Military Chaplaincy to take care of personal and family matters after his wife Deb’s passing in June 2021 and his father Sherman’s passing in August. He is currently on sabbatical from pastoral ministry to care for his family and to seek healing, and he has moved to his family home in Kenyon, Minnesota to be closer to his children. He thanks all of you for your prayers and support during Deb’s illness and asks for your continued prayers. And as we pray for Pastor Benson, we say with our Lord, “Well done, thou good and faithful servant.”

After Pastor Benson’s resignation, the Coordinating Committee appointed Pastor John Eidsmoe as the new Director of Military Chaplaincy.

The AFLC has had a long tradition of pastors serving in military chaplaincy, but with Colonel Benson’s retirement from the Air Force Reserve in 2019 and Colonel Eidsmoe’s retirement from the Guard in 2020, we have no one serving in military chaplaincy today. But we expect that to change soon!

John German, an Elder in the Waikiki Beach Gathering, our AFLC church in Hawaii, has a strong desire to become a military chaplain. He is a Senior Airman in the Hawaii Air National Guard and is in his first year of seminary training at Pacific Rim Christian University. Please pray for Senior Airman German as the Lord leads him to further service.

Also, Rev. Brad Novacek serves as Religious Affairs Specialist for the

Minnesota Army National Guard Headquarters. Although this is not a chaplaincy, it is a wonderful opportunity for service.

To become an AFLC military chaplain, one must normally complete seminary training, have a call to an AFLC church, be a rostered AFLC pastor in good standing, and have two years of service with a church. A chaplain also needs ecclesiastical endorsement from an endorsing body.

Until recently, the AFLC worked through the National Association of Evangelicals for chaplain endorsement, but the NAE decided a few years ago that they would endorse chaplains only from denominations that are affiliated with the NAE, and our Coordinating Committee concluded that it did not have authority to bind our congregations with membership in the NAE. The Coordinating Committee asked Colonel Eidsmoe to explore other endorsement possibilities. We considered setting up our own endorsing agency, but the regulations require that a new endorsing agency must have at least one chaplain candidate seeking endorsement, and we had none. So we considered other possibilities and decided that the Church of the Lutheran Brethren would be the best fit for us because of our similar beliefs and practices. The CLB has agreed to act as our endorsing agency, but so far we have had no new candidates for them to endorse. Now that we will likely have a new chaplain to endorse in the near future, we will be eligible to establish our own endorsing agency, which isn't that difficult. That will be for the Coordinating Committee to decide when the time is right.

Meanwhile, we hope our upcoming seminarians, and also current pastors, will consider military chaplaincy. It is a wonderful field of ministry and of service to both God and country. Military chaplains are today's prophets who speak God's words of truth, counsel and courage to the men and women our country has entrusted into their care. Military chaplains are faithful spiritual shepherds to both young recruits and seasoned leaders. They are a moral compass pointing their flock to God's Word and to the Savior, Jesus Christ. Military chaplains are visible reminders of The Holy One and they remind their troops that many of challenges they face each day are spiritual battles that only God Himself can win for them. For those who don't feel called to serve full-time on active duty, there are plenty of opportunities for chaplaincy with the active Reserves and with the National and State Guards in the various states. Most of those who serve as Reserve or Guard chaplains are also serving churches. And for laypersons interested in military service, there are plenty of opportunities for Chaplain Assistants. Anyone who is interested in military chaplaincy should talk with Colonel Eidsmoe.

Chaplain (Colonel) John Eidsmoe retired at age 75 from the Mississippi State Guard in September 2020, but he continues to be active. Besides pastoring two rural Alabama churches on Sundays, he continues to serve as Senior Counsel for the Foundation for Moral Law, in which capacity he has filed numerous amicus briefs to the U.S. Supreme court

and lower courts defending religious liberty, the sanctity of life, the traditional family, and limited constitutional government. Although in the past three years there have been fewer threats against the religious liberty of Christian chaplains than in the past, he believes we must remain vigilant and guard against such encroachments in the future, especially with issues such as the freedom to pray in the Name of Jesus and preach and counsel Christian doctrine and to proclaim the Biblical truth about marriage and human sexuality. This past year much of his work with the Foundation has consisted of counseling and defending military personnel who face discipline or discharge because their applications for religious exemption from vaccination have been denied. He filed two amicus briefs in such cases, one on behalf of Navy SEALs in the Northern District of Texas and one on behalf of an Air Force officer in the Middle District of Georgia. In both of these cases, the federal district court judges have issued preliminary injunctions protecting these military personnel. As Colonel Eidsmoe said in press release, “I love the Air Force, but I also love the men and women who wear Air Force blue, and they are entitled to the protection of the Constitution they have sworn to defend.” He also serves as Commander of the local American Legion Post (just punishment for missing the election meeting) and works with Vietnam Veterans of America, and is Chairman of the Board of the Plymouth Rock Foundation. He teaches Christian Apologetics by distance learning for the Institute of Lutheran Theology and for Chafer Theological Seminary and teaches Constitutional Law, Professional Responsibility, and Criminal Procedure for the Oak Brook College of Law & Government Policy. He also serves as Knight Commander and Chaplain with the Sovereign Military Order of the Temple of Jerusalem (smotj.org).

Let us continue to uphold all military chaplains, active duty, reserve, guard, and retired, and let us pray that God will inspire new men of God to serve. Let us also **pray daily for God’s protection, provision and peace** upon all the men and women of the AFLC who are serving in the Armed Forces today and for their families.

Finally, will you commit to **praying for God’s call upon our young men and our current seminary students and pastors, for some of them to serve as military chaplains?** The need is urgent, the sacrifices are real, and the rewards are great!

Respectfully submitted,
Pastor John Eidsmoe
Director of Military Chaplaincy

PASTORAL AND CONGREGATIONAL CARE TEAM

To the Sixtieth Annual Conference of the Association of Free Lutheran Congregations meeting June 15 – 18th at the Association Retreat Center, Osceola, WI

Grace and peace to you from God our Father and the Lord Jesus Christ.

Greetings from the PACCT members. We are privileged to have the opportunity to serve pastors, their families, and congregations. We will be completing our third year as a ministry this summer and look forward to continuing serving you in the coming years. It is through your faithfulness as the AFLC that this team was conceived, brought forth and sustained with your prayers and financial support.

PACCT was formed with 2 Corinthians 1: 3-7 in mind concerning being able to comfort others because we ourselves have been comforted, as Paul states, “in all our troubles.” As such, we have been able to reach out to a variety of individuals and churches to come along side of them in their time of need. And yet there are many who do not know who we are and what we do. Let me give you a medical analogy that I hope might be helpful.

There are times when we experience an urgent need of some sort that calls for medical intervention. Often our first point of entry into the medical community is via the emergency room or urgent care. Upon arrival information is obtained, various tests and examinations are conducted and a preliminary treatment plan is offered. It may happen that all of the services needed can be fulfilled within that department; or it may be that stabilization of the current situation is done and then referral to another department becomes necessary.

That is basically how PACCT functions when we are contacted by a pastor, pastor’s wife, or congregation. We will obtain overview information concerning the situation and then formulate a plan on how to proceed. The situation may be such that one of our PACCT members has experience in the presenting problem and can be addressed it “in-house.” However, there may also be circumstances that are better attended to by outside resources.

PACCT is currently staffed by three clergy and three non-clergy couples: each with particular giftings. Examples of areas of giftings include marriage mentoring and seminars, crisis intervention, grief ministry, leadership assessment, church revitalization, and pastoral care consultation.

Our team members include:

Roger and Lindsay Benson, Marlin and Joyce Harris, Lee and Carol Hoops, Tom and Linda Mathre, Jerry and Kristi Nelson, Wayne and Jane Smith.

Respectfully submitted,

Pastor Jerry Nelson, Team Lead

ASSOCIATION RETREAT CENTER (ARC)

Introduction:

To the sixtieth Annual Conference of Association of Free Lutheran Congregations assembled at the Association Retreat Center in Osceola WI. This annual conference marks my fifth complete year as the Executive Director at the Association Retreat Center (ARC) in Osceola Wisconsin. The Lord has deeply blessed the ARC this year again as we have sought His face, prayerfully standing on our knees knowing that it is He who guides our steps. Where has the time gone.

Pure Joy:

This year's theme "Consider it Pure Joy" is taken from James 1:2, which is a ministry focus for the ARC. After going through the last few seasons of uncertainty, we have been constantly reminded that we are not in control of anything. Watching God's provision and guidance in every step we took had fused this year's theme into our minds and hearts. We pray that through this conference and in your personal walk with God you can truly "Consider it Pure Joy" walking through whatever stage of life you are in while doing it all for Christ.

Future Focused:

God has called the ARC to not only remain but to sustain and flourish. We have engaged the ARC facilities over the past 40+ years to their fullest capabilities while supporting renovations and complete reconstructions. The time has come again to support the growth and sustainability of the ARC's mission. While it is of utmost importance to continue the vision of the ARC to not incur any more debt, which it has not since 2017, the ARC has continued through generous gifts and prayerful financial decisions continued to pay down debt and to support the growth, expansion, and much needed physical upkeep of the ARC's needs. The time has come for some major reconstruction needs at the ARC. Over the next five - ten years the ARC is prayerfully considering the following goals:

- Water Slide Remodel
- Road Reconstruction
- Additional Summer Staff Lodging
- Upgrades and Additions to Lodging Buildings
- Manna Inn Expansion / Remodel
- New meeting space building

Financial Overview:

Over the 2021 year we experienced blessings of \$668,000 in charitable giving. We were blessed to receive generous designated donations towards the following:

- Debt Reduction
- Golf Carts
- Grant and donations for exterior doors
- Transit Van for Housekeeping

- New Zero Turn Mower
- New Walk-In Freezer
- Work Truck
- Youth Programing
- Indoor seating
- LED upgrades
- Tech Upgrades
- Facility maintenance equipment
- Lake Elim Dock Replacement Funded
- Thrivent Team Action Cards
- Pampered Chef cooking equipment for multiple buildings

The debt at end of the 2021 calendar year has been reduced to \$862,355.73. Yes, we are well under the million-dollar mark! In the last year the debt was reduced by \$341,868.81. God is amazing! The Executive Director along with the ARC Board have worked to acquire no additional debt over the 2021 fiscal year and we worked to continue to reduce monthly expenses and are seeking God's face, praying for wisdom and guidance to reduce the debt. As hearts are opened and gifts continue to support the capital improvements that the ARC encounters, retreat income is then able to fulfil the fiscal needs of the ARC including but not limited to the debt reduction of the ARC.

Prayer:

We would ask that you keep the ARC and the staff in your prayers through-out the year as we minister to those who come to the ARC to take time away with Jesus.

ARC Board:

Dr. Steven Johnson – Chairman
 Mr. Roger Benson – Vice President
 Mr. Kevin O'Neil – Secretary
 Rev. Shane McLoughlin – Member
 Mr. Chad Rieschl - Member

Full Time Staff:

Kirk Rautio - Executive Director
 Dave Anderson - Food Service Manager
 Ruth Rautio - ARC Camps and Gen Retreats Coordinator
 Flint McLoughlin – Facilities Manager

Part Time Staff:

Mary Pollestad – Financial Officer
 Doug Paulson - Maintenance
 Gene Vukonich - Maintenance
 Dennis Hougdaahl - Lawn Beautification Specialist
 Mary Anderson - Sewing / Flowers – **Full Time Volunteer**
 Jerry Anderson – Maintenance – **Full Time Volunteer**
 Bob Bantz - Lawn Beautification Specialist – **Full Time Volunteer**

Reflection / Thanksgiving:

I want to personally thank each of you for praying for the ARC. Thank you for praying for the mission of the ARC, for the people who come through our doors and for us as we serve them. Thank you for praying for the financial needs of the ARC and how God would lead you to support that through prayer. We thank each one of you who called, wrote letters, or did a personal fundraiser to support us this year. During the 2021-year rebuilding confidence in gathering together posed a challenge, but the ARC family proved that we have nothing to do but praise God for everything He provided through the challenge. Groups and individuals came to the ARC and showed just how important being together and tactically retreating as a family truly is. Being a part of the coming back together process last year was one of the greatest experiences I have been blessed with.

I want to personally thank the Corporation and Board members for their support, prayers, and guidance that I have felt and received over this year. There were days that I received phone calls from my board members with encouraging words just at the moments that I needed them and for that I will be forever grateful. In this last year there were hard decisions that had to be made and my board and corporation stood beside me with encouragement and support.

A special note of thanks to Stanley Christensen and his wife Viviann for their service to the ARC over the years. Stan passed into glory in September 2021 ... he is greatly missed.

I want to thank the ARC staff for their talents, hard work and service to the ARC's mission and vision. This year of all years I want to thank each and every one of them for understanding and maintaining true to the mission of the ARC. We are stronger together. Also, thank you to Val Anderson for your years of service, may God bless you in your new endeavor.

I want to thank our volunteers who have taken time to give of themselves to support the ARC, it is truly a gift that the Lord gives to us through you, and we are eternally grateful. Without the countless hours of volunteers, that total nearly 1000 hours, we simply could not complete the mission fully.

To my wife and kiddos. Thank you for your support, sacrifice, love and understanding.

Respectfully Submitted in Jesus,

Kirk M. Rautio
Executive Director Association Retreat Center

| ASSOCIATION RETREAT CENTER, INC. | | | | | | | | |
|--|-------------------|---------------|------------------|---------------|---------------------|---------------------|---------------|--|
| BUDGET | | | | | | | | |
| For the Year Ended December 31, 2021 and 2022 Budget | | | | | | | | |
| | | | | | | | | |
| | Actual | | Budget | | Budget | Budget | | |
| | Year Ending | Percent | Year Ending | Percent | Over (Under) | Year Ending | Percent | |
| | 12/31/21 | of Budget | 12/31/21 | of Budget | 12/31/21 | 12/31/22 | of Budget | |
| Revenues | | | | | | | | |
| Retreats and camps income | \$ 516,106 | 42.9% | \$ 655,000 | 69.3% | \$ (138,894) | \$ 655,000 | 76.6% | |
| Canteen | 12,028 | 1.0% | 15,000 | 1.6% | (2,972) | 15,000 | 1.8% | |
| Contributions | 205,760 | 17.1% | 100,000 | 10.6% | 105,760 | 180,000 | 21.1% | |
| Designated Contributions | 462,601 | | 150,000 | | | - | 0.0% | |
| Debt forgiveness | | 0.0% | 20,000 | 2.1% | (20,000) | - | 0.0% | |
| Miscellaneous | 6,996 | 0.6% | 5,000 | 0.5% | 1,996 | 5,000 | 0.6% | |
| Total Revenues | 1,203,491 | 100.0% | 945,000 | 100.0% | (54,109) | 855,000 | 100.0% | |
| Expenses | | | | | | | | |
| Advertising and Marketing | 3,396 | 0.3% | 15,000 | 1.6% | (11,604) | 3,000 | 0.4% | |
| Retreat expenses | 27,874 | 2.3% | 18,000 | 1.9% | 9,874 | 25,000 | 2.9% | |
| Automobile Expense | 24,124 | 2.0% | 12,000 | 1.3% | 12,124 | 20,000 | 2.3% | |
| Canteen | 13,263 | 1.1% | 10,000 | 1.1% | 3,263 | 10,000 | 1.2% | |
| Contract labor | (4,178) | -0.3% | (5,500) | -0.6% | 1,323 | (5,500) | -0.6% | |
| Employee Education | 122 | 0.0% | 1,200 | 0.1% | (1,078) | 500 | 0.1% | |
| Equipment | 34,669 | 2.9% | - | 0.0% | 34,669 | 82,000 | 9.6% | |
| Food | 83,784 | 7.0% | 125,000 | 13.2% | (41,216) | 100,000 | 11.7% | |
| Insurance | 55,131 | 4.6% | 60,000 | 6.3% | (4,869) | 60,000 | 7.0% | |
| Interest expense | 36,730 | 3.1% | 45,000 | 4.8% | (8,270) | 35,000 | 4.1% | |
| Licenses/Permits/Subscriptions | 7,271 | 0.6% | 4,000 | 0.4% | 3,271 | 8,000 | 0.9% | |
| Miscellaneous | 3,710 | 0.3% | 4,300 | 0.5% | (590) | 4,300 | 0.5% | |
| Wages and Benefits | 284,279 | 23.6% | 350,000 | 37.0% | (65,721) | 350,000 | 40.9% | |
| Postage and office supplies | 6,983 | 0.6% | 10,000 | 1.1% | (3,017) | 7,000 | 0.8% | |
| Professional fees | 17,709 | 1.5% | 10,000 | 1.1% | 7,709 | 10,000 | 1.2% | |
| Repairs and maintenance | 57,478 | 4.8% | 37,000 | 3.9% | 20,478 | 37,000 | 4.3% | |
| Supplies | 19,698 | 1.6% | 20,000 | 2.1% | (302) | 20,000 | 2.3% | |
| Taxes - Other | 210 | 0.0% | 1,500 | 0.2% | (1,290) | 1,500 | 0.2% | |
| Telephone/Internet | 18,972 | 1.6% | 15,000 | 1.6% | 3,972 | 20,000 | 2.3% | |
| Tithe | 1,790 | 0.1% | - | 0.0% | 1,790 | 1,800 | 0.2% | |
| Travel & entertainment | 2,410 | 0.2% | 3,000 | 0.3% | (590) | 1,000 | 0.1% | |
| Utilities | 99,819 | 8.3% | 110,000 | 11.6% | (10,181) | 100,000 | 11.7% | |
| Total Expenses Excluding Depreciation | 795,244 | 66.1% | 845,500 | 89.5% | (50,256) | 890,600 | 104.2% | |
| CHANGE IN NET ASSETS FROM OPERATIONS | \$ 408,247 | 33.9% | \$ 99,500 | 10.5% | \$ (3,854) | \$ (35,600) | -4.2% | |
| Loan Principal Payments | | | | | | | | |
| Banks/Thrivent | (281,869) | | (25,000) | | (256,869) | (33,000) | | |
| Individual notes | (60,000) | | (30,000) | | (30,000) | (30,000) | | |
| Total Loan Payments | (341,869) | | (55,000) | | (286,869) | (63,000) | | |
| Other Cash Flow Items | | | | | | | | |
| Property and Equipment Outlays | (12,563) | | (32,500) | | 19,937 | (12,500) | | |
| Receivables and Other Assets | (1,919) | | (2,000) | | 81 | (2,000) | | |
| Payables | (1,250) | | (2,000) | | 750 | (1,300) | | |
| Total Other | (15,732) | | (36,500) | | 20,768 | (15,800) | | |
| NET CASH FLOW | \$ 50,646 | | \$ 8,000 | | \$ (269,955) | \$ (114,400) | | |

AFLC BUSINESS MANAGERS REPORT

To the 60th Annual Conference meeting June 15 – 18, 2022 at the Association Retreat Center in Osceola, Wisconsin:

There is no better way to begin this report but by giving thanks to our Lord who has continued to graciously provide for our AFLC Ministries. Thank-you to our donors and prayer supporters as well! For the 2021 year, we saw an 18% increase in gifts given to the AFLC compared to the 2020 year, and almost every ministry met or exceeded their subsidy request in 2021! Thanks be to God!

We have had a couple projects completed at the AFLC Administration Building since last conference. In July of 2021, the Administration Office's Parking Lot and Driveway was re-done. We are grateful that this project was finally completed after it was delayed due to the pandemic. Also this past February, we replaced our exterior doors and upgraded our door locks.

A recent change this 2022 year is the Lutheran Ambassador no longer charging subscription fees; instead they are funded by donations. I encourage you to subscribe to the Lutheran Ambassador if you haven't already and please consider donating to help cover the costs of the subscription.

The Co-ordinating Committee decided last year to cover the overhead charges to the ministries' housed in the Administration Building, as well as cover the Lutheran Ambassador subsidy costs for all the AFLC ministries through the 2022 calendar year. This has been a blessing to our ministries and help many of the ministries to build up their cash reserves.

The next pages of my report are going to show the financial statements for 2021 for the following ministries: General Fund, General Fund Investments, Lutheran Ambassador, Benefits Fund, Parish Education, Youth Ministries, Evangelism, Home Missions, FLAPS, Builders Fellowship, and World Missions. The Balance Sheets reflect the assets, liabilities (what is owed), and equity (worth) of each ministry. The Income statements reflect the ministries' income as well as the expenses for the 2021 fiscal year. Both the Balance Sheet and Income Statement will reflect the Net Income or Loss for each ministry. Net Income means the ministry received more than they spent in the year, while the net loss means the ministry spent more than they received in the year. If you have any questions regarding these financial reports, please contact me (katie.johnson@aflc.org).

I want to thank my Assistant, Deb Nelson, for all the hard work she does in the Business Office. I also want to thank Liz McCarlson, the Administrative Assistant who works the reception desk and assists with many tasks for the Business Office. I am very blessed to work alongside my fellow brothers and sisters in Christ here on campus and am thankful for their service!

I cannot forget to thank my husband, Aaron. I've been immensely blessed by him and the help and support he provides me and our family. And am thankful to my daughters, Grace and Kylie, for the joy they bring to mine and Aaron's lives. I wouldn't have any fun stories to share with my co-workers if it weren't for them!

And whatever you do, in word or deed, do everything in the name of the Lord Jesus, giving thanks to God the Father through Him. - Colossians 3:17

Respectfully Submitted,
Katie Johnson, Director of Business Management

General Fund Balance Sheet
Twelve Months Ending December 31, 2021

| | 2021 | 2020 |
|---------------------------------------|---------------------|---------------------|
| ASSETS | | |
| CURRENT ASSETS | | |
| CASH IN CHECKING | 112,676.72 | 21,968.51 |
| CASH IN SAVINGS | 24,318.16 | 18,307.97 |
| HYMNAL SAVINGS - WF | 70,321.05 | 62,582.05 |
| TOTAL CHECKING/SAVINGS | 207,315.93 | 102,858.53 |
| RECEIVABLES & INVENTORY | | |
| ACCOUNTS RECEIVABLE SCHOOLS | 52,828.06 | 25,599.60 |
| ACCOUNTS RECEIVABLE MISSIONS | 0.00 | 20,991.26 |
| ACCOUNTS RECEIVABLE ARC | 58.90 | 58.90 |
| TOTAL RECEIVABLES | 52,886.96 | 46,649.76 |
| HYMNAL INVENTORY | 12,860.42 | 17,793.91 |
| TOTAL CURRENT ASSETS | 273,063.31 | 167,302.20 |
| FIXED ASSETS | | |
| ADMINISTRATION LAND DEVELOPMENT | 755,959.61 | 698,465.61 |
| ADMINISTRATION BUILDING | 824,414.22 | 824,414.22 |
| PRESIDENT'S HOUSE | 293,814.00 | 293,814.00 |
| FURNITURE AND EQUIPMENT | 122,345.66 | 122,345.66 |
| PRIOR DEPRECIATION TAKEN | (776,564.35) | (740,384.17) |
| TOTAL FIXED ASSETS | 1,219,969.14 | 1,198,655.32 |
| TOTAL ASSETS | 1,493,032.45 | 1,365,957.52 |
| LIABILITIES & EQUITY | | |
| LIABILITIES | | |
| ACCOUNTS PAYABLE SCHOOLS | 7,458.01 | 242.75 |
| ACCOUNTS PAYABLE MISSIONS | 109,328.14 | 7,926.56 |
| TOTAL LIABILITIES | 116,786.15 | 8,169.31 |
| EQUITY | | |
| GENERAL FUND EQUITY | 1,357,788.21 | 1,329,326.81 |
| NET INCOME OR (LOSS) | 18,458.09 | 28,461.40 |
| TOTAL EQUITY | 1,376,246.30 | 1,357,788.21 |
| TOTAL LIABILITIES & EQUITY | 1,493,032.45 | 1,365,957.52 |

General Fund Income Statement
Twelve Months Ending December 31, 2021

| | 2021 | 2020 |
|---------------------------------------|-------------------|-------------------|
| BUDGETED INCOME & EXPENSES | | |
| RECEIPTS | | |
| GIFTS - CONGREGATIONS | \$374,838.25 | \$352,261.89 |
| GIFTS - INDIVIDUALS | 39,021.93 | 42,040.22 |
| GIFTS - PRESIDENT'S ASSISTANT | 4,376.26 | 2,739.28 |
| GIFTS - REIMB. PRES TRAVEL/SPEAK | 5,907.50 | 3,209.70 |
| TOTAL GENERAL GIVING | 424,143.94 | 400,251.09 |
| BUILDING SUBSIDY INCOME | 38,325.00 | 43,444.88 |
| OVERHEAD INCOME | 178,757.25 | 167,519.36 |
| DEVELOPMENT OVERHEAD INCOME | 0.00 | 93,647.76 |
| TOTAL OVERHEAD INCOME | 217,082.25 | 304,612.00 |
| DIRECTORY / HANDBOOK | 1,777.00 | 945.00 |
| CHAMPLAINS GIFTS | 2,000.00 | 0.00 |
| CONFERENCE OFFERINGS | 613.38 | 984.00 |
| REGISTRATION - CONFERENCE | 15,240.00 | 10,587.00 |
| OIL ROYALTIES | 156.56 | 363.23 |
| DEVELOPMENT ENDOWMENT INCOME | 137,483.84 | 0.00 |
| OTHER REVENUE & SUPPORT | 157,270.78 | 12,879.23 |
| TOTAL RECEIPTS | 798,496.97 | 717,742.32 |
| DISBURSEMENTS | | |
| SALARY - ASST TO PRESIDENT | 77,763.20 | 75,012.96 |
| SALARY - PRESIDENT | 82,229.92 | 81,729.84 |
| SALARY - CONFERENCE SECRETARY | 1,250.00 | 1,250.00 |
| SALARY - DIRECTOR OF DEVELOPMENT | 101,954.72 | 98,499.60 |
| SALARY - SECRETARY | 50,970.08 | 49,450.08 |
| SALARY - RECEPTIONIST | 42,200.00 | 14,420.72 |
| SALARY - DIRECTOR OF BUSINESS | 73,500.08 | 63,731.58 |
| SALARY - ASSISTANT BOOKKEEPER | 48,402.32 | 46,507.20 |
| SALARY - IT MANAGER | 0.00 | 10,603.08 |
| 401K CONTRIBUTIONS | 24,120.62 | 21,426.66 |
| LIFE INSURANCE | 1,621.32 | 1,387.32 |
| LTD INSURANCE | 1,170.24 | 1,030.92 |
| TAXES - PAYROLL | 24,318.54 | 21,058.05 |
| TOTAL PAYROLL AND BENEFITS | 529,501.04 | 486,108.01 |
| DIRECTORY/HANDBOOK | 0.00 | 1,014.80 |
| PROMOTIONAL MATERIALS | 4,440.54 | 2,365.44 |
| HYMNAL COMMITTEE EXPENSES | 4,933.49 | (862.79) |
| CONFERENCE EXPENSES | 11,358.61 | 5,862.35 |
| PASTORS CONFERENCE | 800.00 | 475.00 |
| LUTHERAN AMBASSADOR SUBSIDY | 9,780.00 | 9,235.02 |
| TRAVEL | 1,170.19 | 266.00 |
| TRAVEL - ASST TO PRESIDENT | 7,621.55 | 4,811.74 |
| TRAVEL - PRESIDENT | 13,768.17 | 9,940.73 |
| TRAVEL - BOARDS | 22,483.38 | 13,997.28 |
| TRAVEL - AFLC BOARDS | 1,185.74 | 725.55 |
| TRAVEL - DEVELOPMENT DIRECTOR | 22,989.70 | 19,144.27 |
| CHAPLAINCY | 0.00 | 2,000.00 |
| HONORARIUMS | 6,000.00 | 0.00 |
| TOTAL PROGRAM AND PROMOTIONAL | 106,531.37 | 68,975.39 |

| | 2021 | 2020 |
|---|--------------------|-------------------|
| ACCOUNTING | 3,856.52 | 3,015.87 |
| AUDIT/REVIEW | 10,000.00 | 3,500.00 |
| LEGAL | 4,894.50 | 0.00 |
| INSURANCE | 15,612.81 | 12,229.24 |
| MISCELLANEOUS | 830.22 | 1,657.64 |
| PASTORAL SCREENING | 110.00 | 330.00 |
| POSTAGE | 313.88 | 2,335.04 |
| GENERAL FUND OFFICE SUPPLIES | 400.14 | 558.83 |
| OFFICE EQUIPMENT LEASES | 6,989.24 | 6,186.32 |
| SHARED OFFICE SUPPLIES | 3,687.16 | 2,492.91 |
| DEVELOPMENT OFFICE EXPENSES | 394.14 | 2,080.22 |
| TELEPHONE | 5,260.33 | 5,676.64 |
| NEW EQUIPMENT | 1,005.66 | 3,839.30 |
| COMPUTER SUPPORT EXPENSES | 65,604.27 | 62,378.47 |
| TOTAL GENERAL & ADMINISTRATIVE | 118,958.87 | 106,280.48 |
| MAINTENANCE CONTRACT | 33,973.84 | 25,708.88 |
| REPAIR & MAINTENANCE | 7,339.36 | 9,427.35 |
| CUSTODIAL SERVICES | 0.00 | 2,515.34 |
| UTILITIES | 19,793.20 | 19,821.49 |
| UTILITIES - PRESIDENTS HOUSE | 2,872.76 | 2,516.21 |
| TOTAL REPAIRS AND MAINTENANCE | 63,979.16 | 59,989.27 |
| TOTAL DISBURSEMENTS | 818,970.44 | 721,353.15 |
| BUDGETED NET INCOME OR (LOSS) | (20,473.47) | (3,610.83) |

NON-BUDGETED INCOME & EXPENSES

RECEIPTS

| | 2021 | 2020 |
|------------------------------------|-------------------|-------------------|
| SALARY REIMBURSEMENT - W.M.F. | 28,309.56 | 27,709.56 |
| IN & OUT ARC GIFTS RECEIPTS | 62,175.35 | 6,881.83 |
| IN & OUT FOUNDATION GIFTS RECEIPTS | 11,899.00 | 372.00 |
| IN & OUT RECEIPTS | 75,928.96 | 3,115.00 |
| GRANTS | 0.00 | 92,061.16 |
| SPECIAL PROJECTS | 5,000.00 | 1,000.00 |
| PROMOTIONAL INCOME | 463.64 | 946.04 |
| PACCT GIFTS/FUNDING | 13,041.00 | 1,100.00 |
| DEVELOPMENT FUND GIFTS | 380.00 | 20,370.00 |
| HYMNAL SALES | 7,739.00 | 5,136.00 |
| LEGACIES | 722.29 | 0.00 |
| MISCELLANEOUS RECEIPTS | 1,415.67 | 1,571.90 |
| GIFTS FROM GEN FUND INVESTMENTS | 57,494.00 | (1,000.00) |
| INTEREST INCOME | 10.19 | 36.60 |
| TOTAL RECEIPTS | 264,578.66 | 159,300.09 |

DISBURSEMENTS

| | | |
|--|-------------------|-------------------|
| SALARY - W.M.F. SECRETARY | 28,309.56 | 27,709.56 |
| IN & OUT ARC GIFTS PAID | 62,175.35 | 6,881.83 |
| IN & OUT EXPENSES | 75,928.96 | 3,115.00 |
| IN & OUT FOUNDATION GIFTS PAID | 11,899.00 | 372.00 |
| SPECIAL PROJECT DISBURSEMENTS | 767.53 | 20,370.00 |
| PACCT RESOURCES EXPENSES | 2,372.75 | 1,718.63 |
| PACCT TRAVEL EXPENSES | 3,501.54 | 0.00 |
| PACCT EVENTS EXPENSES | 864.00 | 0.00 |
| PACCT SUPPORT EXPENSES | 2,552.26 | 0.00 |
| MEMORIALS | 1,095.97 | 150.00 |
| DEPRECIATION EXPENSE | 36,180.18 | 66,910.84 |
| TOTAL DISBURSEMENTS | 225,647.10 | 127,227.86 |
| NON-BUDGETED NET INCOME OR (LOSS) | 38,931.56 | 32,072.23 |

COMBINED NET INCOME

| | |
|------------------|------------------|
| 18,458.09 | 28,461.40 |
|------------------|------------------|

General Fund Investments Balance Sheet
Twelve Months Ending December 31, 2021

| | 2021 | 2020 |
|---------------------------------------|---------------------|---------------------|
| ASSETS | | |
| CHECKING & SAVINGS | \$2,583,917.53 | \$1,036,593.80 |
| TOTAL ASSETS | 2,583,917.53 | 1,036,593.80 |
| LIABILITIES & EQUITY | | |
| TOTAL LIABILITIES | 0.00 | 0.00 |
| EQUITY | | |
| GENERAL FUND INVESTMENTS EQUITY | 1,036,593.80 | 389,714.96 |
| NET INCOME OR (LOSS) | 1,547,323.73 | 646,878.84 |
| TOTAL EQUITY | 2,583,917.53 | 1,036,593.80 |
| TOTAL LIABILITIES & EQUITY | 2,583,917.53 | 1,036,593.80 |

General Fund Investments Income Statement
Twelve Months Ending December 31, 2021

| | 2021 | 2020 |
|--------------------------------|---------------------|---------------------|
| RECEIPTS | | |
| INTEREST INCOME - SAVINGS | \$889.42 | \$227.68 |
| LEGACIES | 4,530,123.77 | 1,320,409.00 |
| TOTAL RECEIPTS | 4,531,013.19 | 1,320,636.68 |
| DISBURSEMENTS | | |
| DISBURSEMENTS | 12,238.08 | 30,000.00 |
| GIFTS TO GEN FUND | 57,494.00 | (1,000.00) |
| GIFTS TO ARC | 251,057.00 | 0.00 |
| GIFTS TO SCHOOLS | 261,392.01 | 0.00 |
| GIFTS TO HOME MISSIONS | 35,544.33 | 0.00 |
| GIFTS TO WORLD MISSIONS | 41,407.90 | 0.00 |
| GIFTS TO PARISH ED | 24,381.05 | 0.00 |
| GIFTS TO EVANGELISM | 16,872.30 | 0.00 |
| GIFTS TO DEVELOPMENT ENDOWMENT | 2,262,964.34 | 644,757.84 |
| GIFTS TO YOUTH MINISTRIES | 13,307.60 | 0.00 |
| GIFTS TO LUTHERAN AMBASSADOR | 7,030.85 | 0.00 |
| TOTAL DISBURSEMENTS | 2,983,689.46 | 673,757.84 |
| NET INCOME OR (LOSS) | 1,547,323.73 | 646,878.84 |

Lutheran Ambassador Balance Sheet
Twelve Months Ending December 31, 2021

| | 2021 | 2020 |
|---------------------------------------|------------------|------------------|
| ASSETS | | |
| CASH IN BANK | \$14,634.63 | \$14,116.68 |
| ACCOUNTS RECEIVABLE - SCHOOLS | 3,084.50 | 3,097.82 |
| TOTAL ASSETS | 17,719.13 | 17,214.50 |
| LIABILITIES & EQUITY | | |
| ACCRUED AFLAC | 0.00 | 0.12 |
| TOTAL LIABILITIES | 0.00 | 0.12 |
| EQUITY | | |
| LUTHERAN AMBASSADOR EQUITY | 17,214.38 | 7,236.68 |
| NET INCOME OR (LOSS) | 504.75 | 9,977.70 |
| TOTAL EQUITY | 17,719.13 | 17,214.38 |
| TOTAL LIABILITIES & EQUITY | 17,719.13 | 17,214.50 |

Lutheran Ambassador Income Statement
Twelve Months Ending December 31, 2021

| | 2021 | 2020 |
|---------------------------------------|-------------------|-------------------|
| RECEIPTS | | |
| SUBSCRIPTION FEES | \$46,097.00 | \$49,431.00 |
| SALES REVENUE | 46,097.00 | 49,431.00 |
| GIFTS - LUTHERAN AMBASSADOR | 4,503.50 | 430.00 |
| SUBSIDY FROM OTHER FUNDS | 60,397.36 | 59,400.01 |
| SALARY REIMBURSEMENT | 18,507.10 | 17,968.06 |
| GRANTS | 0.00 | 16,712.15 |
| INCOME FROM OTHER DEPTS. | 83,407.96 | 94,510.22 |
| TOTAL RECEIPTS | 129,504.96 | 143,941.22 |
| DISBURSEMENTS | | |
| LUTHERAN AMBASSADOR POSTAGE | 10,919.49 | 11,392.71 |
| PRINTING | 25,745.93 | 26,668.93 |
| PRINTING & MAILING EXPENSE | 36,665.42 | 38,061.64 |
| SALARY - EDITOR | 12,763.72 | 12,149.16 |
| SALARY - SECRETARY | 0.00 | 1,988.55 |
| SALARY - ASSISTANT EDITOR | 62,040.32 | 59,893.44 |
| TAXES - PAYROLL | 4,741.63 | 4,729.15 |
| 401K CONTRIBUTIONS | 3,776.16 | 3,638.16 |
| LIFE INSURANCE | 234.00 | 234.00 |
| LTD INSURANCE | 161.64 | 156.96 |
| PAYROLL & BENEFITS | 83,717.47 | 82,789.42 |
| INSURANCE | 325.23 | 466.24 |
| MISCELLANEOUS | 147.38 | 124.92 |
| POSTAGE | 1,126.51 | 868.15 |
| BUILDING SUBSIDY TO GENERAL FUND | 1,256.70 | 4,603.97 |
| SUPPLIES | 815.02 | 645.47 |
| TELEPHONE | 308.42 | 496.43 |
| TRAVEL | 98.00 | 287.30 |
| OVERHEAD EXPENSE TO GENERAL FUND | 3,765.45 | 5,283.98 |
| NEW EQUIPMENT | 294.61 | 0.00 |
| COMPUTER SUPPORT EXPENSES | 480.00 | 336.00 |
| GENERAL & ADMINISTRATIVE | 8,617.32 | 13,112.46 |
| TOTAL DISBURSEMENTS | 129,000.21 | 133,963.52 |
| NET INCOME OR (LOSS) | 504.75 | 9,977.70 |

Benefits Fund Balance Sheet
Twelve Months Ending December 31, 2021

| | 2021 | 2020 |
|---------------------------------------|-------------------|-------------------|
| ASSETS | | |
| CASH | | |
| CASH - BENEFITS | \$ 29,558.30 | \$ 23,780.11 |
| CASH - HIS FUND | 130,582.49 | 116,482.98 |
| TOTAL CASH | 160,140.79 | 140,263.09 |
| RECEIVABLES | | |
| ACCOUNTS RECEIVABLE | 82.34 | 1,317.11 |
| TOTAL RECEIVABLES | 82.34 | 1,317.11 |
| TOTAL ASSETS | 160,223.13 | 141,580.20 |
| LIABILITIES & EQUITY | | |
| LIABILITIES | | |
| 401K CONTRIBUTIONS PAYABLE | (186.55) | (186.55) |
| ACCRUED DISABILITY | | 5.09 |
| ACCRUED LIFE INSURANCE | | 21.95 |
| TOTAL LIABILITIES | (186.55) | (159.51) |
| EQUITY | | |
| BENEFITS FUND EQUITY | 141,739.71 | 124,174.89 |
| NET INCOME OR (LOSS) | 18,669.97 | 17,564.82 |
| TOTAL EQUITY | 160,409.68 | 141,739.71 |
| TOTAL LIABILITIES & EQUITY | 160,223.13 | 141,580.20 |

Benefits Fund Income Statement
Twelve Months Ending December 31, 2021

| | 2021 | 2020 |
|-----------------------------|------------------|------------------|
| RECEIPTS | | |
| INTEREST INCOME - SAVINGS | \$573.97 | \$553.54 |
| IN & OUT RECEIPTS | 394.92 | 4,255.00 |
| 401K ADMIN FEE | 3,834.00 | 3,750.00 |
| HIS FUND GIFTS | 13,769.54 | 12,837.08 |
| ADMIN FEE - HRA/HSA | 947.50 | 1,237.50 |
| ADMIN FEE - LIFE & LTD INS | 3,000.00 | 3,228.00 |
| TOTAL RECEIPTS | 22,519.93 | 25,861.12 |
| DISBURSEMENTS | | |
| MISCELLANEOUS | 522.27 | 70.99 |
| ADMINISTRATION FEES | 2,932.77 | 2,750.31 |
| HIS FUND DISBURSEMENTS | | 1,220.00 |
| IN & OUT EXPENSES | 394.92 | 4,255.00 |
| TOTAL DISBURSEMENTS | 3,849.96 | 8,296.30 |
| NET INCOME OR (LOSS) | 18,669.97 | 17,564.82 |

Youth Ministries Balance Sheet
Twelve Months Ending December 31, 2021

| | 2021 | 2020 |
|---------------------------------------|-------------------|-------------------|
| ASSETS | | |
| CASH IN BANK | \$190,768.02 | \$124,839.47 |
| TOTAL ASSETS | 190,768.02 | 124,839.47 |
| LIABILITIES & EQUITY | | |
| TOTAL LIABILITIES | 0.00 | 0.00 |
| EQUITY | | |
| YOUTH BOARD EQUITY | 124,839.47 | 61,994.39 |
| NET INCOME OR (LOSS) | 65,928.55 | 62,845.08 |
| TOTAL EQUITY | 190,768.02 | 124,839.47 |
| TOTAL LIABILITIES & EQUITY | 190,768.02 | 124,839.47 |

Youth Ministries Income Statement
Twelve Months Ending December 31, 2021

| | 2021 | 2020 |
|--------------------------------|-------------------|-------------------|
| RECEIPTS | | |
| GIFTS - CONGREGATIONS | \$129,832.64 | \$93,261.34 |
| GIFTS - INDIVIDUALS | 35,887.59 | 20,210.22 |
| GIFTS - UNDESIGNATED | 33,239.30 | 27,803.31 |
| TEACHING INCOME | 11,835.00 | 11,106.32 |
| FLY CONVENTION INCOME | 0.00 | 0.00 |
| FLY GIFTS | 29,500.00 | 745.00 |
| SPECIAL PROJECTS | 14,900.00 | 8,275.00 |
| CONFERENCE OFFERINGS | 116.51 | 0.00 |
| LEADERSHIP CONF. REG/OFFERINGS | 6,000.00 | 52,482.00 |
| YOUTH WORKERS RETREAT | 7,750.00 | 7,680.00 |
| GRANTS | 2,000.00 | 25,970.63 |
| LEGACIES | 0.00 | 47,117.18 |
| IN & OUT RECEIPTS | 91.95 | 0.00 |
| TOTAL RECEIPTS | 271,152.99 | 294,651.00 |

| | 2021 | 2020 |
|-----------------------------------|-------------------|-------------------|
| DISBURSEMENTS | | |
| PROMOTIONAL EXPENSE | 604.42 | 513.93 |
| FLY GIFTS | 29,500.00 | 745.00 |
| INSURANCE | 410.65 | 612.51 |
| LEADERSHIP CONF. EXPENSES | 3,090.00 | 37,556.85 |
| YOUTH WORKERS RETREAT | 11,219.62 | 9,655.68 |
| MISCELLANEOUS | 180.34 | 199.56 |
| POSTAGE & MAILINGS | 273.88 | 344.00 |
| PRINTING & COPYING | 0.00 | 0.00 |
| BUILDING SUBSIDY TO GENERAL FUND | 1,492.05 | 2,952.00 |
| OFFICE SUPPLIES | 6,118.92 | 4,160.11 |
| TAXES - PAYROLL | 2,319.23 | 2,702.03 |
| TELEPHONE | 1,484.84 | 1,632.88 |
| TRAVEL - DIRECTOR | 4,501.89 | 887.25 |
| TRAVEL - BOARD | 804.70 | 1,956.32 |
| DIRECTOR MEALS & NETWORKING | 1,470.61 | 1,211.89 |
| SPECIAL PROJECTS | 3,334.46 | 3,660.50 |
| OVERHEAD EXPENSES | 7,289.26 | 15,872.98 |
| SALARY - YOUTH WORKER | 86,966.08 | 84,716.08 |
| SALARY - SECRETARY | 17,192.46 | 21,518.31 |
| SALARY - TRAINING COORDINATOR | 2,355.27 | 2,676.80 |
| SALARY - NETWORKING COORDINATOR | 2,390.00 | 1,950.00 |
| FLY COORDINATOR SALARY & EXPENSES | 11,921.40 | 11,466.00 |
| FLY CONVENTION EXPENSE | 384.00 | 2,397.67 |
| CONTINUING EDUCATION | 158.74 | 1,483.45 |
| LUTHERAN AMBASSADOR SUBSIDY | 1,320.85 | 3,171.04 |
| 401K CONTRIBUTIONS | 5,481.18 | 5,014.17 |
| LIFE INSURANCE | 263.40 | 263.40 |
| LTD INSURANCE | 204.36 | 204.36 |
| TECHNOLOGY UPGRADES | 2,399.88 | 1,289.15 |
| COMPUTER SUPPORT SERVICES | 0.00 | 0.00 |
| LEGACIES PAID | 0.00 | 10,992.00 |
| IN & OUT EXPENSES | 91.95 | 0.00 |
| TOTAL DISBURSEMENTS | 205,224.44 | 231,805.92 |
| NET INCOME OR (LOSS) | 65,928.55 | 62,845.08 |

Parish Education Balance Sheet
Twelve Months Ending December 31, 2021

| | 2021 | 2020 |
|---------------------------------------|-------------------|-------------------|
| ASSETS | | |
| CASH IN BANK | 73,553.03 | 36,860.31 |
| ACCOUNTS RECEIVABLE | (2,375.97) | (305.21) |
| BULLETINS RECEIVABLE | 2,660.25 | 2,934.04 |
| BOOK INVENTORY | 295,214.35 | 272,547.81 |
| TOTAL ASSETS | 369,051.66 | 312,036.95 |
| LIABILITIES & EQUITY | | |
| LIABILITIES | | |
| ACCRUED INVENTORY | 1,769.06 | 1,699.85 |
| SALES TAX PAYABLE | 2,030.38 | 1,090.38 |
| GIFT CERTIFICATES OUTSTANDING | 245.07 | 336.31 |
| TOTAL LIABILITIES | 4,044.51 | 3,126.54 |
| EQUITY | | |
| PARISH EDUCATION EQUITY | 308,910.41 | 293,915.71 |
| NET INCOME OR (LOSS) | 56,096.74 | 14,994.70 |
| TOTAL EQUITY | 365,007.15 | 308,910.41 |
| TOTAL LIABILITIES & EQUITY | 369,051.66 | 312,036.95 |

Parish Education Income Statement
Twelve Months Ending December 31, 2021

| | 2021 | 2020 |
|------------------------------|-------------------|-------------------|
| RECEIPTS | | |
| GIFTS - CONGREGATIONS | \$123,603.43 | \$108,752.52 |
| GIFTS - INDIVIDUALS | 71,192.71 | 43,781.15 |
| GIFTS - WMF | 7,067.94 | 9,017.52 |
| CONFERENCE OFFERINGS | 128.17 | 0.00 |
| BOOKNOOK SALES | 28,395.77 | 22,110.87 |
| SALES - MINNESOTA | 15,835.52 | 10,143.47 |
| SALES - MINNESOTA TAX EXEMPT | 20,377.95 | 15,594.50 |
| FREIGHT INCOME | 6,483.88 | 3,808.02 |
| SALES - INTERSTATE | 47,714.92 | 30,797.67 |
| AMAZON SALES | 135.35 | 62.43 |
| BULLETIN RECEIPTS | 37,748.41 | 39,471.78 |
| LEGACIES | 0.00 | 0.00 |
| IN & OUT EXPENSES | 0.00 | 50.00 |
| GRANTS | 6,930.95 | 33,443.59 |
| TOTAL RECEIPTS | 365,615.00 | 317,033.52 |

| | 2021 | 2020 |
|----------------------------------|-------------------|-------------------|
| DISBURSEMENTS | | |
| INSURANCE | 596.92 | 859.50 |
| MISCELLANEOUS | 3,201.91 | 1,745.97 |
| POSTAGE | 10,215.98 | 6,508.08 |
| COST OF BULLETINS | 31,247.38 | 32,486.76 |
| BUILDING SUBSIDY TO GENERAL FUND | 4,869.15 | 13,072.99 |
| SALARY - DIRECTOR | 78,700.00 | 78,600.00 |
| SALARIES - ADMINISTRATIVE STAFF | 57,249.79 | 54,503.62 |
| RESOURCE | 168.01 | 344.86 |
| TEACHING AIDS | 9,380.09 | 3,943.03 |
| OTHER BOOKS | 41,788.63 | 33,973.18 |
| CURRICULUM PRINTING | 7,854.09 | 6,523.76 |
| OTHER PUBLICATIONS PRINTING | 8,379.58 | 3,531.98 |
| OFFICE SUPPLIES | 1,959.70 | 1,090.65 |
| TAXES - PAYROLL | 10,311.57 | 10,043.86 |
| TELEPHONE | 2,740.58 | 2,931.73 |
| TRAVEL | 8,175.54 | 4,889.29 |
| PRINTING EXPENSE | 12,430.90 | 6,767.02 |
| OVERHEAD EXPENSES | 11,081.65 | 26,396.98 |
| LUTHERAN AMBASSADOR SUBSIDY | 1,464.15 | 3,740.97 |
| 401K CONTRIBUTIONS | 6,064.00 | 6,017.76 |
| LIFE INSURANCE | 497.40 | 497.40 |
| LTD INSURANCE | 311.88 | 309.96 |
| NEW EQUIPMENT | 835.23 | 1,907.01 |
| IN & OUT EXPENSES | 0.00 | 50.00 |
| GRANTS PAID | 0.00 | 0.00 |
| CHANGE IN INVENTORY | (5.87) | 1,302.46 |
| COST OF GOODS SOLD | 0.00 | 0.00 |
| NET CHANGE IN INVENTORY | (5.87) | 1,302.46 |
| TOTAL DISBURSEMENTS | 309,518.26 | 302,038.82 |
| NET INCOME OR (LOSS) | 56,096.74 | 14,994.70 |

Evangelism & Discipleship Balance Sheet
Twelve Months Ending December 31, 2021

| | 2021 | 2020 |
|---------------------------------------|------------------|------------------|
| ASSETS | | |
| CASH IN CHECKING | 93,719.41 | 63,566.41 |
| TOTAL ASSETS | 93,719.41 | 63,566.41 |
| LIABILITIES & EQUITY | | |
| TOTAL LIABILITIES | 0.00 | 0.00 |
| EQUITY | | |
| EVANGELISM EQUITY | 63,566.41 | 26,590.24 |
| NET INCOME OR (LOSS) | 30,153.00 | 36,976.17 |
| TOTAL EQUITY | 93,719.41 | 63,566.41 |
| TOTAL LIABILITIES & EQUITY | 93,719.41 | 63,566.41 |

Evangelism & Discipleship Income Statement
Twelve Months Ending December 31, 2021

| | 2021 | 2020 |
|--|-------------------|-------------------|
| RECEIPTS | | |
| SUPPORT/SERVICES | \$131,759.92 | \$128,173.01 |
| GIFTS - REKINDLE THE FIRE | 2,000.00 | 0.00 |
| TOTAL GENERAL GIVING | 133,759.92 | 128,173.01 |
| SALES OF MATERIAL | 99.00 | 36.00 |
| SPECIAL PROJECTS | 10,000.00 | 3,500.00 |
| GRANTS | 6,930.95 | 21,441.79 |
| TOTAL OTHER REVENUE & SUPPORT | 17,029.95 | 24,977.79 |
| TOTAL RECEIPTS | 150,789.87 | 153,150.80 |
| DISBURSEMENTS | | |
| SALARY - SECRETARY | 100.00 | 5,753.82 |
| SALARY - DIRECTOR | 80,300.00 | 72,009.00 |
| 401K CONTRIBUTIONS | 4,051.08 | 3,491.34 |
| LIFE INSURANCE | 263.40 | 219.50 |
| LTD INSURANCE | 204.36 | 170.30 |
| TAXES - PAYROLL | 0.00 | 437.89 |
| TOTAL PAYROLL & BENEFITS | 84,918.84 | 82,081.85 |
| PROMOTIONAL | 1,507.27 | 1,985.09 |
| PURCHASE OF BOOKS, ETC. | 297.45 | 778.62 |
| REKINDLE THE FIRE EXPENSES | 2,828.95 | 0.00 |
| DIRECTOR - TRAVEL | 6,930.14 | 5,516.05 |
| BOARD - TRAVEL | 2,855.78 | 0.00 |
| CONTINUING EDUCATION | 355.04 | 0.00 |
| DURABLE GOODS | 21.01 | 0.00 |
| MEDIA DEVELOPMENT | 200.00 | 0.00 |
| SPECIAL PROJECTS | 6,723.37 | 0.00 |
| TOTAL PROGRAM & PROMOTIONAL | 21,719.01 | 8,279.76 |
| INSURANCE | 232.47 | 393.77 |
| MISCELLANEOUS | 184.67 | 264.62 |
| POSTAGE | 405.28 | 636.45 |
| BUILDING SUBSIDY TO GENERAL FUND | 1,099.60 | 2,952.00 |
| OFFICE SUPPLIES | 801.59 | 2,216.80 |
| TELEPHONE | 323.31 | 417.42 |
| OVERHEAD TO GENERAL FUND | 9,675.00 | 15,872.98 |
| LUTHERAN AMBASSADOR SUBSIDY | 1,277.10 | 3,058.98 |
| GENERAL & ADMINISTRATIVE | 13,999.02 | 25,813.02 |
| TOTAL DISBURSEMENTS | 120,636.87 | 116,174.63 |
| NET INCOME OR (LOSS) | 30,153.00 | 36,976.17 |

Home Missions Balance Sheet
Twelve Months Ending December 31, 2021

| | 2021 | 2020 |
|---------------------------------------|-------------------|-------------------|
| ASSETS | | |
| CASH IN BANK | \$390,766.89 | \$6,732.26 |
| RESTRICTED CASH | 194,981.37 | 134,672.96 |
| CREDIT CARD CLEARING ACCOUNT | 5,289.54 | 2,000.00 |
| SPLIT GIFTS RECEIVABLE | 43,811.31 | 37,935.23 |
| TOTAL ASSETS | 634,849.11 | 181,340.45 |
| LIABILITIES & EQUITY | | |
| TOTAL LIABILITIES | 0.00 | 0.00 |
| EQUITY | | |
| HOME MISSIONS EQUITY | 181,340.45 | 201,162.27 |
| NET INCOME OR (LOSS) | 453,508.66 | (19,821.82) |
| TOTAL EQUITY | 634,849.11 | 181,340.45 |
| TOTAL LIABILITIES & EQUITY | 634,849.11 | 181,340.45 |

Home Missions Income Statement
Twelve Months Ending December 31, 2021

| | 2021 | 2020 |
|---------------------------------------|-------------------|-------------------|
| RECEIPTS | | |
| GIFTS - CONGREGATIONS | \$411,093.09 | \$294,702.18 |
| GIFTS - INDIVIDUALS | 252,716.29 | 87,103.88 |
| CONFERENCE OFFERINGS | 388.02 | 0.00 |
| MISCELLANEOUS RECEIPTS | 6,737.06 | 1,714.90 |
| GIFTS - REIMB. DIRECTOR TRAVEL | 3,495.00 | 400.00 |
| BARNABAS TEAM | 28,770.00 | 23,928.52 |
| HOME MISSIONS PASTOR SUPPORT | 20.00 | 0.00 |
| LEGACIES | 1,287.12 | 10,000.00 |
| HOME MISSIONS RETREAT | 17,350.00 | 15,872.62 |
| IN & OUT RECEIPTS | 292.37 | 22,386.76 |
| HOPE - ENDERLIN, ND | 0.00 | 100.00 |
| DIRECTOR - HONORARIUMS | 150.00 | 0.00 |
| GRANTS | 1,389.99 | 50,939.30 |
| COME JOIN US | 0.00 | 0.00 |
| TOTAL GENERAL RECEIPTS | 723,688.94 | 507,148.16 |
| RESURRECTION - RAMSEY, MN | 0.00 | 18,694.64 |
| CUMBERLAND, WI | 2,463.00 | 8,691.00 |
| GRANTS - CHURCH PLANTING INCOME | 102,367.51 | 11,676.68 |
| BUTTE, MT GATHERING | 0.00 | 489.48 |
| GATEWAY GATHERING | 0.00 | 3,050.00 |
| TOTAL NEW WORK RECEIPTS | 104,830.51 | 42,601.80 |
| PARISH BUILDERS | 13,316.30 | 8,235.00 |
| TOTAL PARISH BUILDERS RECEIPTS | 13,316.30 | 8,235.00 |

| | 2021 | 2020 |
|------------------------------|---------------------|-------------------|
| ALASKA MISSION | 56,658.41 | 86,674.29 |
| KAKN | 50,787.73 | 25,463.67 |
| GRANTS - ALASKA | 0.00 | 41,816.80 |
| KAKN EXPANSION | 0.00 | 7,000.00 |
| PILOT | 30,085.00 | 8,340.00 |
| MAINTENANCE SALARY | 50,000.00 | 0.00 |
| ALASKA MISSIONARY SUPPORT | 4,445.00 | 2,830.00 |
| ALASKA VBS | 11,400.00 | 112.50 |
| THE NET | 4,013.70 | 2,160.00 |
| TOTAL ALASKA RECEIPTS | 207,389.84 | 174,397.26 |
| TOTAL RECEIPTS | 1,049,225.59 | 732,382.22 |

EXPENSES

| | 2021 | 2020 |
|--|-------------------|-------------------|
| ACCOUNTING | 39.04 | 0.00 |
| LEGAL | 19,812.25 | 285.00 |
| PROMOTIONAL MATERIALS | 4,238.61 | 9,420.08 |
| INSURANCE & BONDS | 10,645.26 | 12,788.51 |
| VEHICLE/REGISTRATION | 131.70 | 131.70 |
| MISCELLANEOUS | 9,128.20 | 9,213.83 |
| POSTAGE | 1,489.45 | 1,499.29 |
| BUILDING SUBSIDY TO GENERAL FUND | 3,036.65 | 8,153.00 |
| VEHICLES REPAIR | 1,469.59 | 6,987.30 |
| OFFICE SUPPLIES | 3,038.97 | 1,467.35 |
| TAXES - PAYROLL | 3,889.11 | 5,585.08 |
| TELEPHONE | 1,425.19 | 1,704.39 |
| TRAVEL - OTHER | 1,381.75 | 2,005.70 |
| TRAVEL - DIRECTOR | 20,205.20 | 8,963.82 |
| TRAVEL - PASTORAL HOSPITALITY | 1,789.48 | 2,938.04 |
| TRAVEL - WOMEN'S MINISTRY FLIGHTS | 961.03 | 0.00 |
| TRAVEL - MEALS | 356.09 | 806.21 |
| TRAVEL - BOARDS | 2,662.81 | 3,580.75 |
| TRAVEL - GOSPEL TEAMS | 24,275.68 | 24,702.95 |
| OVERHEAD EXPENSES TO GENERAL FUND | 18,766.01 | 44,046.00 |
| OVERHEAD - AFLC DEVELOPMENT | 0.00 | 23,411.94 |
| SALARY - DIRECTOR | 106,234.32 | 102,811.50 |
| SALARY - OFFICE STAFF | 28,735.57 | 48,897.50 |
| CONTINUING EDUCATION | 413.83 | 403.79 |
| LUTHERAN AMBASSADOR SUBSIDY | 2,137.50 | 9,122.00 |
| 401K CONTRIBUTIONS & FEES | 6,569.69 | 7,369.62 |
| LIFE INSURANCE | 380.40 | 497.40 |
| LTD INSURANCE | 267.77 | 314.40 |
| NEW EQUIPMENT | 799.82 | 643.97 |
| COMPUTER SUPPORT EXPENSES | 21.00 | 26.37 |
| HOME MISSION PASTOR SUPPORT | 225.14 | 139.95 |
| HOME MISSIONS RETREAT | (175.14) | 14,104.20 |
| IN & OUT EXPENSES | 292.37 | 22,386.76 |
| HONORARIUMS | 262.00 | 617.85 |
| TOTAL GENERAL EXPENSES | 274,906.34 | 375,026.25 |
| LUTHERAN CHURCH OF HOPE - LOVELAND, CO | 10,000.00 | 15,000.00 |
| GOOD SHEPHERD - MADISON, SD | 0.00 | 1,166.67 |
| THE SOURCE - MESA, AZ | 38,464.77 | 48,600.00 |
| HOPE - ENDERLIN, ND | 22,400.00 | 28,000.00 |
| WAIKIKI BEACH GATHERING | 19,200.00 | 24,000.00 |
| TOTAL SUBSIDY EXPENSES | 90,064.77 | 116,766.67 |

| | 2021 | 2020 |
|---|-------------------|--------------------|
| CUMBERLAND, WI | 3,282.93 | 3,494.17 |
| GRANTS - CHURCH PLANTING EXPENSES | 39,059.50 | 28,767.50 |
| RESURRECTION - RAMSEY, MN | 0.00 | 18,694.64 |
| TOTAL NEW WORKS EXPENSES | 42,342.43 | 50,956.31 |
| PARISH BUILDERS PROMOTION | 0.00 | 39.40 |
| PARISH BUILDERS | 19,792.41 | 5,780.88 |
| TOTAL PARISH BUILDERS EXPENSES | 19,792.41 | 5,820.28 |
| ALASKA MISSION | 186.33 | 1,444.54 |
| ALASKA MISSIONARY SUPPORT | 1,640.77 | 0.00 |
| KAKN RADIO | 16,500.00 | 16,500.00 |
| ALASKA SPECIAL PROJECTS | 0.00 | 0.00 |
| KAKN EXPANSION | 0.00 | 15,341.45 |
| PILOT EXPENSES | 0.00 | 0.00 |
| SALARY - AK ASSISTANT DIRECTOR | 0.00 | 26,717.45 |
| AK TRAVEL EXPENSES - PRESENTATIONS | 0.00 | 0.00 |
| ALASKA TRAVEL EXPENSES | 0.00 | 0.00 |
| SALARY - AK MAINTENANCE DIRECTOR | 21,999.96 | 0.00 |
| KAKN SALARIES | 52,186.64 | 49,686.96 |
| PILOT SALARIES | 52,186.64 | 49,686.96 |
| ALASKA EMPLOYEE BENEFITS | 4,588.94 | 3,189.60 |
| ALASKA VEHICLE EXPENSES | 61.43 | 28,118.00 |
| ALASKA - VBS | 3,194.05 | 112.50 |
| THE NET EXPENSES | 2,521.49 | 260.31 |
| ALASKA - INSURANCE | 13,544.73 | 12,576.76 |
| TOTAL ALASKA EXPENSES | 168,610.98 | 203,634.53 |
| TOTAL EXPENSES | 595,716.93 | 752,204.04 |
| NET INCOME OR (LOSS) - OPERATING | 358,717.83 | 15,355.24 |
| NET INCOME OF (LOSS) - NEW WORK | 62,488.08 | (8,354.51) |
| NET INCOME OR (LOSS) - PARISH BUILDERS | (6,476.11) | 2,414.72 |
| NET INCOME OR (LOSS) - ALASKA | 38,778.86 | (29,237.27) |
| TOTAL NET INCOME OR (LOSS) | 453,508.66 | (19,821.82) |

FLAPS Balance Sheet
Twelve Months Ending December 31, 2021

| | 2021 | 2020 |
|---------------------------------------|------------------|------------------|
| ASSETS | | |
| CASH IN BANK | 56,613.27 | 39,956.96 |
| SPLIT GIFTS RECEIVABLE | 780.00 | 3,665.20 |
| AIRPLANES | 250,640.00 | 250,640.00 |
| ACCUM DEPRECIATION - AIRPLANES | (250,640.00) | (250,640.00) |
| TOTAL ASSETS | 57,393.27 | 43,622.16 |
| LIABILITIES & EQUITY | | |
| TOTAL LIABILITIES | 0.00 | 0.00 |
| EQUITY | | |
| FLAPS EQUITY | 43,622.16 | 14,070.14 |
| NET INCOME OR (LOSS) | 13,771.11 | 29,552.02 |
| TOTAL EQUITY | 57,393.27 | 43,622.16 |
| TOTAL LIABILITIES & EQUITY | 57,393.27 | 43,622.16 |

FLAPS Income Statement
Twelve Months Ending December 31, 2021

| | 2021 | 2020 |
|-----------------------------|------------------|------------------|
| RECEIPTS | | |
| FLAPS INCOME | \$46,690.88 | \$32,175.98 |
| CESSNA 175 GIFTS | 0.00 | 34,000.00 |
| GRANTS | 2,000.00 | 1,500.00 |
| TOTAL RECEIPTS | 48,690.88 | 67,675.98 |
| DISBURSEMENTS | | |
| FLAPS EXPENSES | 13,487.68 | 20,798.66 |
| CESSNA 182 EXPENSES | 2,525.08 | 4,071.81 |
| CHEROKEE SIX EXPENSES | 17,732.72 | 10,010.81 |
| CESSNA 175 EXPENSES | 0.00 | 95.00 |
| CHEROKEE 140 EXPENSES | 1,174.29 | 3,147.68 |
| TOTAL DISBURSEMENTS | 34,919.77 | 38,123.96 |
| NET INCOME OR (LOSS) | 13,771.11 | 29,552.02 |

Builder's Fellowship Balance Sheet
Twelve Months Ending December 31, 2021

| | 2021 | 2020 |
|---------------------------------------|-------------------|-------------------|
| ASSETS | | |
| CASH | \$112,819.85 | \$131,857.65 |
| SPLIT GIFTS RECEIVABLE | 161.31 | 0.00 |
| BUILDER'S FELLOWSHIP CD | 71,109.15 | 71,109.15 |
| SAVINGS | 89,563.04 | 89,430.27 |
| TOTAL ASSETS | 273,653.35 | 292,397.07 |
| LIABILITIES & EQUITY | | |
| TOTAL LIABILITIES | 0.00 | 0.00 |
| EQUITY | | |
| BUILDERS FELLOWSHIP FUND EQUITY | 292,397.07 | 284,728.61 |
| NET INCOME OR (LOSS) | (18,743.72) | 7,668.46 |
| TOTAL EQUITY | 273,653.35 | 292,397.07 |
| TOTAL LIABILITIES & EQUITY | 273,653.35 | 292,397.07 |

Builder's Fellowship Income Statement
Twelve Months Ending December 31, 2021

| | 2021 | 2020 |
|-----------------------------|--------------------|-----------------|
| RECEIPTS | | |
| GIFTS - CONGREGATIONS | \$61,051.46 | \$980.69 |
| GIFTS - INDIVIDUALS | 0.00 | 100.00 |
| INTEREST INCOME - SAVINGS | 996.21 | 1,815.77 |
| BUILDER'S FELLOWSHIP | 3,644.00 | 4,775.00 |
| TOTAL RECEIPTS | 65,691.67 | 7,671.46 |
| DISBURSEMENTS | | |
| MISCELLANEOUS | 13.68 | 3.00 |
| GRANTS PAID TO CHURCHES | 75,000.00 | 0.00 |
| TRANSFERS TO HOME MISSIONS | 9,421.71 | 0.00 |
| TOTAL DISBURSEMENTS | 84,435.39 | 3.00 |
| NET INCOME OR (LOSS) | (18,743.72) | 7,668.46 |

World Missions Balance Sheet
Twelve Months Ending December 31, 2021

| | 2021 | 2020 |
|---------------------------------------|---------------------|-------------------|
| ASSETS | | |
| CURRENT ASSETS | | |
| CASH IN BANK | \$107,426.29 | \$4,615.19 |
| CREDIT CARD PROCESSING ACCOUNT | 138,539.07 | 89,015.70 |
| SPLIT GIFTS RECEIVABLE | 64,575.52 | 107,123.23 |
| DESIGNATED SAVINGS - SCHEDULE 51 | 871,462.39 | 539,582.14 |
| TOTAL CURRENT ASSETS | 1,182,003.27 | 740,336.26 |
| FIXED ASSETS | | |
| CAPITAL INV. - MISSION HOME | 27,148.07 | 27,148.07 |
| CAPITAL INV. - BRAZIL HDQR/SCHOOLS | 41,235.50 | 41,235.50 |
| CAPITAL INV. - CAMPO GRANDE | 15,000.00 | 15,000.00 |
| TOTAL FIXED ASSETS | 83,383.57 | 83,383.57 |
| TOTAL ASSETS | 1,265,386.84 | 823,719.83 |
| LIABILITIES & EQUITY | | |
| TOTAL LIABILITIES | 0.00 | 0.00 |
| EQUITY | | |
| WORLD MISSIONS EQUITY | 823,719.83 | 675,880.16 |
| BUDGETED NET INCOME OR (LOSS) | 109,769.05 | 68,667.88 |
| NON-BUDGETED NET INCOME OR (LOSS) | 189,220.05 | 40,480.00 |
| PERSONAL SUPPORT NET INCOME OR (LOSS) | 142,677.91 | 38,691.79 |
| TOTAL EQUITY | 1,265,386.84 | 823,719.83 |
| TOTAL LIABILITIES & EQUITY | 1,265,386.84 | 823,719.83 |

World Missions Designated Savings - Schedule 51
Twelve Months Ending December 31, 2021

| | 2021 | 2020 |
|---|-------------------|-------------------|
| DESIGNATED FUNDS | | |
| MISSIONARY SUPPORT | 437,340.64 | 294,662.70 |
| BRAZIL PROJECTS | 2,175.80 | 2,175.80 |
| AFRICA PROJECTS | 18,766.00 | 20,000.00 |
| WORLD RELIEF SAVINGS | 190.50 | 10.00 |
| INDIA PROJECTS | 10,155.34 | 1,474.34 |
| INDIA-RELIEF/FOOD | 6,627.73 | 5,481.17 |
| PARAGUAY PROJECTS | 3,086.55 | 2,500.00 |
| INDIA CHILDREN | 13,720.20 | 12,175.98 |
| RAY J LEGACY - NEW MISSIONARIES * | 5,807.74 | 5,807.74 |
| LEGACIES | 38,274.83 | 36,987.70 |
| GRANTS * | 65,346.84 | 42,743.73 |
| DARRELL BACON LEGACY | 160,171.54 | 870.68 |
| AMBASSADOR INSTITUTE - SPECIAL PROJECTS | 870.68 | 9,769.50 |
| JOURNEY MISSIONS | 1,228.64 | 23,000.00 |
| INTERNATIONAL STUDENT SCHOLARSHIPS | 24,000.00 | 11,697.03 |
| INTEREST EARNED SAVINGS | 10,418.88 | 29,759.90 |
| CASH IN SAVINGS* | 20,937.76 | 40,465.87 |
| MISSION VAN FUND | 52,342.72 | 0.00 |
| TOTAL DESIGNATED FUNDS | 871,462.39 | 539,582.14 |

* Denotes Funds With Board Restrictions Already In Place

Note: The current balance in the World Missions Project and Outreach Accounts as of 12/31/2021 was \$115,844.79

World Missions Budgeted Income Statement
Twelve Months Ending December 31, 2021

| | 2021 | 2020 |
|---|--------------------|--------------------|
| BUDGETED RECEIPTS | | |
| CONGREGATIONS GIFTS | \$325,332.72 | \$263,709.88 |
| INDIVIDUALS GIFTS | 60,826.39 | 35,411.36 |
| CONFERENCE OFFERINGS | 2,071.02 | 0.00 |
| ADMIN REIMBURSEMENT - PA | 10,979.85 | 11,732.91 |
| ADMIN REIMBURSEMENT - JL | 10,235.91 | 11,713.46 |
| ADMIN REIMBURSEMENT - JS | 6,258.55 | 5,417.01 |
| ADMIN REIMBURSEMENT - JA | 12,526.38 | 11,380.85 |
| ADMIN REIMBURSEMENT - BR | 11,056.19 | 11,786.96 |
| ADMIN REIMBURSEMENT - TS | 9,407.15 | 9,931.54 |
| ADMIN REIMBURSEMENT - NJ | 9,280.60 | 8,207.41 |
| ADMIN REIMBURSEMENT - MB | 1,673.43 | 9,266.53 |
| ADMIN REIMBURSEMENT- MA | 10,474.67 | 10,455.03 |
| ADMIN REIMBURSEMENT - MR | 4,443.54 | 1,996.62 |
| ADMIN REIMBURSEMENT - JOURNEY MISSIONS | 2,336.47 | 842.65 |
| BRAZIL OUTREACH | 2,400.00 | 165.00 |
| MIRIAM INFANT HOME - CHILDREN | 41,378.74 | 37,091.16 |
| INDIA OUTREACH | 4,737.00 | 2,293.00 |
| STEER SUPPORT | 2,100.03 | 4,747.48 |
| AMBASSADOR INSTITUTE | 3,495.00 | 3,005.00 |
| MISCELLANEOUS - AMB INST | 2,000.00 | 1,500.00 |
| JOURNEY MISSIONS | 37,489.52 | 55,287.62 |
| JOURNEY MISSIONS - GRANTS | 0.00 | 10,611.30 |
| MISCELLANEOUS - JOURNEY MISSIONS | 13,766.73 | 5,829.78 |
| WORLD MISSIONS - GRANTS | 0.00 | 28,299.72 |
| MISCELLANEOUS - WORLD MISSIONS | 3,531.00 | 13.00 |
| MISSION VAN INCOME FROM PERSONAL SUPPORT | 14,982.20 | 24,037.30 |
| TOTAL BUDGETED RECEIPTS | 602,783.09 | 564,732.57 |
| BUDGETED DISBURSEMENTS | | |
| | 2021 | 2020 |
| BRAZIL OUTREACH | | |
| TRAVEL ASSISTANCE | 3,600.00 | 3,600.00 |
| TOTAL CHURCH ASSISTANCE | 3,600.00 | 3,600.00 |
| SEMINARY & BIBLE SCHOOL | | |
| SETELL SUBSIDY | 41,949.00 | 41,949.04 |
| OUTREACH TOTAL | 41,949.00 | 41,949.04 |
| MIRIAM INFANT HOME | | |
| MIRIAM INFANT HOME - CHILDREN | 26,900.00 | 26,900.00 |
| MIRIAM INFANT HOME - STAFF | 18,800.00 | 18,800.00 |
| MIRIAM INFANT HOME TOTAL | 45,700.00 | 45,700.00 |
| TOTAL BRAZIL DISBURSEMENTS | 91,249.00 | 91,249.04 |
| BRAZIL OUTREACH NET INCOME OR (LOSS) | (47,470.26) | (53,992.88) |
| MEXICO OUTREACH | | |
| EVANGELISM | 3,500.04 | 3,500.04 |
| TOTAL MEXICO DISBURSEMENTS | 3,500.04 | 3,500.04 |
| MEXICO OUTREACH NET INCOME OR (LOSS) | (3,500.04) | (3,500.04) |

| | 2021 | 2020 |
|---|--------------------|--------------------|
| INDIA OUTREACH | | |
| WORKER SUBSIDY | 12,199.92 | 12,199.92 |
| INDIA NATIONAL CHURCH SUBSIDY | 3,600.00 | 3,600.00 |
| INDIA UNREACHED PEOPLE GROUPS | 2,160.00 | 2,160.00 |
| TOTL INDIA DISBURSEMENTS | 17,959.92 | 17,959.92 |
| INDIA OUTREACH NET INCOME OR (LOSS) | (13,222.92) | (15,666.92) |
| AMBASSADOR INSTITUTE | | |
| DEPARTMENT HEAD INTERNATIONAL TRAVEL | 0.00 | 1,221.80 |
| PROMOTION | 477.53 | 508.63 |
| POSTAGE | 0.00 | 0.00 |
| ON SITE EXPENSES | 1,840.00 | 1,575.01 |
| INDIA | 2,400.00 | 2,400.00 |
| AFLC OVERHEAD | 387.25 | 880.92 |
| AFLC DEVELOPMENT OVERHEAD | 0.00 | 468.24 |
| TOTAL AMBASSADOR INSTITUTE DISBURSEMENTS | 5,104.78 | 7,054.60 |
| AMBASSADOR INSTITUTE NET INCOME OR (LOSS) | 390.22 | (2,549.60) |
| JOURNEY MISSIONS | | |
| DEPARTMENT EXPENSES | | |
| SALARIES | 60,190.64 | 58,525.97 |
| PAYROLL TAX | 4,616.54 | 4,488.91 |
| 401(K) | 3,009.64 | 2,911.68 |
| LIFE INSURANCE | 419.76 | 416.04 |
| INTERNATIONAL TRAVEL | 1,600.76 | 806.54 |
| TRAVEL | 4,146.01 | 1,970.68 |
| CONTINUING EDUCATION | 350.00 | 355.56 |
| PROMOTION | 661.07 | 800.61 |
| INSURANCE | 0.00 | 0.00 |
| OFFICE EXPENSES | 228.86 | 127.95 |
| POSTAGE | 0.00 | (10.75) |
| OFFICE SUPPLIES | 270.51 | 73.30 |
| TELEPHONE | 1,479.57 | 1,559.85 |
| ON-SITE EXPENSES | 117.87 | 74.18 |
| NEW EQUIPMENT | 0.00 | 0.00 |
| TOTAL JOURNEY MISSIONS DEPARTMENT EXPENSES | 77,091.23 | 72,100.52 |
| ADMINISTRATIVE EXPNESES | | |
| BUILDING SUBSIDY TO GENERAL FUND | 1,180.10 | 3,163.00 |
| AFLC OVERHEAD | 3,485.25 | 7,928.28 |
| DEVELOPMENT OVERHEAD | 0.00 | 4,214.15 |
| TOTAL JOURNEY MISSIONS ADMINISTRATIVE EXPENSES | 4,665.35 | 15,305.43 |
| TOTAL JOURNEY MISSIONS DISBURSEMENTS | 81,756.58 | 87,405.95 |
| JOURNEY MISSIONS NET INCOME OR (LOSS) | (28,163.86) | (14,834.60) |

HOME OFFICE DISBURSEMENTS**ADMINISTRATION EXPENSES**

| | |
|--------------------------------------|--|
| BUILDING SUBSIDY TO GENERAL FUND | |
| AFLC OVERHEAD | |
| AFLC DEVELOPMENT OVERHEAD | |
| LUTHERAN AMBASSADOR SUBSIDY | |
| TOTAL ADMINISTRATION EXPENSES | |

| 2021 | 2020 |
|------------------|------------------|
| 3,034.50 | 8,153.00 |
| 15,490.00 | 35,236.80 |
| 0.00 | 18,729.55 |
| 6,203.78 | 10,084.00 |
| 24,728.28 | 72,203.35 |

DEPARTMENT EXPENSES

| | |
|---|--|
| BANK FEES | |
| LEGAL | |
| PROMOTION | |
| VEHICLE OPERATION/MAINTENANCE | |
| INSURANCE/BONDS | |
| VEHICLE REGISTRATION | |
| EXPENSES/OFFICE | |
| POSTAGE | |
| REPAIR/MAINT | |
| OFFICE SUPPLIES | |
| SUPPLIES - COMPUTER | |
| TAXES - PAYROLL | |
| TELEPHONE | |
| DEPUTATION | |
| OFFICE MANAGER EXPENSES | |
| DIRECTOR TRAVEL - FOREIGN | |
| DIRECTOR EXPENSES | |
| COMMITTEE EXPENSES | |
| DIRECTOR SALARY | |
| SALARY - OFFICE MANAGER | |
| PART TIME STAFF SALARY | |
| SALARY - COMMUNICATIONS COORDINATOR | |
| STEER | |
| CONTINUING EDUCATION | |
| 401(K) RETIEMENT & FEES | |
| LIFE INSURANCE | |
| LTD INSURANCE | |
| NEW EQUIPMENT | |
| COMPUTER SUPPORT EXPENSES | |
| MISSION HOME OPERATION | |
| TOTAL DEPARTMENT EXPENSES | |
| TOTAL HOME OFFICE DISBURSEMENTS | |
| HOME OFFICE NET INCOME OR (LOSS) | |

| | |
|-------------------|-------------------|
| 5,253.11 | 0.00 |
| 4,631.25 | 35.50 |
| 2,508.05 | 1,466.06 |
| 3,219.15 | 3,795.96 |
| 6,322.46 | 6,341.89 |
| 534.74 | 619.07 |
| 1,307.54 | 5,313.16 |
| 2,154.89 | 2,231.33 |
| 0.00 | 31.70 |
| 2,683.68 | 3,122.53 |
| 380.81 | 72.55 |
| 6,359.78 | 4,825.83 |
| 1,973.33 | 2,166.55 |
| 8,274.65 | 5,208.43 |
| 1,457.45 | 0.00 |
| 8,115.11 | 2,229.65 |
| 1,677.21 | 1,533.84 |
| 6,377.31 | 4,932.11 |
| 95,056.24 | 92,711.33 |
| 64,491.68 | 62,743.11 |
| 785.00 | 1,517.50 |
| 17,999.96 | 0.00 |
| 1,200.06 | 1,016.03 |
| 700.00 | 720.00 |
| 9,290.77 | 8,191.36 |
| 614.40 | 497.40 |
| 417.84 | 367.92 |
| 5,553.62 | 179.99 |
| 375.57 | 0.00 |
| 8,999.78 | 4,820.99 |
| 268,715.44 | 216,691.79 |
| 293,443.72 | 288,895.14 |
| 201,735.91 | 159,211.92 |

SUMMARY BY MINISTRY

| | 2021 | 2020 |
|--|-------------------|-------------------|
| BRAZIL RECEIPTS | 43,778.74 | 37,256.16 |
| BRAZIL DISBURSEMENTS | 91,249.00 | 91,249.04 |
| NET INCOME OR (LOSS) | (47,470.26) | (53,992.88) |
| MEXICO DISBURSEMENTS | 3,500.04 | 3,500.04 |
| NET INCOME OR (LOSS) | (3,500.04) | (3,500.04) |
| INDIA RECEIPTS | 4,737.00 | 2,293.00 |
| INDIA DISBURSEMENTS | 17,959.92 | 17,959.92 |
| NET INCOME OR (LOSS) | (13,222.92) | (15,666.92) |
| AMBASSADOR INSTITUTE RECEIPTS | 5,495.00 | 4,505.00 |
| AMBASSADOR INSTITUTE DISBURSEMENTS | 5,104.78 | 7,054.60 |
| NET INCOME OR (LOSS) | 390.22 | (2,549.60) |
| JOURNEY MISSIONS RECEIPTS | 53,592.72 | 72,571.35 |
| JOURNEY MISSIONS DISBURSEMENTS | 81,756.58 | 87,405.95 |
| NET INCOME OR (LOSS) | (28,163.86) | (14,834.60) |
| ALL OTHER INCOME | 495,179.63 | 448,107.06 |
| HOME EXPENSES | 293,443.72 | 288,895.14 |
| NET INCOME OR (LOSS) | 201,735.91 | 159,211.92 |
| TOTAL BUDGETED RECEIPTS | 602,783.09 | 564,732.57 |
| TOTAL BUDGETED DISBURSEMENTS | 493,014.04 | 496,064.69 |
| TOTAL BUDGETED NET INCOME OR (LOSS) | 109,769.05 | 68,667.88 |

World Missions Non-Budgeted Income Statement
Twelve Months Ending December 31, 2021

| | 2021 | 2020 |
|---|-------------------|-------------------|
| NON-BUDGETED RECEIPTS | | |
| MISCELLANEOUS RECEIPTS | | |
| LEGACIES | \$161,458.67 | \$10,000.00 |
| INTEREST INCOME | 1,860.48 | 4,981.27 |
| IN & OUT | 3,030.00 | 623.33 |
| GRANTS - WORLD MISSIONS | 32,359.31 | 30,114.87 |
| INTERNATIONAL STUDENT SCHOLARSHIPS | 4,000.00 | 0.00 |
| WORLD RELIEF | 2,458.37 | 1,100.00 |
| WORLD RELIEF - WORLD MISSIONS | 2,580.50 | 2,410.00 |
| WYCLIFFE | 16,765.67 | 11,712.00 |
| LUTHERAN BIBLE TRANSLATORS | 25,966.17 | 20,501.67 |
| TOTAL MISCELLANEOUS RECEIPTS | 250,479.17 | 81,443.14 |
| JOURNEY MISSIONS RECEIPTS | | |
| JM - TRIPS | 800.00 | 0.00 |
| JM - ISRAEL | 2,145.00 | 0.00 |
| JM - BRAZIL | 200.00 | 5,000.21 |
| SHORT-TERM ASSISTANTS | 22,211.26 | 11,853.00 |
| JM - GRANTS | 2,000.00 | 0.00 |
| JM - LEGACIES | 0.00 | 10,000.00 |
| TOTAL JOURNEY MISSIONS RECEIPTS | 27,356.26 | 26,853.21 |
| BRAZIL PROJECTS RECEIPTS | | |
| SPECIAL PROJECTS - BRAZIL | 29,907.06 | 26,954.13 |
| STUDENT WORK FUND | 200.00 | 300.00 |
| STUDENT SCHOLARSHIP | 1,800.00 | 1,450.00 |
| ARCA | 28,652.99 | 18,800.00 |
| TOTAL BRAZIL PROJECTS RECEIPTS | 60,560.05 | 47,504.13 |
| MEXICO PROJECTS RECEIPTS | | |
| SPECIAL PROJECTS - MEXICO | 4,350.00 | 2,850.00 |
| CAPITAL INVESTMENTS - MEXICO | 2,500.00 | 0.00 |
| TOTAL MEXICO PROJECTS RECEIPTS | 6,850.00 | 2,850.00 |
| INDIA PROJECTS RECEIPTS | | |
| SPECIAL PROJECTS - INDIA | 17,870.00 | 3,100.00 |
| INDIA CHILDREN | 13,044.22 | 8,415.00 |
| RELIEF / FOOD | 4,666.56 | 9,716.59 |
| BIBLES/LITERATURE | 131.00 | 1,600.00 |
| TOTAL INDIA PROJECTS RECEIPTS | 35,711.78 | 22,831.59 |
| PORTUGAL PROJECTS RECEIPTS | 0.00 | 0.00 |
| AFRICA PROJECTS RECEIPTS | | |
| SPECIAL PROJECTS - AFRICA | 1,382.07 | 490.45 |
| TOTAL AFRICA PROJECTS RECEIPTS | 1,382.07 | 490.45 |
| PARAGUAY PROJECTS RECEIPTS | | |
| SPECIAL PROJECTS - PARAGUAY | 17,199.05 | 2,500.00 |
| TOTAL PARAGUAY PROJECTS RECEIPTS | 17,199.05 | 2,500.00 |
| TOTAL NON-BUDGETED RECEIPTS | 399,538.38 | 184,472.52 |

NON-BUDGETED DISBURSEMENTS**MISCELLANEOUS DISBURSEMENTS**

| | 2021 | 2020 |
|--|------------------|------------------|
| MISCELLANEOUS | 3,745.99 | 5,078.14 |
| IN & OUT | 3,030.00 | 623.33 |
| GRANTS PAID | 9,756.20 | 5,664.42 |
| INTERNATIONAL STUDENT SCHOLARSHIPS | 3,000.00 | 5,000.00 |
| WORLD RELIEF | 1,805.00 | 1,100.00 |
| WORLD MISSION PRAYER LEAGUE | 250.00 | 0.00 |
| W.M. - WORLD RELIEF | 2,400.00 | 2,400.00 |
| WYCLIFFE | 16,765.67 | 11,712.00 |
| LUTHERAN BIBLE TRANSLATORS | 25,966.17 | 20,501.67 |
| TOTAL MISCELLANEOUS DISBURSEMENTS | 66,719.03 | 52,079.56 |

JOURNEY MISSIONS DISBURSEMENTS

| | | |
|---|------------------|------------------|
| JM - BRAZIL | 530.00 | 1,664.62 |
| JM - MEXICO | 220.00 | 0.00 |
| SHORT-TERM ASSISTANTS | 31,589.14 | 6,707.69 |
| JM - GRANTS | 281.54 | 0.00 |
| JM - LEGACIES | 0.00 | 10,000.00 |
| TOTAL JOURNEY MISSIONS DISBURSEMENTS | 32,620.68 | 18,372.31 |

BRAZIL PROJECTS DISBURSEMENTS

| | | |
|--|------------------|------------------|
| SPECIAL PROJECTS - BRAZIL | 29,907.06 | 26,954.13 |
| STUDENT WORK FUND | 200.00 | 300.00 |
| STUDENT SCHOLARSHIP | 1,800.00 | 1,450.00 |
| ARCA | 28,652.99 | 18,800.00 |
| TOTAL BRAZIL PROJECTS DISBURSEMENTS | 60,560.05 | 47,504.13 |

MEXICO PROJECTS DISBURSEMENTS

| | | |
|--|-----------------|-----------------|
| SPECIAL PROJECTS-MEXICO | 4,350.00 | 2,850.00 |
| CAPITAL INVESTMENTS | 2,500.00 | 0.00 |
| TOTAL MEXICO PROJECTS DISBURSEMENTS | 6,850.00 | 2,850.00 |

INDIA PROJECTS DISBURSEMENTS

| | | |
|---|------------------|------------------|
| SPECIAL PROJECTS - INDIA | 8,120.00 | 5,700.00 |
| INDIA CHILDREN | 11,500.00 | 11,376.07 |
| RELIEF / FOOD | 3,520.00 | 4,420.00 |
| BIBLES/LITERATURE - INDIA | 1,200.00 | 1,200.00 |
| TOTAL INDIA PROJECTS DISBURSEMENTS | 24,340.00 | 22,696.07 |

AFRICA PROJECTS DISBURSEMENTS

| | | |
|--|-----------------|---------------|
| SPECIAL PROJECTS-AFRICA | 2,616.07 | 490.45 |
| TOTAL AFRICA PROJECTS DISBURSEMENTS | 2,616.07 | 490.45 |

PARAGUAY PROJECTS DISBURSEMENTS

| | | |
|--|------------------|-------------|
| SPECIAL PROJECTS - PARAGUAY | 16,612.50 | 0.00 |
| TOTAL PARAGUAY PROJECTS DISBURSEMENTS | 16,612.50 | 0.00 |

TOTAL NON-BUDGETED DISBURSEMENTS

| | | |
|--------------------------------------|-------------------|-------------------|
| TOTAL NON-BUDGETED NET INCOME | 210,318.33 | 143,992.52 |
|--------------------------------------|-------------------|-------------------|

| | | |
|--|-------------------|------------------|
| | 189,220.05 | 40,480.00 |
|--|-------------------|------------------|

World Missions Personal Support Income Statement
Twelve Months Ending December 31, 2021

| | 2021 | 2020 |
|--|--------------------|--------------------|
| PAUL ABEL | | |
| TOTAL SUPPORT | 98,818.61 | 105,596.11 |
| TOTAL EXPENSES | 80,687.44 | 89,198.91 |
| NET SUPPORT | 18,131.17 | 16,397.20 |
| MATTHEW ABEL | | |
| TOTAL SUPPORT | 94,272.03 | 94,095.23 |
| TOTAL EXPENSES | 71,462.12 | 88,337.75 |
| NET SUPPORT | 22,809.91 | 5,757.48 |
| JOHN LEE | | |
| TOTAL SUPPORT | 92,123.09 | 105,421.02 |
| TOTAL EXPENSES | 76,329.15 | 81,979.53 |
| NET SUPPORT | 15,793.94 | 23,441.49 |
| BRENT RAAN | | |
| TOTAL SUPPORT | 99,505.63 | 106,082.68 |
| TOTAL EXPENSES | 80,206.33 | 97,104.08 |
| NET SUPPORT | 19,299.30 | 8,978.60 |
| TODD SCHIERKOLK | | |
| TOTAL SUPPORT | 84,664.20 | 89,383.72 |
| TOTAL EXPENSES | 79,630.72 | 76,994.08 |
| NET SUPPORT | 5,033.48 | 12,389.64 |
| JONATHAN ABEL | | |
| TOTAL SUPPORT | 112,737.42 | 102,427.63 |
| TOTAL EXPENSES | 96,951.97 | 93,749.08 |
| NET SUPPORT | 15,785.45 | 8,678.55 |
| NATE JORE | | |
| TOTAL SUPPORT | 83,525.42 | 73,866.72 |
| TOTAL EXPENSES | 94,836.73 | 117,106.32 |
| NET SUPPORT | (11,311.31) | (43,239.60) |
| JONNI SLIVER | | |
| TOTAL SUPPORT | 56,326.92 | 48,752.86 |
| TOTAL EXPENSES | 45,823.97 | 50,698.22 |
| NET SUPPORT | 10,502.95 | (1,945.36) |
| MICAH BERGER | | |
| TOTAL SUPPORT | 15,060.85 | 83,398.65 |
| TOTAL EXPENSES | 3,500.00 | 70,158.38 |
| NET SUPPORT | 11,560.85 | 13,240.27 |
| MICHAEL ROKENBRODT | | |
| TOTAL SUPPORT | 39,991.90 | 17,969.45 |
| TOTAL EXPENSES | 19,919.73 | 22,975.93 |
| NET SUPPORT | 20,072.17 | (5,006.48) |
| TOTAL PERSONAL SUPPORT RECEIPTS | 777,026.07 | 826,994.07 |
| TOTAL PERSONAL SUPPORT DISBURSEMENTS | 649,348.16 | 788,302.28 |
| PERSONAL SUPPORT NET INCOME OR (LOSS) | 142,677.91 | 38,691.79 |

**FREE LUTHERAN BIBLE COLLEGE
AND SEMINARY FINANCIALS**

Free Lutheran Seminary

Balance Sheet

For the Twelve Months Ending Friday, July 31, 2021

| | 2020 | 2021 |
|-------------------------------------|-----------------------|-----------------------|
| ASSETS | | |
| Cash & Equivalents | (\$483,231.16) | (\$514,210.25) |
| Accounts Receivable | 55,023.53 | 70,472.56 |
| Total Current Assets | (428,207.63) | (443,737.69) |
| Investments | 661,889.37 | 777,037.06 |
| Total Long-Term Assets | 661,889.37 | 777,037.06 |
| FIXED ASSETS | | |
| Fixed Assets | 2,341,900.21 | 2,397,624.97 |
| Net Fixed Assets | 2,341,900.21 | 2,397,624.97 |
| Total Assets | \$2,575,581.95 | \$2,730,924.34 |
| LIABILITIES AND EQUITY | | |
| Accrued Expenses | \$780.87 | \$884.17 |
| Due To & Accruals | (3,491.00) | (3,824.43) |
| Notes Payable | 0.00 | 0.00 |
| Total Current Liabilities | (2,710.13) | (2,940.26) |
| Total Liabilities | (2,710.13) | (2,940.26) |
| Equity | 2,699,593.78 | 2,575,818.61 |
| Current Year Net Income | (121,301.70) | 158,045.99 |
| Total Equity | 2,578,292.08 | 2,733,864.60 |
| Total Liabilities and Equity | \$2,575,581.95 | \$2,730,924.34 |

Free Lutheran Seminary

All Funds

For the Twelve Months Ending Friday, July 31, 2021

| | 2020 | 2021 |
|-----------------------------------|-------------------|-------------------|
| INCOME | | |
| Revenue | | |
| Program Fees | \$300,439.00 | \$302,895.89 |
| Maintenance & Facility Revenue | 25,058.00 | 17,035.00 |
| Total Revenue | 325,497.00 | 319,930.89 |
| Contributions | | |
| General Gifts | | |
| Matching Funds | 300,831.50 | 293,480.86 |
| Other | 50.00 | 265.65 |
| Total Contributions | 300,881.50 | 293,746.51 |
| Non-Budgeted Income | | |
| Legacy Gifts | (4,195.32) | 0.00 |
| Special Appeal Gifts | (4,055.00) | 18,000.00 |
| Other | 24,259.15 | 29,382.02 |
| Total Non-Budgeted Income | 16,008.83 | 47,382.02 |
| Other Income | | |
| Other | 3,437.00 | 53,070.12 |
| Scholarship Contributions | 73,714.60 | (21,668.77) |
| Interest & Change In Investments | (93,349.53) | 81,420.34 |
| Restricted Funds Released | 102,978.36 | 0.00 |
| Total Other Income | 86,780.43 | 112,821.69 |
| TOTAL INCOME | 729,167.76 | 773,881.11 |
| EXPENSES | | |
| Salaries & Wages | | |
| Teachers | 189,527.26 | 145,621.48 |
| Maintenance | 0.00 | 0.00 |
| Library | | |
| Office | 259,920.75 | 229,278.08 |
| Honorariums | 3,613.48 | 1,725.00 |
| AFLTS/AFLBS Staff Share | 4,190.90 | 0.00 |
| Total Salaries & Wages | 457,252.39 | 376,624.56 |
| Benefits | | |
| Insurance Premiums | 22,061.02 | 18,542.48 |
| Other Premiums/Fees | 1,935.94 | 1,213.80 |
| Employee Education | 7,535.39 | 5,693.52 |
| Staff Appreciation | 423.58 | 424.37 |
| Total Benefits | 31,955.93 | 25,874.17 |
| Program Expenses | | |
| Food Service | 4,335.87 | 329.70 |
| Student Activities | 11,740.94 | 4,148.95 |
| Music Education | 125.00 | 400.00 |
| Library | 2,528.00 | 2,392.59 |
| Mission Conference/J-Term | 0.00 | 0.00 |
| Educational Materials/Supplies | 30,299.58 | 16,970.16 |
| Total Program Expenses | 49,029.39 | 24,241.40 |

Free Lutheran Seminary
All Funds
For the Twelve Months Ending Friday, July 31, 2021

Utilities

| | | |
|------------------------|------------------|------------------|
| Gas, Electric, Water | 23,339.23 | 32,524.58 |
| Phones & Internet | 2,877.75 | 1,208.94 |
| Total Utilities | 26,216.98 | 33,733.52 |

Insurance

| | | |
|-----------------------|------------------|------------------|
| Automobiles | 233.13 | 0.00 |
| Commerical/Umbrella | 13,970.88 | 12,251.52 |
| Worker's Compensation | 1,981.64 | 0.00 |
| | 16,185.65 | 12,251.52 |

Overhead

| | | |
|-----------------------|-------------------|------------------|
| AFLC | 43,342.94 | 23,362.84 |
| Office Expense | 5,676.50 | 1,847.40 |
| Travel | 33,742.27 | 21,144.58 |
| Computer Support | 16,777.08 | 13,926.93 |
| Accounting/Legal | 3,585.00 | 3,480.00 |
| Misc. | 449.61 | 0.00 |
| Promotional | 3,031.98 | 3,595.83 |
| Refunds & Write-Offs | 0.00 | 0.00 |
| Total Overhead | 106,605.38 | 67,357.58 |

Repairs & Maintenance

| | | |
|--|------------------|------------------|
| Buildings | 37,757.16 | 34,046.83 |
| Supplies | | 25085 |
| Equipment Purchases & Repairs | 604.97 | 0.00 |
| Contract Services | 3,969.45 | 15,471.85 |
| Total Repairs & Maintenance | 42,331.58 | 74,603.68 |

Interest Expense

| | | |
|-----------------------|-------------|-------------|
| Interest on Loans | 0.00 | 0.00 |
| Total Interest | 0.00 | 0.00 |

Scholarship Disbursements

| | | |
|----------------------------|-------------------|---------------|
| General | 60,028.00 | 499.00 |
| Other | 52,602.60 | 0.00 |
| Total Disbursements | 112,630.60 | 499.00 |

Taxes

| | | |
|------------------------|-----------------|-------------|
| Payroll | 2,613.70 | 0.00 |
| Total Insurance | 2,613.70 | 0.00 |

Non-Budgeted Misc.

| | | |
|----------------------------|-----------------|---------------|
| General | 5,647.86 | 649.69 |
| Total Miscellaneous | 5,647.86 | 649.69 |

| | | |
|----------------|---------------------|-------------------|
| TOTAL EXPENSES | 850,469.46 | 615,835.12 |
| NET CHANGE | (121,301.70) | 158,045.99 |

Free Lutheran Bible College

Balance Sheet

For the Twelve Months Ending Friday, July 31, 2021

| | 2020 | 2021 |
|-------------------------------------|-----------------------|-----------------------|
| ASSETS | | |
| Cash & Equivalents | \$258,703.19 | (\$401,890.87) |
| Accounts Receivable | 152,632.00 | 101,447.75 |
| Total Current Assets | 411,335.19 | (300,443.12) |
| Investments | 1,634,813.10 | 1,731,918.90 |
| Total Long-Term Assets | 1,634,813.10 | 1,731,918.90 |
| FIXED ASSETS | | |
| Fixed Assets | 6,527,083.96 | 7,110,807.67 |
| Less Accumulated Depreciation | 3,784,057.23 | 4,038,159.45 |
| Net Fixed Assets | 2,743,026.73 | 3,072,648.22 |
| Total Assets | \$4,789,175.02 | \$4,504,124.00 |
| LIABILITIES AND EQUITY | | |
| Accrued Expenses | \$15,627.92 | \$14,111.54 |
| Due To & Accruals | 177,675.90 | (16,293.33) |
| Accounts Payable | 15,758.01 | 4,058.01 |
| Notes Payable | 0 | 0 |
| Total Current Liabilities | 209,061.83 | 1,876.22 |
| Total Liabilities | 209,061.83 | 1,876.22 |
| Equity | 4,275,670.82 | 4,211,734.06 |
| Current Year Net Income | 304,442.37 | 290,513.72 |
| Total Equity | 4,580,113.19 | 4,502,247.78 |
| Total Liabilities and Equity | \$4,789,175.02 | \$4,504,124.00 |

Free Lutheran Bible College

All Funds

For the Twelve Months Ending Friday, July 31, 2021

| | 2020 | 2021 |
|-----------------------------------|---------------------|---------------------|
| INCOME | | |
| Revenue | | |
| Program Fees | \$1,232,115.61 | \$1,523,982.85 |
| Maintenance & Facility Revenue | 15,466.25 | 75,358.55 |
| Total Revenue | 1,247,581.86 | 1,599,341.40 |
| Contributions | | |
| General Gifts | 363,395.65 | 430,362.95 |
| Ministry Team Related | 62,563.07 | 140,181.00 |
| Matching Funds | 0.00 | 0.00 |
| Other | 253.15 | 1,422.48 |
| Total Contributions | 426,211.87 | 571,966.43 |
| Non-Budgeted Income | | |
| Legacy Gifts | 981,360.67 | 313,765.31 |
| Special Appeal Gifts | 12,846.12 | 24,584.50 |
| Other | 24,259.16 | 29,382.03 |
| Total Non-Budgeted Income | 1,018,465.95 | 367,731.84 |
| Other Income | | |
| Other | 507,778.44 | 370,382.09 |
| Scholarship Contributions | 149,187.94 | 44,989.98 |
| Interest & Change In Investments | 64,252.61 | (554,793.82) |
| Restricted Funds Released | 99,849.02 | 0.00 |
| Total Other Income | 821,068.01 | (139,421.75) |
| TOTAL INCOME | 3,513,327.69 | 2,399,617.92 |
| EXPENSES | | |
| Salaries & Wages | | |
| Teachers | 299,106.08 | 279,773.49 |
| Maintenance | 201,818.84 | 310,333.06 |
| Food Service | 131,734.28 | 105,990.67 |
| Library | 34,700.08 | 37,317.98 |
| Office | 452,434.53 | 412,063.30 |
| Athletics | 9,072.00 | 11,769.00 |
| Honorariums | 3,930.00 | 1,050.00 |
| Residence Staff | 113,592.26 | 126,582.24 |
| AFLTS/AFLBS Staff Share | (4,190.90) | 0.00 |
| Total Salaries & Wages | 1,242,197.17 | 1,284,879.74 |
| Benefits | | |
| Insurance Premiums | 54,273.21 | 50,564.67 |
| Other Premiums/Fees | 16,714.78 | 15,638.39 |
| Employee Education | 10,579.99 | 7,044.82 |
| Total Benefits | 81,567.98 | 73,247.88 |
| Program Expenses | | |
| Food Service | 125,533.16 | 182,966.68 |
| Student Activities | 29,792.71 | 26,073.01 |
| Ministry Teams | 86,579.24 | 27,869.93 |
| Music Education | 21,933.43 | 10,700.69 |
| Library | 10,610.30 | 11,208.55 |
| Mission Conference/J-Term | 5,754.92 | 6,990.19 |
| Educational Materials/Supplies | 7,709.48 | 12,011.60 |

Free Lutheran Bible College

All Funds

For the Twelve Months Ending Friday, July 31, 2021

| | | |
|-------------------------------|-------------------|-------------------|
| Athletics | 26,030.81 | 26,553.47 |
| Total Program Expenses | 313,944.05 | 304,374.12 |

Utilities

| | | |
|------------------------|-------------------|-------------------|
| Student Center | | |
| Gas, Electric, Water | 104,809.29 | 156,687.35 |
| Phones & Internet | 18,871.00 | 20,778.65 |
| Total Utilities | 123,680.29 | 177,466.00 |

Insurance

| | | |
|------------------------|------------------|------------------|
| Commerical/Umbrella | 43,340.04 | 33,648.30 |
| Automobiles | 0.00 | 13253.41 |
| Worker's Compensation | 7,990.09 | 0.00 |
| Total Insurance | 51,330.13 | 46,901.71 |

Overhead

| | | |
|-----------------------|-------------------|-------------------|
| AFLC | 54,218.39 | 30,644.05 |
| Office Expense | 37,358.99 | 30,906.57 |
| Travel | 44,303.14 | 50,571.69 |
| Computer Support | 70,425.72 | 66,504.77 |
| Accounting | 25,143.71 | 34,007.15 |
| Legal | 3,352.57 | 6,030.89 |
| Miscellaneous | 5,172.80 | 4,949.94 |
| Promotional | 63,849.34 | 65,535.32 |
| Refunds & Write-Offs | 13,430.75 | 160.21 |
| Total Overhead | 317,255.41 | 289,310.59 |

Repairs & Maintenance

| | | |
|--|-------------------|-------------------|
| Buildings | 47,195.45 | 81,817.40 |
| Supplies | 12,910.04 | 40,691.05 |
| Grounds | 23,766.52 | 12,658.07 |
| Equipment Purchases & Repairs | 22,153.34 | 30,172.30 |
| Contract Services | 11,937.42 | 13,952.59 |
| Total Repairs & Maintenance | 117,962.77 | 179,291.41 |

Interest Expense

| | | |
|-----------------------|-------------|---------------|
| Interest on Loans | 0 | 250 |
| Total Interest | 0.00 | 250.00 |

Scholarship Disbursements

| | | |
|----------------------------|-------------------|---------------|
| General | 0.00 | 499.00 |
| Other | 201,016.08 | 0.00 |
| Total Disbursements | 201,016.08 | 499.00 |

Taxes

| | | |
|--------------------|------------------|-------------------|
| Payroll | 78,850.07 | 87,981.26 |
| Real Estate | 0.00 | 14,156.36 |
| Total Taxes | 78,850.07 | 102,137.62 |

Non-Budgeted Misc.

| | | |
|----------------------------|-------------------|------------------|
| General | 685,925.24 | 59,135.44 |
| Total Miscellaneous | 685,925.24 | 59,135.44 |

| | | |
|----------------|---------------------|---------------------|
| TOTAL EXPENSES | 3,213,729.19 | 2,517,493.51 |
| NET CHANGE | 299,598.50 | (117,875.59) |

Vision

Balance Sheet

For the Twelve Months Ending Friday, July 31, 2021

| | 2020 | 2021 |
|-------------------------------------|---------------------|-----------------------|
| ASSETS | | |
| Cash & Equivalents | \$1,159,714.80 | \$1,157,999.27 |
| Accounts Receivable | 375.00 | 0.00 |
| Total Current Assets | 1,160,089.80 | 1,157,999.27 |
| FIXED ASSETS | -546947.80 | 8069423.30 |
| Total Assets | \$613,142.00 | \$9,227,422.57 |
| LIABILITIES AND EQUITY | | |
| Notes Payable | 1,024,117.82 | 7,087,094.76 |
| Total Current Liabilities | 1,024,117.82 | 7,087,094.76 |
| Equity | 1,038,997.40 | 1,554,864.10 |
| Current Year Net Income | (1,449,973.22) | 585,463.71 |
| Total Equity | (410,975.82) | 2,140,327.81 |
| Total Liabilities and Equity | \$613,142.00 | \$9,227,422.57 |

FLTSC Vision Program
All Funds Statement of Activities
For the Twelve Months Ending Friday, July 31, 2021

| | 2020 | 2021 |
|----------------------------|-----------------------|-------------------|
| INCOME | | |
| Contributions | | |
| General Gifts | \$448,890.14 | \$828,322.81 |
| Total Contributions | 448,890.14 | 828,322.81 |
| Other Income | | |
| Restricted Funds Released | 208,844.64 | 0.00 |
| Total Other Income | 208,844.64 | 0.00 |
| TOTAL INCOME | 657,734.78 | 828,322.81 |
| EXPENSES | | |
| Overhead | | |
| Office Expense | 111183.12 | 154329.35 |
| Travel | 1073.86 | 2963 |
| Promotional | 3,023.60 | 6,643.89 |
| General/Misc. | 22,607.80 | 4,673.55 |
| Total Overhead | 137,888.38 | 168,609.79 |
| Campus Improvements | | |
| Design | 44180 | 0 |
| Permits/Fees | 417689.28 | 0 |
| Legal | 587.5 | 787.5 |
| Construction | 1,486,553.32 | 0.00 |
| Interest | 20,809.52 | 73,461.81 |
| Total Improvements | 1,969,819.62 | 74,249.31 |
| TOTAL EXPENSES | 2,107,708.00 | 242,859.10 |
| NET CHANGE | (1,449,973.22) | 585,463.71 |

AFLC CAMP REPORTS

Lake Bronson Family Camp, Lake Bronson, MN
Wilderness Bible Camp, Lake Park, MN
Bethany Bible Camp, Bemidji, MN

**2021
AFLC Family Camp
Lake Bronson, MN**

| | |
|----------------|--------------------|
| Balance | \$ 2,904.45 |
|----------------|--------------------|

Income:

| | |
|---------------------------|-------------------|
| Registration | \$5,560.00 |
| Coffee & Meals | \$300.00 |
| Offering | \$3,517.25 |
| Canteen | \$549.58 |

\$12,831.28

Expenses:

| | |
|--------------------|-------------------|
| Salaries | \$2,750.00 |
| Food | \$2,108.57 |
| Camp Rental | \$3,264.00 |

\$8,122.57

| | |
|-------------------------|-------------------|
| Balance on Hand: | \$4,708.71 |
|-------------------------|-------------------|

Respectfully submitted,
Sonia Balmer, Treasurer

AFLC Wilderness Bible Camp
Lake Park, MN

Balance Sheet—Year Ending 2021

| | |
|--------------------------|----------------|
| Beginning Balance | 9831.39 |
|--------------------------|----------------|

Income:

| | |
|---------------------|-----------|
| Gifts/Camp Offering | 10,152.00 |
|---------------------|-----------|

| | |
|----------------------|------------------|
| Total Income: | 10,152.00 |
|----------------------|------------------|

| | |
|-------------------------|---------|
| Plus Beginning Balance: | 9831.39 |
|-------------------------|---------|

| | |
|---------------------|------------------|
| Grand Total: | 19,983.39 |
|---------------------|------------------|

Disbursements:

| | |
|--------------------|---------|
| Wild Rice Electric | 1361.90 |
| Camp Speakers | 2175.16 |
| Licenses | 683.00 |
| Supplies | 385.26 |
| Legacy Plumbing | 108.75 |
| Ballard Sanitation | 274.95 |
| Mosquito Joe's | 987.85 |

| | |
|----------------------------|----------------|
| Total Disbursements | 5976.87 |
|----------------------------|----------------|

| | |
|-----------------------------|------------------|
| Grand Total (Income) | 19,983.39 |
|-----------------------------|------------------|

| | |
|---------------------------------|----------------|
| Less Total Disbursements | 5976.87 |
|---------------------------------|----------------|

| | |
|-----------------------|------------------|
| Ending Balance | 14,006.52 |
|-----------------------|------------------|

Respectfully submitted,
Amy Dalager, Treasurer

For camp information, contact Matt Olson— mattolson7810@msn.com
Camp Dates for 2022: July 12-17

BETHANY BIBLE CAMP BEMIDJI, MN

Bethany Bible Camp is owned by 15 churches in the North Central Minnesota District of the AFLC. Bethany Bible Camp was established in 1939 and our mission statement is **“To provide an atmosphere and facility where people are established, nurtured, and equipped to be disciples of Jesus Christ.”** We are located at 51497 Tanager Drive, Bemidji MN, 56601 approximately 12 miles east of Bemidji on beautiful Grace Lake.

Our District events for 2022:

June 21 – 25 • Jr. Camp • Pastor Tom Reagan speaking • Cost \$140

June 25 – 30 • Sr. Camp • Pastor James L. Johnson speaking • Cost \$160

July 14 • WMF Summer Rally

August 12 – 14 • Men’s Retreat • More details to come on our website

August 19 – 21 • Women’s Retreat • More details to come on our website

We were so blessed to be back at camp with our 3rd-12th grade kids last summer after a year off. It was evident by our numbers, that the kids and parents were glad about this as well! We had a record turnout for our Sr. camp, 88 kids, 7th-12th grade, praise the Lord with us! Our Jr. camp was almost at capacity as well and we saw many new faces to Bethany Bible Camp. The Lord is working though Bible Camps! Take the time to encourage people, neighbors, grandkids, kids at your church, to get to a bible preaching camp this summer, you never know the eternal significance that it could have on a life.

“Grace and peace to you from God our Father and the Lord Jesus Christ. I thank my God every time I remember you. In all my prayers for all of you, I always pray with joy because of your partnership in the gospel from the first day until now, being confident of this, that He who began a good work in you will carry it on to completion until the day of Christ Jesus.”
Philippians 1:2-5

Bethany Bible Camp is also rented out for family reunions and other church groups to hold camps. Call us for availability, 218-751-6094.
www.bethanybiblecamp.com

Respectfully Submitted,
Angie Berg

AFLC BUDGET ANALYSIS COMMITTEE

To the Sixtieth Annual Conference of the Association of Free Lutheran Congregations assembled at the ARC June 15-18, 2022.

The Budget Analysis Committee (hereinafter “BAC”) met at the AFLC Headquarters on March 9 and 10, 2022 to meet with representatives of AFLC ministries who are making subsidy receipt requests for approval by the Annual Conference. Prior to the meeting the BAC reviewed proposed budgets and other information provided by the AFLC ministries.

BAC members present were Mr. Darin Dykstra from Abiding Savior in Sioux Falls, South Dakota, Mr. Joel Erickson from Grace Free Lutheran in Plymouth, Minnesota, Mr. Kirk Rautio from Solid Rock in Anoka, Minnesota, Mrs. Christine Stout from Ruthfred Lutheran Church in Pittsburgh, Pennsylvania and Mr. Mike Tietjen from Lutheran Church of Hope in Loveland, Colorado.

Purpose

The BAC is elected by and reports to the Annual Conference. The purpose of the BAC is to review information and budget proposals provided by each ministry requesting a subsidy from the Annual Conference and to report our findings to the Annual Conference.

The goals of the BAC are:

1. Consistent review of each ministry’s budgets
2. Fairness to all ministries in the process of requesting subsidies
3. Clear and concise reporting of ministry subsidy requests to the Annual Conference
4. Promotion of stewardship and financial efficiency with each ministry
5. Suggestions for improvement of the budgetary process

Prior to meeting with the BAC, each ministry is asked to develop their budget and subsidy request balancing anticipated giving with their ministry needs and following the AFLC Budgeting Guidelines which were adopted by the 2019 Conference. In summary, the Budgeting Guidelines call for each ministry to develop their budgets taking into consideration long term plans, needs of the essential work of the ministry, historical giving (exclusive of legacies) and cooperation with other ministries to maximize efficiencies and impact of the AFLC as a whole. For your reference, a copy of the Budgeting Guidelines is included as addendum to this BAC report.

At the meetings with the BAC, each ministry discussed the vision of their ministry and the budgetary needs to accomplish their vision. The BAC asked several questions of each ministry including their short and long term goals, how they have worked with other ministries to maximize efficiencies and minimize costs and what they would do if their subsidy request was not met.

In this report, we will provide some overall analysis of financial information as well as observations of the budgets of each individual ministry.

We are grateful to all who met with our committee and shared their vision and insights into the ongoing work of each ministry. We are also thankful to Katie Johnson for assisting the BAC with gathering financial information and Liz McCarlson and Chanel Nelson for organizing our meetings.

Overall Analysis

As part of the BAC's review of each ministry's subsidy request in keeping with the Budgeting Guidelines, the BAC performed a review of historical subsidy receipts by ministry. It was noted that while subsidy receipts of the AFLC as a whole had declined a cumulative total of 23% for the five years ended December 31, 2020, we are praising God for a 10% increase in total subsidy receipts in 2021. Following is an explanation of the source of subsidy receipts.

1. Subsidy receipts include undesignated gifts - excluding undesignated estates and bequests - given to the AFLC which are allocated one third to each corporation (i.e. Coordinating Committee, Schools and Missions). It is at the discretion of each corporation to determine how the undesignated gifts are allocated to each ministry within the corporation. Undesignated estates and bequests given to the AFLC but not designated to a specific corporation or ministry is left to the discretionary use of the Coordinating Committee.
2. Subsidy receipts also include gifts given to the AFLC which are designated to a specific ministry.
3. Some ministries may also receive gifts in support of special projects; however, these gifts are not included in subsidy receipts.

It is important to note that subsidy requests approved by the Annual Conference represent the last portion of receipts which each ministry has determined they need to accomplish their specific goals for the budget year. If the subsidy request is not met, then the ministry must determine how to meet their budget. In prior years, the ministries have reduced expenses in their budgets due to declining subsidies. While cash receipts increased in 2021, the BAC has cautioned the ministries not to assume such increases will continue given the historical decline of receipts in the prior five years.

If subsidy requests are not met and expenses cannot be reduced, then the ministry will be required to use cash reserves. The BAC does not believe using cash reserves supports a long term strategy.

Based on the approved Budgeting Guidelines, the budget subsidy requests should be based on historical actual subsidy receipts. In order to develop a method to apply these guidelines that is independent and objective, the BAC has developed a subsidy benchmark.

As previously noted, actual total subsidy receipts for the AFLC have declined a cumulative of 23% over the period 2017 to 2020 and increased by 10% in 2021. The BAC has discussed how the 2020 actual receipts may be lower than “normal” due to the pandemic and the 2021 increase in receipts may be higher than “normal”. Therefore, the BAC developed a benchmark using an average of actual receipts over the past five years increased by 3% to evaluate 2023 subsidy requests.

Individual Ministry Subsidy Receipt Requests

The subsidy request of each ministry represents their budgetary need to meet their 2023 plans. In our discussions with each ministry we heard they could do more to reach their long term goals with more funds.

The BAC is supportive of the overall vision of all of the ministries. Each ministry has specific goals and needs that can only be fully understood by reading the individual reports of each ministry and talking with ministry representatives. We encourage the Annual Conference to study the financial reports and other information provided by each ministry which is included in the Annual Conference binder to gain an understanding of the financial position of each ministry and their mission goals and needs.

In our discussions with the ministries we have noted a focus on enhancing digital tools for outreach and communication. There is also a focus on increasing partnerships among the ministries to coordinate resources of the various ministries to make them available throughout the AFLC. An example of such efforts is the Reawakening Conference. The intent of this conference is to Reawaken the vision for Free and Living Congregations through bringing AFLC Ministries to AFLC Districts. AFLC Ministries were invited to participate in these local events if they desired and had personnel available. We have encouraged the ministries to continue such efforts as we heard from various ministries regarding their benefits.

Following is a brief summary of information gleaned by the BAC discussion with each ministry and detailed financial information utilized to evaluate their 2023 subsidy request. As noted, some of the ministries 2023 subsidy request fall within the BAC monetary benchmark previously described and some do not. The Conference should use their judgement in approving the subsidy requests which fall outside the monetary benchmark.

General Fund

The BAC met with Pastor Lyndon Korhonen, President of the AFLC, Pastor Tom Schierkolk, Chairman of the Co-ordinating Committee, and Katie Johnson, Director of Business Management.

Total budgeted expenses (excluding non-budgeted) for 2023 are \$830,401 compared to \$818,971 for 2021 actual expenses and \$721,273 for 2020 actual expenses. The increase in 2023 expenses relate to an increase in salaries and benefits which make up the most significant portion of total expenses. The increase in salaries is due to a combination of raises and the fact that certain positions were vacant for a portion of 2020. Also, travel costs have increased compared to 2020 when travel was not permitted.

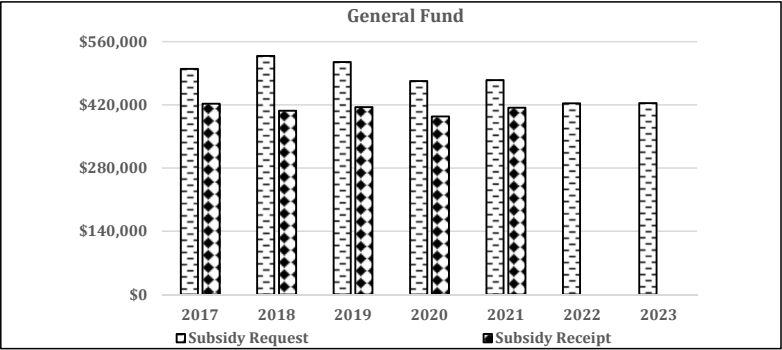
The 2023 subsidy request of \$424,000 represents 52% of total budgeted expenses. The most significant portion of expenses consists of salaries and benefits of the President, Assistant to the President and administrative staff with the remainder relating to maintaining the administrative facilities such as utilities, insurance, repairs and maintenance and other overhead related costs.

Historically, the General Fund has charged each ministry overhead from the general fund. Beginning in 2021, the General Fund overhead charge was reduced by the amount related to the costs of development because this amount is currently funded from a recently established endowment allocated from a generous contribution of approximately \$6 million. The General Fund has also agreed to eliminate the 2022 overhead charge for ministries residing in the headquarters office. A determination has not been made at this time whether such overhead charges will be abated in future years; therefore, the 2023 budgets of all the ministries currently includes an amount for anticipated allocated overhead expenses from the General Fund.

Use of the \$6 million contribution is \$2,907,722 for the allocated endowment to fund the development office, \$650,993 given to support the AFLC ministries and cover their overhead charges in 2021 and \$265,445 of overhead charges abated for 2022. The General Fund is evaluating the best use of the remaining \$1,993,284 .

As the following information indicates, the General Fund 2023 subsidy request of \$424,000 is \$1,060 or .25% higher than the \$422,940 BAC benchmark.

| General Fund | | | | | | | |
|-----------------|-----------------------------|-----------|----------------------|---------------------------------|--------------|-----------|-----------|
| | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 |
| Subsidy Request | \$499,584 | \$528,140 | \$514,885 | \$472,500 | \$475,000 | \$423,500 | \$424,000 |
| Subsidy Receipt | 422,680 | 407,161 | 415,102 | 394,302 | 413,860 | | |
| Difference | 76,904 | 120,979 | 99,783 | 78,198 | 61,140 | | |
| | | | | | | | |
| BAC Benchmark | 5 Yr. Receipt Average (5YA) | 5YA + 3% | 2023 Subsidy Request | Subsidy Request minus Benchmark | % Difference | | |
| | \$410,621 | \$422,940 | \$424,000 | \$1,060 | 0.25% | | |



Evangelism & Discipleship (AED)

The BAC met with Pastor Randy Nelson, Director of the AED, and Micah Johnson, Board Member.

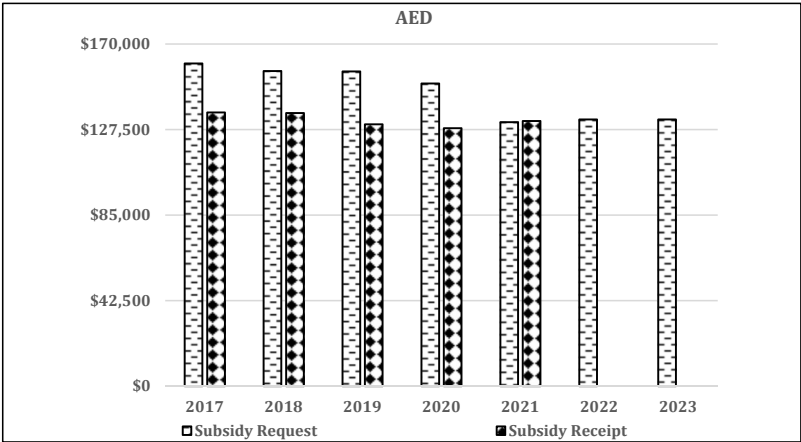
Total budgeted expenses for 2023 are \$151,041 compared to \$120,637 for 2021 actual expenses and \$116,174 for 2020 actual expenses. The increase in 2023 budgeted expenses compared to 2021 actual expenses relates primarily to General Fund overhead which was partially abated in 2021 but the ministry anticipates will resume being charged in 2023. The 2019 actual expenses were unusually low due to the fact there was no travel permitted as a result of the pandemic.

The 2023 subsidy request of \$132,500 represents 87% of total budgeted expenses which consists primarily of salaries and travel costs.

Pastor Nelson started his employment with AED in March 2020 literally as the country started to lock down due to the pandemic. Therefore, 2020 was solely a planning year. In 2021 the ministry implemented a key component of their outreach by revamping their website. This outreach along with participating in the Reawakening conferences is helping to reach as many congregations as possible which is one of their key goals. The Board has also started board training to focus this ministry's goals which includes meeting with congregational leaders interested in discipleship as well as meeting with pastors.

As the following information indicates, the AED 2023 subsidy request of \$132,500 is \$3,839 or 3% lower than the \$136,339 BAC benchmark.

| AED | | | | | | | |
|-----------------|-----------------------------|-----------|------------------|-----------------------------|--------------|-----------|-----------|
| | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 |
| Subsidy Request | \$160,397 | \$156,605 | \$156,403 | \$150,395 | \$131,200 | \$131,200 | \$132,500 |
| Subsidy Receipt | 136,035 | 135,765 | 130,106 | 128,173 | 131,760 | | |
| Difference | 24,362 | 20,840 | 26,297 | 22,222 | -560 | | |
| | | | | | | | |
| BAC Benchmark | 5 Yr. Receipt Average (5YA) | 5YA + 3% | 2023 Sub Request | Sub Request minus Benchmark | % Difference | | |
| | \$132,368 | \$136,339 | \$132,500 | -\$3,839 | -3% | | |



Parish Education

The BAC met with Marian Christopherson, Director, of Parish Education and Pastor Dennis Norby, Chairman of the Board.

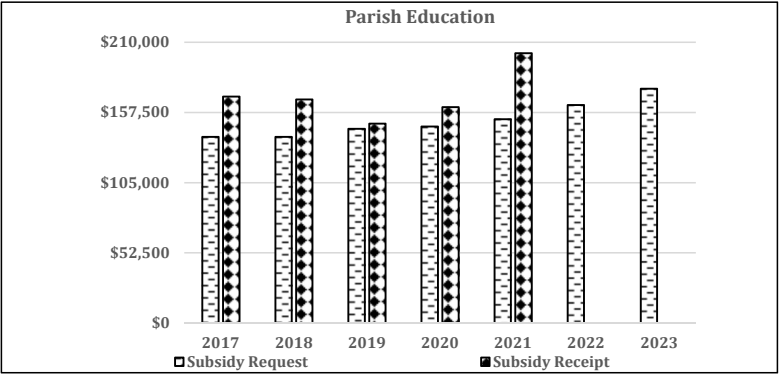
Total budgeted expenses for 2023 are \$345,265 compared to \$309,518 for 2021 actual expenses and \$302,039 for 2020 actual expenses. The increase in 2023 budgeted expenses compared to 2021 actual expenses relates primarily to General Fund overhead which was partially abated in 2021 but the ministry anticipates will resume being charged in 2023.

The 2023 subsidy request of \$175,265 represents 51% of total budgeted expenses which consist of salaries and the cost of publishing Sunday School and other materials for use by the congregations and inclusion in the Bible College bookstore. Consistent with prior years, Parish Ed functions with minimal paid staff (director, administrative assistant, and a parttime customer account specialist) and numerous volunteers assist in the creation of such materials. Completion of these publications would not be possible without this unpaid assistance. We discussed the need to update the Parish Education website and online bookstore to improve access to these publications. We understand this goal is currently inhibited due to limited staffing and finances.

While this ministry does receive some receipts for the sale of their publications the amount charged does not necessarily cover the total costs of their creation. Therefore, Parish Education relies heavily on their subsidy request to meet their ministry needs.

As the following information indicates, the Parish Education 2023 subsidy request of \$175,265 is \$ 340 or .19% higher than the \$174,925 BAC benchmark. Also, the following information indicates an increase in 2021 subsidy receipts which has been added to cash reserves. Ministry representatives indicated future plans to eventually create a much needed new staff position to assist the director if increased subsidy receipts continue.

| Parish Education | | | | | | | |
|------------------|-----------------------------|-----------|----------------------|---------------------------------|--------------|-----------|-----------|
| | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 |
| Subsidy Request | \$139,200 | \$139,200 | \$145,200 | \$147,000 | \$152,500 | \$163,000 | \$175,265 |
| Subsidy Receipt | 169,346 | 167,251 | 149,140 | 161,551 | 201,864 | | |
| Difference | -30,146 | -28,051 | -3,940 | -14,551 | -49,364 | | |
| | | | | | | | |
| BAC Benchmark | 5 Yr. Receipt Average (5YA) | 5YA + 3% | 2023 Subsidy Request | Subsidy Request minus Benchmark | % Difference | | |
| | \$169,830 | \$174,925 | \$175,265 | \$340 | 0.19% | | |



Youth

The BAC met with Pastor Jason Holt, Director of Youth Ministries, and Michele Smith, Financial Secretary of the Board.

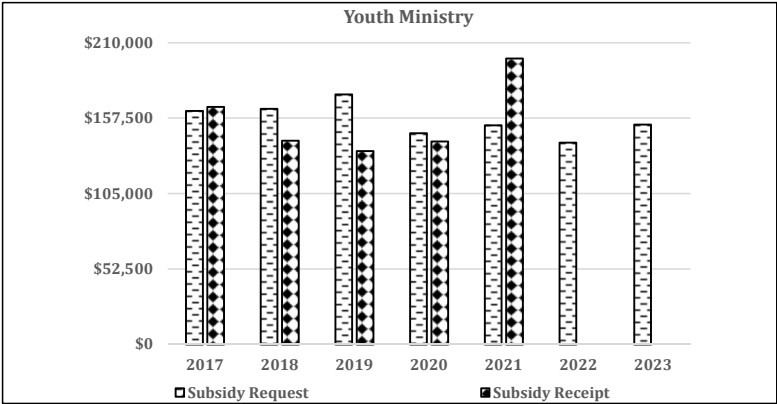
Total budgeted expenses for 2023 are \$224,988 compared to \$175,632 for 2021 actual expenses and \$231,806 for 2020 actual expenses. The increase in 2023 budgeted expenses compared to 2021 actual expenses primarily relates to the fact that the 2021 FLY Convention was postponed to 2023 due to the pandemic. Also, General Fund overhead was partially abated in 2021 but the ministry anticipates will resume being charged in 2023.

The 2023 subsidy request of \$153,000 represents 68% of total budgeted expenses which primarily consists of payroll and benefits and the cost of holding various youth events. One of, if not THE most significant youth event is the FLY Convention which is held every other year. Due to the pandemic, a decision was made to postpone the previously scheduled FLY Convention for 2021 to 2023 which caused a decrease in receipts. Plans are currently continuing for the 2023 FLY Convention.

The increase in subsidy receipts for 2021 have been partially used to supplement the salary of the director and increase cash reserves. The Youth department will examine ministry options including the expansion of hours for existing part-time national staff and the extension of opportunities offered to congregations and districts.

As the following information indicates, the Youth 2023 subsidy request of \$153,000 is \$8,052 or 5% lower than the \$161,052 BAC benchmark.

| Youth | | | | | | | |
|------------------------|------------------------------------|-----------------|-----------------------------|--|---------------------|-----------|-----------|
| | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 |
| Subsidy Request | \$162,500 | \$164,000 | \$174,000 | \$147,000 | \$152,500 | \$165,400 | \$153,000 |
| Subsidy Receipt | 165,246 | 141,803 | 134,522 | 141,275 | 198,960 | | |
| Difference | -2,746 | 22,197 | 39,478 | 5,725 | -46,460 | | |
| | | | | | | | |
| BAC Benchmark | 5 Yr. Receipt Average (5YA) | 5YA + 3% | 2023 Subsidy Request | Subsidy Request minus Benchmark | % Difference | | |
| | \$156,361 | \$161,052 | \$153,000 | -\$8,052 | -5% | | |



Schools - Seminary and Bible College

The BAC met with Pastor Wade Mobley, President, Larry Myhrer, Vice President of Operations and Pastor Todd Erickson, chairman of the board. The Schools include the Seminary and the Bible College. While the Schools have historically made two separate subsidy requests - one for the Seminary and one for the Bible College, due to the way these two pro-grams are intertwined operationally and corporately, beginning in 2023, one subsidy request will be made based on one combined budget. However, the seminary and Bible College components of this request will continue to be shown separately so that the Annual Conference can continue to identify the specific needs of each program.

Total budgeted expenses (excluding non-budgeted expenses) for the Schools for 2023 are \$3,582,657 compared to \$3,400,025 for 2021 actual expenses and \$3,246,297 for 2020 actual expenses. The increase in total expenses for 2023 is primarily due to increased costs related to the new Student Life Center (hereinafter "SLC") as well as expectations of continued high inflation which significantly impacts the schools through increasing food costs, energy and other inflation sensitive operational costs.

The 2023 combined subsidy request of \$757,238 represents 21% of total budgeted expenses which primarily consist of salaries and benefits for the professors, program expenses, promotional costs, facilities maintenance expenditures and other overhead costs.

The seminary and Bible College receive revenue for tuition from the seminarians and Bible College students to support its operations. Tuition fees have been historically low compared to competitive options for students and it is the goal of management to continue to keep tuition costs as low as possible.

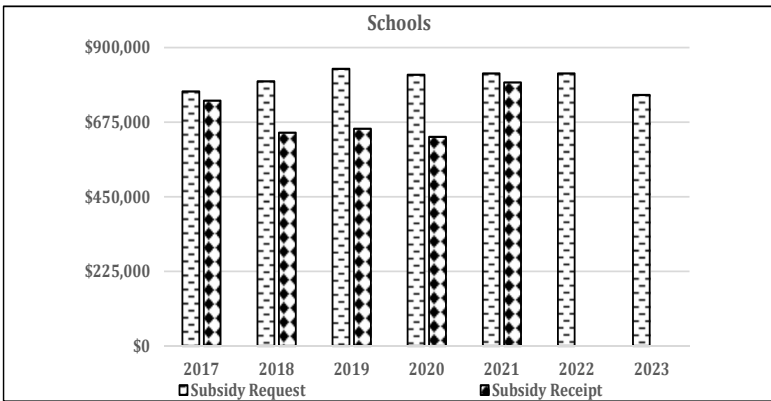
Tuition for seminarians is heavily funded by scholarship gifts given by donors to encourage men who are called by the Lord to accept the call and attend the seminary. Scholarships help to offset some if not all of the cost of tuition for the seminarians. However, each seminarian is responsible for living expenses which includes access to highly subsidized oncampus housing for most.

Tuition for the Bible College is heavily discounted in order to encourage youth to attend as they evaluate their post high school education options. Currently, tuition rates are approximately 50% of actual costs for each student. Management plans to continue to evaluate these rates and the best way to communicate the value proposition of going to the Bible College versus other college options. The accreditation recently received by the Bible College also provides a reason for considering the Bible College as credits can be transferred to other colleges.

While the recently opened SLC has increased operating costs, it has also expanded opportunities to make the Bible College more known in the community. In the past year, there have been inquiries to attend the Bible College from non-AFLC youth demonstrating one aspect of the future benefit of the SLC. The SLC was built with contributions and a loan of \$7 million. The current outstanding balance of the loan is \$6.8 million with a 3.5% fixed rate. Management's goal is to significantly pay down the loan over the next five years. The 2023 budget contemplates enrollment of 107 students which will be sufficient to pay the debt service on the loan and meet operational needs.

The subsidy request, although only 21% of total budgeted expenses, is an important component of the budget in order to keep tuition costs as low as possible. As the following information indicates, the Schools 2023 subsidy request of \$757,238 is \$43,643 or 6% higher than the \$713,595 BAC benchmark.

| Schools | | | | | | | |
|--------------------------|------------------------------|-----------------|-----------------------------|------------------------------------|---------------------|-----------|-----------|
| | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 |
| Seminary | \$338,757 | \$352,307 | \$352,307 | \$363,871 | \$280,756 | \$286,371 | \$286,371 |
| College | 428,584 | 445,727 | 483,229 | 492,894 | 537,477 | 535,674 | 470,867 |
| Total Sub Request | \$767,341 | \$798,034 | \$835,536 | \$856,765 | \$818,233 | \$822,045 | \$757,238 |
| Seminary | \$276,140 | \$292,963 | \$280,679 | \$288,051 | \$324,068 | | |
| College | 463,717 | 350,262 | 374,443 | 342,865 | 470,867 | | |
| Total Sub Receipt | \$739,857 | \$643,225 | \$655,122 | \$630,916 | \$794,935 | | |
| Difference | \$27,484 | \$154,809 | \$180,414 | \$225,849 | \$23,298 | | |
| BAC Benchmark | 5 Yr. Receipt Average | 5YA + 3% | 2023 Subsidy Request | Sub Request minus Benchmark | % Difference | | |
| | \$692,811 | \$713,595 | \$757,238 | \$43,643 | 6% | | |



Home Missions

The BAC met with Glenn Mork, Chairman of the Board, and Tom Caouette, Board Member. The previous director of Home Missions is no longer with this ministry and plans for a new director are currently being explored.

Total budgeted expenses for 2023 are \$ 720,974 compared to \$595,717 for 2021 actual expenses and \$752,204 for 2020 actual expenses. The increase in 2023 budgeted expenses over 2021 actual expenses is primarily due to an increase of \$135,890 for Alaska.

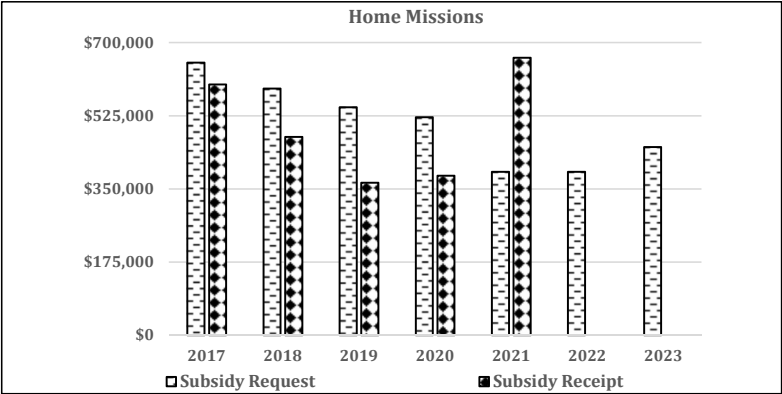
The 2023 subsidy request of \$450,000 represents 62% of total budgeted expenses of which the most significant portion includes subsidies for new church plants as well as ongoing support for the Alaska mission. Plans are to separate accounting for Alaska receipts and expenses in the next year and focus specific fund raising efforts for this separate ministry.

Over the past several years, funding methods for new church plants have been revised from giving long term subsidies to requiring each church plant to become self-sufficient in the next three to five years. Future church plants will follow this revised funding plan and will also be required to match the subsidy granted by Home Missions.

If the subsidy request of \$450,000 is not met, the plan in the short term is to pay for Alaska losses with existing cash reserves which currently total approximately \$300,000.

As the following information indicates, the Home Missions 2023 subsidy request of \$450,000 is \$61,751 or 14% lower than the \$511,751 BAC benchmark. The significant increase in 2021 subsidy receipts has been deposited into cash reserves to be utilized in future years as the plans for Home Missions is developed in 2023 as a new director is brought on board.

| Home Missions | | | | | | | |
|-----------------|-----------------------------|-----------|----------------------|---------------------------------|--------------|-----------|-----------|
| | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 |
| Subsidy Request | \$652,009 | \$590,000 | \$545,481 | \$521,285 | \$391,000 | \$391,000 | \$450,000 |
| Subsidy Receipt | 599,751 | 474,235 | 364,627 | 381,806 | 663,809 | | |
| Difference | 52,258 | 115,765 | 180,854 | 139,479 | -272,809 | | |
| | | | | | | | |
| BAC Benchmark | 5 Yr. Receipt Average (5YA) | 5YA + 3% | 2023 Subsidy Request | Subsidy Request minus Benchmark | % Difference | | |
| | \$496,846 | \$511,751 | \$450,000 | -\$61,751 | -12% | | |



World Missions

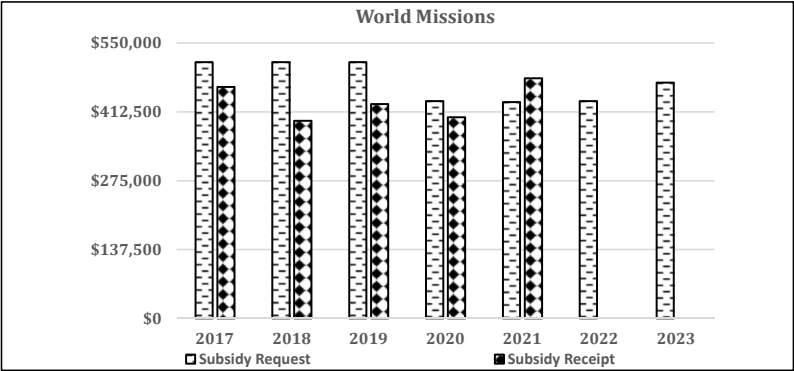
The BAC met with Pastor Earl Korhonen, Director of World Missions, Pastor Craig Johnson, Chairman of the Board and Wanda Jacobson, Office Manager.

Total budgeted expenses (exclusive of non-budgeted and personal support expenses) for 2023 are \$579,186 compared to \$493,015 for 2021 actual expenses and \$496,064 for 2020 actual expenses. The increase in 2023 expenses compared to 2022 is primarily due to a new staff position for a communications director.

The 2023 subsidy request of \$471,000 represents 81% of total budgeted expenses. Budgeted expenses include overhead costs related to the home office which are partially funded by withholding 10% from missionary support raised by the missionaries. The budget also includes subsidies for missions in Brazil, Mexico, India and Uganda as well as the Journey Missions department which coordinates short term mission trips for congregations and the Bible College.

As the following information indicates, World Missions 2023 subsidy request of \$471,000 is \$24,586 or 5% lower than the \$446,414 BAC benchmark. The ministry indicated that the increase in actual subsidy receipts is due to the efforts of the new communications director to promote the ministry through social media. Future subsidy receipts are expected to continue to increase as a result.

| World Missions | | | | | | | |
|-----------------|-----------------------------|-----------|----------------------|---------------------------------|--------------|-----------|-----------|
| | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 |
| Subsidy Request | \$512,000 | \$512,000 | \$512,000 | \$434,000 | \$432,000 | \$434,000 | \$471,000 |
| Subsidy Receipt | 462,344 | 394,914 | 428,260 | 401,711 | 479,830 | | |
| Difference | 49,656 | 117,086 | 83,740 | 32,289 | -47,830 | | |
| | | | | | | | |
| BAC Benchmark | 5 Yr. Receipt Average (5YA) | 5YA + 3% | 2023 Subsidy Request | Subsidy Request minus Benchmark | % Difference | | |
| | \$433,412 | \$446,414 | \$471,000 | \$24,586 | 5% | | |



World Missions - Personal Support

WM Personal Support is unique in that it does not get a share of undesignated gifts and it does not have a budget subsidy request because all funds are raised by the World Missionaries.

Closing

In keeping with the Budgeting Guidelines, the BAC asked the Corporations to set priorities and only budget expenses consistent with the most recent historical actual receipts. Based on our review of financial information and discussions with ministry leaders, we believe the ministries have budgeted expenses to plan for a practical expectation of actual subsidy receipts. However, without ongoing congregational support these budgets may not be met.

The Annual Conference should know every ministry has more goals to expand their mission should they receive more than requested. Therefore, the BAC encourages you to reach out and learn more about each ministry and specifically how you can come alongside them to fund a special project or specific need. Then, take this information back to your congregations and consider giving beyond the subsidy requests.

Respectfully submitted,

The Budget Analysis Committee

Darin Dykstra, Joel Erickson, Kirk Rautio, Christine Stout, Mike Tietjen

**2022 AFLC ANNUAL CONFERENCE
BUDGET ANALYSIS COMMITTEE
ADDENDUM**

AFLC Budgeting Guideline, Pages 98 - 101

AFLC BUDGETING GUIDELINE

After reviewing previous Budget Analysis Committee (BAC) reports to the Annual Conference, we found five themes that consistently appeared that would help the Conference effectively evaluate ministry subsidy requests. In addition, we believe it would be helpful if the 3 major Corporations and ministries that receive budget subsidies could agree on this set of guidelines from BAC historical reports to form a budgeting 'guideline' to which we can all be accountable. Corporations are solely responsible for setting their budgets, but we ask for your support to use these statements to guide you in your budgeting and planning process.

1. As each Corporation develops priorities, plans, and budgets; based on long-term planning; we recommend they share those overall plans when they share the budget subsidy requests to Annual Conference. The Conference can take into consideration those overall Corporate plans as they approve the annual budget subsidy requests for each ministry.
2. In consideration of the first point, annual budget subsidy requests by each ministry/Corporation should be evaluated to ensure that the needs of essential work of that ministry/Corporation continues to be met. The unintended consequence of failing to do so is that 'new' opportunities could take priority over the funding of traditional essential AFLC work.
3. The historical record of the BAC specifically and consistently emphasizes the need for restraint in arbitrarily increasing a subsidy for a ministry without clearly establishing the funding source for the increase. Thus, these guidelines recommend that the most prudent manner for significant increases in ministry funding is to secure a funding source outside of the Conference subsidy and to allow these funds to systematically impact subsequent budget planning. As the impact of this new funding is experienced, budgets will begin to 'normalize' at the desired level.
4. From the BAC report of 2004, "We noticed a disturbing trend has developed in using legacy funds as "life jackets" to deal with problems and shortfalls and not as they have been historically used for special projects. This practice has depleted nearly all reserve funds in the AFLC." This guideline affirms that concern and recommends that the priority for legacy/estate gifts should be a source of funding for new ministry/projects, major capital needs, or as a means of funding significant portions of the annual budget over longer periods of time (e.g. quasi- endowments). Reliance on these legacy/estate gifts to cover accumulated deficits or to meet significant gaps in the annual operating budget is not a sound financial plan.
5. Cooperation, working together, thinking of the Congregation, and the whole work of the AFLC should be a key consideration in each department's budget planning.

Approved by 2019 AFLC Annual Conference

2 Corinthians 8:13-15; 20-21

Our desire is not that others might be relieved while you are hard pressed, but that there might be equality. At the present time your plenty will supply what they need, so that in turn their plenty will supply what you need. The goal is equality, as it is written: "The one who gathered much did not have too much, and the one who gathered little did not have too little." We want to avoid any criticism of the way we administer this liberal gift. For we are taking pains to do what is right, not only in the eyes of the Lord but also in the eyes of man."

With Conference approval of the AFLC Budgeting Guideline - it will help the Conference in making informed decisions on approving budget subsidy requests. The Conference does not approve budgets – the committees, boards, and the Corporations they serve under have the legal fiduciary responsibility for overseeing the ministries and the overall finances of those ministries. But the Conference, when approving budget subsidy requests, is affirming the direction of that ministry, agreeing to support that ministry financially accordingly, and willing to share with their congregation the need to also support that ministry's budget subsidy requests financially.

The BAC of 2019, recognizes the statement from the 1994-95 recommendation below as truly helpful to the AFLC in seeking systematic improvement to the budgetary process:

“The thoughts of this committee currently run along the lines of a more focused involvement by the legal corporations of the AFLC in the entire budgeting process.”

- These AFLC Budgeting Guideline gives the conference and the committees, boards, and corporations, the framework to make informed decisions, that will protect your AFLC core values, and allow you to take responsible and timely action that will allow the work of the AFLC to continue by the grace of God within the resources the AFLC Congregations and friends provide. This allows for one set of guidelines that is consistent for all ministries and Corporations receiving budget subsidies and a share of the undesignated gifts from the Conference. But there is also flexibility to the ministries and Corporations how they apply this from time to time and they can explain those exceptions to the Conference at the time of annual budget subsidy requests for approval from the Conference.
- From 2008 BAC report - Reminder a budget subsidy does not mean budget. It does not mean the total need of a Department. “Subsidy” refers narrowly to the amount that each department can expect to receive from normal and regular individual and congregational gifts. The subsidy amount requested by each ministry should be based primarily on the subsidy receipts which the ministry has received in the past two years – with a reasonable small increase based on inflation.
- Guideline: A general rule, principle, or piece of advice.

From BAC Power Point to All Boards – September, 2018

- A lot of key points that follow are from Jim Collins books “Built to Last” and “Good to Great” and “Good to Great and the Social Sectors – Why Business Thinking is not the answer.”
- The key to long-term ministry effectiveness is NOT to become more like a business.
- Jim Collins states: “In my work with non-profits, I find that they’re in desperate need of greater discipline --- disciplined planning, disciplined people, disciplined governance, and disciplined allocation of resources.”

The Conference too would benefit from appropriate discipline and guidelines in approving budget subsidy requests.

HISTORY

1995 - Over the years of the AFLC's existence there has been a tendency for the budgets proposed to the annual conference to be unduly optimistic. To address this perpetual inclination the 1969 conference created the BAC. The resolution was in response to an 8 paragraph commentary on this topic in the President's Report. For our general information 2 paragraphs of President John Strand's report are included here:

*"As an association, we cannot enter every opportunity as a larger fellowship might. We cannot hire every teacher that may want to teach, send out every one who may want to go to Brazil, enter every home mission field, hire all the personnel we could use at our office, not print all that could be printed for distribution. **We must establish priorities as to what will build the Association most effectively.** Surely the entire work is aimed at the saving of souls, and building God's Kingdom. A well-balanced program for the entire Association ought to be the goal."*

"A budget that is beyond our attaining is discouraging. One of the main reasons for the merger of the Lutheran Free Church with the ALC was the high budget the LFC was not reaching. Let us not get trapped into a similar situation. Let us rather have a program that will challenge our people but that they will not find burdensome. If more monies come in, it can be used for added opportunities. I am confident there will be more progress this way."

The impetus of his remarks may have come from the report of the "Analysis Committee" (a small committee with a member from each of the boards of the three corporations which apparently was the unofficial predecessor to the present Budget Analysis Committee). Selected portions from that report by Sheldon Mortrud, Trygve Dahle, and Raynard Huglen follow:

"The task of the Analysis Committee is to study the budget requests of the 5 main agencies of the Association for the next fiscal year and to seek to determine what are reasonable goals which can be presented to the Annual Conference for recommendation to the congregations."

They continued on with examples of requests far exceeding receipts and graphs illustrating there is little correlation between large requests and increases in receipts from the early beginnings of the AFLC. The necessity of having a budget prepared and presented to the annual conference stems from the facts that we are living in a physical world where money is one of the tools for accomplishing the work of the kingdom. ***The purpose of a budget is the planning and control of finances. There needs to be order, discipline and realism in the business end of the ministry.*** Just as you or I cannot run our household finances knowing that our budget is significantly higher than our income, neither should a ministry. An impossibly high budget does not increase ministry. A budget that can actually be met does not decrease ministry. This is clear from the financial history of the AFLC. The Budget Analysis Committee does not set budgets, the people of the AFLC set the budgets by their giving patterns. For these same reasons, we urge the conference to use restraint in increasing budget amounts from the floor unless there is also a plan for raising of the additional funds above and beyond the normal giving pattern.

Resolution approved at 2008 AFLC Annual Conference:

(after receiving the recommendations of the Budget Analysis Review Committee):

16. In order to communicate clearly and consistently the needs of each ministry, the Budget Analysis Review Committee recommends that the subsidy recommendations made to the conference be established by related board.
MSC to adopt.

17. In order to eliminate direct correlation between the gift receipts and how undesignated funds are distributed, the Budget Analysis Review Committee recommend that undesignated gifts be distributed equally to each of the three corporations and that no limit is placed on such amounts.
MSC to adopt.

18. In order to maintain accountability to the Annual Conference, the Budget Analysis Review committee recommends that the BAC continue to:

A. Track projected income for each ministry/corporation and compare with ministry requests.

B. Provide objective feedback to each ministry during annual budget meetings.

MSC to adopt.

Resolution approved at 2018 AFLC Annual Conference:

WHEREAS some lack of clarity exists concerning the final destination of undesignated gifts;

AND the Budget Analysis Committee desires to affirm the 2008 Conference approved resolution regarding undesignated gifts,

AND The Budget Analysis Committee desires to affirm the longstanding practice for distributing undesignated bequests/estate/planned gifts,

BE IT RESOLVED that the gifts sent to the AFLC but not designated to a specific department (including gifts stating 'use where needed most') be distributed in thirds, with one third going to each of the three corporations (Schools, Missions, Coordinating Committee),

AND BE IT FURTHER RESOLVED that the undesignated bequests/estate/ planned gifts given to the AFLC but not designated to a specific Corporation or department be left to the discretionary use of the Coordinating Committee,

AND BE IT FURTHER RESOLVED that donors are strongly encouraged to designate to their desired department(s) in their legal documents and or correspondence.

MSC to adopt.

WORLD MISSIONS COMMITTEE CHAIRMAN

To the 60th Annual Conference of the Association of Free Lutheran Congregations, assembled June 15-18, 2022, at the Association Retreat Center, Osceola, Wisconsin.

When the AFLC began in 1962 one of the first things the new association wanted was a mission field. The founder of the Lutheran Free Church movement, Georg Sverdrup, wrote often about missions. The passion to share the good news of Jesus with those who had never heard was ingrained in the founders of the AFLC. As they started a new association they longed for a new mission work they could support and call their own.

Rev. John and Ruby Abel had been missionaries in South America with another Lutheran mission organization. They were in the United States on furlough and concerned with the direction their previous church body was headed. They were looking for a new home. In what was a God-planned coincidence, Pastor Abel was at the same event as Pastors John Strand and Raynard Huglen. They all met and soon afterwards Pastor Abel became the first mission director of the AFLC, overseeing both Home and World Missions.

The Abels had a deep desire to return to the mission field of Brazil. In 1963 Pastor Abel shared his passion while speaking at special meetings at an AFLC church in Greenbush, Minn. Another young man was farming in Badger, Minn. and doing carpentry. He was wrestling with a feeling that God was wanting him to serve on the mission field. Friends encouraged him to go hear Pastor Abel speak. The message that evening was from Romans 10:14: “And how can they believe in the one of whom they have not heard? And how can they hear without someone preaching to them?” The conviction kept driving deeper into the heart of the young farmer, Alvin Grothe. First his wife, Frances, became convinced God was calling them to the mission field, and then Alvin got on his knees, surrendered to the Lord and said he was willing to go wherever God was calling them.

At the 1964 Annual Conference, the less-than-two-years-old association stepped out in faith and commissioned two missionary families to go to Brazil. The Abels had seven kids and the Grothes had six. The young, small church body trusted God would provide.

Those two early missionaries – Pastors Abel and Grothe – lived into their 90s. Their heart for missions beat strong until the Lord called them home. Pastor Grothe became my pastor as I entered my teenage years and was a spiritual father to me. Pastor Abel became a beloved mentor. Our founders passed on to us a passion for missions. May we keep that legacy and heart for missions alive.

We give thanks for the way a passion for missions is taking hold in a new generation. Jon Nelson does a great job of encouraging the next generation

as he serves World Missions in the area of Journey Missions. He also teaches a Cross-Cultural Ministry class at the Free Lutheran Bible College and advises the Student Mission Fellowship. He shares encouraging reports about the students' interest and commitment to missions.

During the past year we hired Madison Greven to work with communication for our department. She has been a great addition to our team. She has worked on social media posts and on our website, helped with newsletters and used various means to promote missions. It has been encouraging to see how these new means of communication are being used to encourage and develop mission supporters among a new generation.

We are very thankful for the mission supporters who have so faithfully supported World Missions during the past year. It has been encouraging to see how giving to missions has remained strong, in spite of economic uncertainty in the world.

We are requesting a budget subsidy for 2023 of \$471,000.00 for World Missions and \$775,000.00 for Personal Support.

Rev. David Nelson's second term on the committee is expiring and, therefore, he is not eligible for re-election. We give thanks for his service on the committee as he shared his experience and his compassionate heart for missions.

Steve Deysher resigned from the committee. The Missions corporation will elect someone to fill the remaining three years on his term.

Rev. Craig Johnson's term on the Missions corporation is expiring this year. He must be re-elected to the corporation if he is going to continue serving on the World Missions committee.

We give thanks to the Lord for the faithful service of our World Missions Director Earl Korhonen and his wife Joan. We give thanks for the excellent job Pastor Korhonen does providing pastoral care to our missionaries and communicating with congregations and individuals about the work of missions. We are thankful for Wanda Jacobson, our office manager, who does a wide variety of things for the department and does it all with grace, humility, integrity and excellence.

We give thanks for our missionaries and their compassion for people and their desire to see the good news of Jesus spread. Their faithful, sacrificial service is respected and greatly appreciated.

The heart of our mission work is planting and building up free and living Lutheran congregations around the world. Our founders believed everyone around the world would be blessed if they were part of a congregation where God's Word was proclaimed and the sacraments were rightly administered. That passion for local congregations remains.

Thank you to all of you who pray for the work of AFLC World Missions and give of your time and resources to support this work of sharing the good news of Jesus and building up free and living Lutheran congregations around the world.

Respectfully submitted,
Rev. Dr. Craig Johnson
World Missions Committee Chairman

THE WORLD MISSIONS DIRECTOR

To the sixtieth Annual Conference of the Association of Free Lutheran Congregations meeting June 15-18, 2022, at the Association Retreat Center in Osceola, WI.

Our conference theme, “God Rewards the Faithful” (Hebrews 11:6), ought to both encourage and challenge us. It is humbling to realize that God grants faith to all who come to Him in repentance. But we are not rewarded with material rewards. Instead, we receive the peace and joy of the forgiveness of sins and the gift of eternal life. Our theme also challenges us to take the message of salvation to others, for as salvation has come to us through faith in Jesus Christ, we know that our task is yet unfinished. We believe that people who do not know Jesus will face eternal conscious punishment in hell. But God still rewards all who will seek him with eternal life in heaven. May we continue to be encouraged to take this message of the Gospel to those around us. And may we be motivated by the writer to the Hebrews who says, “Consider him who endured from sinners such hostility against himself, so that you may not grow weary or fainthearted” (Hebrews 12:3).

Our AFLC Annual Conference is a blessing. It reminds us of the need we have to be renewed in our calling to bring the message of Jesus to the world. Here is a summary of what God has been doing through AFLC World missions in 2021.

Brazil

In Brazil, the AFLC’s first mission field (1964), there are 15 congregations and three preaching points. The national church has sixteen active Brazilian pastors, and AFLC World Missions has four called missionaries in the country.

Paul & Becky Abel live adjacent to the ARCA Bible Camp in Bateias. Along with the ongoing care and task of organizing the camp ministry, Paul helps with congregational work in the Curitiba region. Both Paul & Becky also have discipleship ministries in the congregation and community. We are grateful for Becky’s attention to detail and assistance in organizing mission trips with our Journey Missions department.

Jonathan & Tamba Abel serve the congregation in Maringá, and Jonathan teaches two days per week at our AFLC Brazil seminary and Bible school an hour away in Campo Mourão. Both Jonathan and Tamba also have active Bible studies, discipleship, and outreach ministries.

Jonni Sliver serves at the Miriam Children’s home on our Campo Mourão Bible school and seminary campus. She is also an important advisor for the female Missionary Assistants who serve through our Journey Missions Department. Jonni continues to faithfully communicate the activities of the Miriam home to the congregations in Brazil and the States.

John & Hannah Lee live in our mission house on the Campo Mourão campus. John is teaching at the Bible school and seminary and is actively working on developing a Free Lutheran publishing department to provide Portuguese resources to our Brazilian congregations.

Our seminary and Bible school in Brazil continues to invest in students' lives, but most of the students come from other denominations. There are currently 20 students; five of them are from Free Lutheran congregations. We are grateful for the opportunity to train all who attend our schools, but we are praying for more students to catch the vision for Free and Living Lutheran congregations. The teaching staff includes Missionary John Lee, Pastor Iran, Pastor Silvio, Missionary Jonathan Abel, Pastor Marcos, and Missionary Jonni Sliver. There is a continual need to train more men as pastors.

In the words of our Brazil Field conference, "It is not easy to maintain a Lutheran, pietistic, and evangelical ministry in our day...we have a beautiful seminary campus, a great ministry for children at risk, an addiction recovery ministry, two excellent Bible camp facilities, a publishing house, a 24-hour radio station, and 17 church buildings... every penny invested, every missionary sent, every prayer offered up has been worthwhile!" Please continue to pray for the work in Brazil.

India

The AFLC-India national workers are faithfully proclaiming the Word of God among the 56 congregations. In 2021, we partnered with 27 pastors and 10 Bible women through various ministries that include evangelism to unreached people groups, the Horeb Children's ministry to needy children, Ambassador Institute classes, Tutorial Centers, Gospel meetings, theological training, Bibles & Literature, and the food and relief ministry.

Unreached People Groups: AFLC-India president Luther Sastry has a passion for unreached people groups. The AFLC-I has 15 pastors living in or reaching out to villages without a Christian witness. There are plans to increase these efforts soon as more pastors receive training.

Horeb Children's Ministry. Due to regulations of the Indian government, the Horeb Children's ministry is transitioning to providing for the orphans in their home villages, where AFLC-I will partner with supporting the orphans through the leadership in the local congregations. Look for more detailed information about how you can be involved in this ministry.

AFLC-I Tutorial Centers continue to be supported primarily by AFLC Canada. The tutorial centers were finally able to reopen after Covid restrictions in the fall of 2021. The 30 Tutorial centers minister to children before and after school in the local congregations.

Theological Training and Bible College. The classroom space and rooms of the former orphanage and St. Paul's school are being used for students

while they attend the monthly pastors' training sessions. Pastor Luther still dreams of the day when the facility can be filled with Bible college students.

Ambassador Institute. Our oral curriculum, Ambassador Institute, continues to have a vital ministry of outreach and training for several of the congregations in India. Please pray for this important ongoing work in AFLC-India.

Food and Relief Fund. Our World Mission Committee is committed to provide \$200.00 per month to the congregations in India for their food and relief projects. This fund continues to be of great value both in meeting the physical needs of the people, and it is also an effective way to communicate the Gospel.

Pastor's housing. There is a need for pastor's housing in India. The World Mission Committee has approved a special project for pastor's homes to be constructed on church properties in India. The cost is \$9,500 for each home. We are grateful to report that some gifts have been received and two homes are under construction.

Mexico

Our AFLC World Missions work in Mexico is primarily in Jerez. Todd and Barb Schierkolk are now in their 22nd year. The violence in their city is being addressed by the National government, but it continues to affect the ministry and is an emotional drain upon our missionaries. A recent report stated that over 10,000 residents in nearby villages have left their homes and abandoned their shops to seek safety in the cities of Jerez and Zacatecas. In spite of the violence surrounding the city, Todd and Barb are faithfully ministering to their congregation—being mindful to only travel during daylight hours, and keeping a pulse on the security situation.

Our partners in ministry in León, and Celaya are organized under the name Central Mexican Lutheran Church (CMLC). Pastor Milton Flores is the president of the CMLC and serves the congregation in Celaya. Pastor Israel Flores serves the congregation in Leon.

Uganda

The AFLC World missions work in Uganda continues through two called missionary families and one seasonal missionary.

Nate and Rhoda Jore are ministering in the countryside 45 minutes outside of Jinja. Thank you for upholding the Jore family in prayer for their safety and security. Nate directs our Uganda Ambassador Institute and has been advising and discipling leaders for a congregation meeting in the village of Nabukosi. The Nabukosi congregation is led and pastored by laymen.

Brent and Emily Raan are serving in Gulu, a city in the northern part of the country. Brent rents a second-story office space in the Gulu Central Market

with a roll-up door that opens to a view that overlooks the city. He often has visitors stop by and listen to his weekly Ambassador Institute classes. This accessible office location and Brent & Emily's interactions in the city have both been beneficial to creating interest in Ambassador Institute and the potential for church planting in the Gulu area and surrounding villages. Continue to pray for Brent & Emily as they meet three times a week for language training, and as they seek the Lord's direction for church planting.

Michael Rokenbrodt returned to Uganda in August 2021 after a year at our Free Lutheran Seminary. He has been serving alongside Nate Jore and Brent Raan conducting Ambassador Institute teacher training workshops in their respective areas of the country. He has also been active in discipleship, teaching weekly Bible lessons at a juvenile home in Gulu. Michael plans to return to The States in May, 2022 to visit congregations throughout the summer and attend another year of classes at our Free Lutheran Seminary.

Switzerland

Since 2018, our work in Switzerland has been a working agreement between AFLC World Missions, the Brazil AFLC (AILLB), and the El Shaddai congregation of Geneva, Switzerland. Augusto Furi continues to serve the congregation in Geneva. They are praying that the Lord would supply them with a full-time AFLC pastor from either the US or Brazil.

Paraguay

Matthew & Ednay Abel are ministering in the city of Villarrica. It has been an exciting year of discipleship and church planting. After a few months of hosting a weekly bonfire and praise time, God brought the new congregation together for their first Sunday worship on September 15, 2021. Matthew is waiting upon the Lord for the proper time to incorporate and register the congregation. They are currently meeting in a rented facility.

Ambassador Institute

The ministry of Ambassador Institute continues in India and Uganda by training pastors and laypeople in God's Word using the orality method and using the AFLC World Missions' Ambassador Institute curriculum. Ambassador Institute in India is focusing on working within the AFLC-I congregations as a discipleship and evangelism tool. In Uganda, Ambassador Institute continues to be used to revitalize existing congregations of various denominations and seeks to plant new free and living Lutheran congregations.

In Uganda, Nate Jore is the national leader of the ministry. He is assisted by Brent Raan and Michael Rokenbrodt. At the end of 2021, enrollment in Ambassador Institute included 257 students in 10 zones, with 92 teachers leading 38 classes. We praise God for the impact of this oral curriculum in Uganda! The work in Uganda faces ever-increasing accountability and demands from the government pertaining to our Non-Government

Organization (NGO) status. All NGOs must show a benefit to the Ugandan people. Therefore, Ambassador Institute Uganda engages in humanitarian work by providing micro-loans for agricultural projects. We also employ two nationals to work on the NGO maintenance and renewals. Missionaries Nate Jore, Brent Raan, and Michael Rokenbrodt have worked diligently to have the Ambassador Institute ministry be entirely self-funded. There are continuing programs that provide micro-loans for small farm projects to help with the transportation costs for the teachers to reach the remote villages.

Journey Missions

Journey Missions provides ways for you and your congregation to visit our mission fields. Jon Nelson, our Journey Missions department head, can help you plan a one to three-week mission trip, or you can apply and become a Missionary Assistant to live cross-culturally for a more extended time. The World Mission Committee continues to invest in the Journey Missions ministry so that you can be actively involved in mission work. We are grateful to the AFLC schools for their continuing partnership with us by having Jon Nelson teach the Cross-Cultural ministry class and lead the Student Mission Fellowship on campus. Please pray for Jon Nelson as he continues to plan intergenerational missionary trips for our congregations to our mission fields, facilitate the Missionary Assistant Program, lead the FLBC Cross-Cultural ministry trips, and advise the Student Mission Fellowship.

2021 Ministry Trips: All 2021 trips were canceled due to Covid-19 restrictions.

2021 Missionary Assistants: Casey McLoughlin (Brazil), Caleb Korhonen (Paraguay & Brazil), Zachariah Ritland (Paraguay & Brazil).

World Missions Communication Coordinator

In 2021, the World Missions Committee addressed the growing need for a communications coordinator by hiring Madison Greven. Madi is a graduate of our Free Lutheran Bible College and Northwestern University. We appreciate her work in creating social media posts, ongoing design and upkeep of our website, conducting interviews, video editing, curating media, and other promotional tasks.

Statistics **2021 AFLC Missionaries**

Called Missionaries

| | |
|-------------------------|----------|
| Paul and Becky Abel | Brazil |
| Jonathan and Tamba Abel | Brazil |
| John and Hannah Lee | Brazil |
| Jonni Sliver | Brazil |
| Matthew and Ednay Abel | Paraguay |

| | |
|----------------------|--------|
| Nate and Rhoda Jore | Uganda |
| Brent and Emily Raan | Uganda |
| Michael Rokenbrodt | Uganda |

| | |
|--------------------------|--------|
| Todd and Barb Schierkolk | Mexico |
|--------------------------|--------|

On-Loan Missionaries

| | |
|-------------------------|--------------------------------------|
| Steve and Glenda Kvale | Wycliffe Bible Translators, USA |
| Andrew and Alexis Olson | Lutheran Bible Translators, Tanzania |
| Joshua and Ruth Wagner | Lutheran Bible Translators, USA |

National Leaders

| | |
|--|--------|
| Iran Goes - President of AILLB | Brazil |
| D. Luther Sastry - President of AFLC-I | India |
| Milton Flores - President of CMLC | Mexico |

Thanks

God's provision for our department and our missionaries is incredibly humbling. Thank you to all who have sacrificially given to meet the needs of our World Missions General Fund, and the personal support of our missionaries. Thank you for opening your homes and congregations to Joan and me.

The responsibilities of directing the AFLC World Missions office have been shared by the 2021 World Missions Committee: Pastor Craig Johnson, chairman, Mr. Steve Deysher, Mr. Paul Handsaker, Mr. Bill Sheldon, Mr. Ken Sletten, Pastor Dave Nelson, and Pastor Kent Sperry. Thank you, men, for your love for the Lord and your desire to see His Kingdom spread throughout the world by establishing free and living Lutheran congregations.

Thank you, Joan, for loving missions, supporting me, and sharing your heart for missions with our congregations. You are a joy to each part of the ministry!

Thank you Jon Nelson for overseeing the work of Journey Missions. Jon, we appreciate your gifts in organizing trips—even when all of them were cancelled due to Covid restrictions again—and how God is using your to influence our Bible college students to love misisions!

Thank you office staff: Wanda Jacobson, our World Missions Office Mangager- for your attention to detail and your love for missions and wealth of the historical perspective in the department; Madison Greven, our Communications Coordinator; and Liz McCarlson, part-time office assistant. Finally, I express years of gratitude to Carol Knapp, our volunteer Social Media Director, for your many years of faithfully posting our missionary and world mission news. You have been a true partner in the Gospel—thank you!

Thank you congregations, who so generously support the work of AFLC World Missions. Without you, we could not carry out the work on the field or in the office. Thank you for your sacrificial giving and prayer support.

Respectfully Submitted,

Rev. Dr. Earl Korhonen, Director
AFLC World Missions

THE HOME MISSIONS CHAIRMAN

As I read the theme for this year's conference and the Scripture reference, my immediate thought went to a statement I've repeated often to the Lord. "Lord, thank you I am not like so many other people in this world without the gift of faith."

Hebrews 11:6 reads, "But without faith it is impossible to please Him, for he who comes to God must believe that He is, and that He is the rewarder of those who diligently seek Him."

I am thankful for the heritage of faith the Lord nurtured in me ever since birth. Through generations of parents, grandparents, great grandparents, Sunday school, youth group, and congregational life I didn't have to stumble through life not knowing the Lord. Through God's grace and the work of the Holy Spirit that seed of faith remains and continually grows and is strengthened. Likewise, through the same means my children received this gift of faith.

This faith and God's promise of salvation is such a precious gift. It's too precious not to be passed on. The ministry of Home Missions is to Help Churches Plant Churches. The Lord uses His church and His people to spread the gospel, to reach the lost, wondering, and stumbling soul. We believe the congregation is the right form of the Kingdom of God on earth. Helping churches plant churches that are established firmly in the truth of God's eternal and inerrant Word so that very Word can be passed down from generation to generation is an important undertaking.

Pastor Miao Zhao (Also known as Holmes) is being used mightily by the Lord. Pastor Holmes has the unique opportunity to meet and greet Chinese people at the University of Minnesota Minneapolis campus. He greets those who, in all likelihood, never had any Christian influence in their lives. Many reject the offer to know. Many reject his offer to learn of life eternal. They are on campus to gain knowledge from man. They cannot see how this Christ can offer them anything worthwhile. They come and go without knowing. Most can only be in the United States for one year and then must return to China. They return to a nation that is just as lost as they are. The Lord allows free will. He can see the heart of man and goes forth with His infinite wisdom and knowledge. It is He who pricks the faith and it is He who chooses the time and place.

Romans 10, 14-15, *How, then can they call on the one they have not believed in? And how can they believe in the one of whom they have not heard? And how can they hear without someone preaching to them? And how can they preach unless they are sent? As it is written, How beautiful are the feet of those who bring good news!*

Pastor Holmes answered the call of the Lord. He is using Pastor Holmes to send believers back to China where they will continue to live and work.

A small remnant remain in contact with Pastor Holmes and God's Word is going forth through them to the people of China. We are thankful for the continued work of the Lord through Holmes and his congregation, Living Stone.

We have encouraging reports of ministry in several areas of church planting. Pastor Gideon Johnson reported the church plant in Killdeer, ND has been searching for property to purchase. Having a permanent location for worship is a stabilizing factor for church plants. They have a building site selected and are in the negotiation stage for the purchase. We pray the congregation will have an exciting update for us at conference.

The Home Missions Committee is thankful to work with two gifted church planters. Pastor Andy Coyle is a member of the committee and brings a new depth to the ministry of church planting. Pastor Matthew Ballmann is also a gifted church planter, teacher and mentor. He is temporarily filling a vacancy in the HMC. Their wisdom and guidance is valuable to the committee. Through these men and other uniquely qualified men on the Home Missions Committee, we are gaining new ground. We have been putting in place, from the ground up, policies, procedures and practices for Home Missions. We are creating steps to follow in preparation of planting churches. Reviewing history and learning from things that have worked and things that haven't is a part of this process to move forward with purpose.

It's one thing to plant a church. It's quite another to grow a church. We know the Lord plants. The Lord grows. The Lord matures the plant. It is all His work. It's helpful to learn from the experiences of others involved in church planting. The Lord trains and as He trains, He calls some to become trainers. Pastors Andy Coyle and Matt Ballmann have been calling upon trainers to learn what the Lord has taught them as they planted thriving churches.

We've been purposeful in moving forward slowly and methodically. This planning process takes patience. It is helpful to have shared knowledge but it's important to know why we are taking the steps we are taking to increase the success rate in church planting.

The HMC is working to establish a Handbook on policies and procedures to guide and direct potential planters and churches interested in planting a church. The Church Planting Handbook will be posted on the HM website for easy access. A list of resources on church planting will be listed in the Handbook. One such resource is Always Forward, an established and successful ministry in church planting.

Always Forward offers assessments for potential church planters to assist them in answering their own questions, i.e., Do I have the gifts needed to be a church planter? Do I have adequate training? Am I in possession of the tools I need to begin a plant?

Church planting is not an easy ministry. Like many ministries there are many challenges in church planting. We are purposeful in seeking the best training for church planters to be prepared and fruitful in ministry. We desire to use your gifts to Home Missions in the most responsible and God-honoring ways possible.

I am thankful for members of the Home Missions Committee, both past and present, they are; Ron Jorgenson, David Strand, Tom Caouette, Hans Tanner, Pastors Mark Richardson, Andy Coyle, and Matt Ballmann. We also want to thank past Home Missions Admin and other staff members including Haley Thramer, Kristin Barka, Joe Frech, Liz McCarlson and Katie Johnson.

We are grateful for their dedication to the work of Home Missions, the knowledge and wisdom they bring to the committee and the sacrifice of time devoted to serving.

The Alaska ministry is functioning well. The cohesiveness in that ministry is strong and flourishing. Josh Fish joined the team last summer. He is the Maintenance Manager and a pilot. Pastor Jeremy greatly appreciates a full-time staff member to assist him in aircraft maintenance. Josh is able to use his gifts in other areas of maintenance as well. The three pastors are training him in areas of pastoral care. Heather Hanson is getting ready to receive and train the Alaska VBS team. The team is scheduled to arrive on May 25, 2022. Heather has been involved in the Alaska VBS team for six years. Pastor Jeff is confident in her ability to train and lead the VBS team. We are grateful for Heather's part in youth ministry and VBS. Please continue to uphold the Alaska team and the VBS team as they minister in difficult situations.

Pastor Jeff and Jane will move to the lower 48 this spring. They will travel back to Alaska on occasion. Pastor Jeff will travel to churches to tell the story of ministry in Alaska. We are thankful for their many years of ministry in Alaska and look forward to having them visit churches in the lower 48 to raise awareness of the ministry trials and triumphs. Cover them in prayer as they transition south.

The Alaska designated receipts for 2021 totaled \$207,390. Alaska budgeted expenses for 2022 total \$233,263 with \$200,000 to come from designated giving and the remaining \$33,263 coming from the Home Missions general budget. In 2023 we are proposing Alaska budgeted expenses of \$304,500 with \$200,000 coming from designated giving and \$104,500 coming from the Home Missions general budget.

We are proposing a 2023 Home Mission budget totaling \$733,850. The subsidy request from the Annual Conference is \$450,000 with the remaining funds of \$283,850 coming from designated giving.

Respectfully submitted,

Glenn Mork, Home Missions Committee Chair

FREE LUTHERAN ASSOCIATION OF PILOT SUPPORTERS, INC.

To The 60th Annual Conference of the Association of Free Lutheran Congregations gathered at the Association Retreat Center at Osceola, Wisconsin June 15 – 18, 2022.

1st Corinthians 9:22b-23 says. "I have become all things to all people, that by all means I might save some. I do it all for the sake of the gospel, that I may share with them in its blessings".

FLAPS has the mission of bringing the Gospel to people in the villages of Southwest Alaska who live off all road systems. We do this by flying Pastors, lay preachers, and Vacation Bible School teams out to their villages. We also make many flights bringing youth to and from summer Bible camp.

The Lord has blessed FLAPS with 23 years of safe, accident-free service in ministry for the AFLC. For this we are very thankful. We remain amazed that God meets our every need with mostly donated airplanes, and financial support to maintain and buy gas to keep these planes serving the mission in Alaska. We are also thankful that the villages are so open to the good news that is shared with them.

FLAPS continues to operate three single engine airplanes, all based in Naknek, Alaska. By having a small four-seat, a larger four-seat, and a six-seat airplane we are able to use the most efficient airplane for each flight. This is important because airplane fuel in remote Alaska has been over \$8.00 a gallon the last several years and is likely to be much higher this year.

We are thankful that our ministry was able to return to 90% normal this past year as the Covid pandemic subsided. This coming year we pray that Covid is something for the history books only.

Pastor Jeremy Crowell is in his 12th year as chief pilot and mechanic for FLAPS. Jeremy, his wife Lacey, and son Malachi are a great blessing to the Alaska Mission.

They make all visitors feel welcome and serve faithfully in many ways with the summer teams, short term mission groups, and activities of the Naknek church.

God called Joshua Fish from Everett, Washington to serve full time in Alaska last July. Josh is a fully qualified pilot and accepted the position of overall maintenance head for the various parts of the Alaska Mission. This has been a wonderful blessing to have another pilot ready to help with piloting duties.

FLAPS also continues with flights related to our KAKN Christian radio

station. KAKN continues to set up and maintain remote radio station transmitters in the villages that are out of broadcast range of the main station in Naknek.

This past year we suffered a great loss, along with the rest of the AFLC, with the passing on to glory of Pastor Paul Nash. Pastor Paul was largely the driving force with a vision for what FLAPS could become. God gave him clear insight into the benefits of small planes in ministry, especially in the remote villages of Alaska where there are no roads. We are very thankful for his friendship and leadership. He is greatly missed.

Please pray for wisdom and grace as we minister to God's people in Southwest Alaska. May God open their hearts to the Gospel message that is shared. We remain committed to serve Christ in this way.

In closing, I would like to thank the FLAPS Board of Managers, the Home Missions Committee, and Pastor Jim Johnson for their guidance and support in this work that the Lord has given us. Thank you to the many others who faithfully support this ministry through your prayers and gifts. May God be honored in all that we do.

"...but, they who wait for the Lord shall mount up with wings like eagles; they shall run and not be weary; they shall walk and not faint." Isaiah 40:31

In Christ,
Dr. Kevin Lee
FLAPS Director

PRESIDENT WOMENS MISSIONARY FEDERATION

To the 60th Annual Conference of the AFLC, meeting at the Association Retreat Center in Osceola, Wisconsin on Wednesday, June 15th, 2022, at the Association Retreat Center. “But I will sing of your strength, in the morning I will sing of your love; for you are my fortress, my refuge in times of trouble.” Psalm 59:16 NIV

Our WMF theme is: **Sing for Joy**

“Satisfy us in the morning with your unfailing love, that we may sing for joy and be glad all our days.” Psalm 90:14

And speaking of Psalms, our Bible study for 2022 is Behold Our God by the Snipstead sisters. Anne Presteng, Karen Floan, Gwen Berge, and Wendy Westlake. Whether we are overwhelmed by joy or overtaken by sorrow, God hears the cry of our hearts. He draws us to Himself, and His presence changes us. The Almighty God lovingly commands us to praise Him for our good and His glory. I know this study will be a blessing. Thank you to all who helped with editing. Countless hours are devoted to present a Biblically sound and accurate, as possible, Bible Study. Editors for this year were: Pastor Pete and Mary Ward, Gwen Haugen, and Pastor Wes Langaas!

The WMF has a page in The Lutheran Ambassador. This is an opportunity to read about the various activities of the WMF. The WMF website is updated often. Devotionals are available as well as a note from me. We have links there to our projects. We publish two issues of our Helping Hand each year. Copies are sent to each church or WMF president and Pastor’s wife in hopes that it is copied and/or shared with all women in the church. We have a Facebook page with over 500 friends and our Instagram has been set up. I can’t thank you enough for being willing to write for me when called upon. We pray these publications are helpful on a practical level; but most of all, pray that they always point you to our Lord and Savior Jesus Christ.

We work diligently to update the Resource Manual. Do you know where your church’s copy is? Information in the WMF Resource Manual is not copyrighted so copies can be made as needed. We also hope you have seen our Promotional DVD. If not, you can view this at www.aflc.org/women.

My heart is full as I picture the women across the AFLC in their WMF meetings. It has been over 59 years of women meeting to pray, give and “go ye into all the world.” With gifts given to the various ministries we bless the workers in the harvest fields. This year your contributions are disbursed for these areas.

Christian Education: Parish Ed, Free Lutheran Bible College (FLBC), Free Lutheran Seminary (FLS)

Parish Ed; Support received goes towards printing volume six of the AFLC Heritage Series, an AFLC history written by Pastor Robert Lee. Pray for Director Marian Christopherson and the Board of Publications.

FLBC: The FLBC funds will continue to cover dorm improvements. Pray for our student body, and staff, Dean Rev. Adam Osier and the FLBC school board.

FLS: Supporting each full-time seminarian and intern with \$100 each semester for books, a Lutheran Ambassador subscription, and the remaining funds toward scholarships. Pray for our seminary and Dean Dr. James Molstre and the FLS school board.

At this point we also want to remind you that we have a resource for you to use for parents of new babies. Our Cradle Roll packets contain biblically-sound brochures with encouragement to raise a child in the Word of God. Packets can be ordered through WMF Executive Secretary, Dawn Johnson.

World Missions

Contributions will be distributed toward missionaries' monthly support at the discretion of the members of the World Missions Board. Pray for our missionaries and their families, Director Pastor Earl Korhonen and the World Missions Board.

Home Missions

Support received goes toward the underwriting of the Church Planting Retreat; we also pledge to support the summer teams. The remainder given will be used at the discretion of the Home Missions Board as deemed necessary. Pray for our home mission churches, pastors, wives, their families and church planting assistants. Also keep the Home Missions Board in your prayers.

General Fund

The general operating fund also needs your offerings of support in order for the National Board to continue the work of the WMF. Operating expenses include: printing and mailing newsletters (Helping Hand), resource manual updates, welcome packets, salary of the executive secretary, stipend for the president and treasurer, convention expenses, on-line meeting expenses, office equipment and supplies as well as WOC (women's outreach coordinator) travel. At this time our board members are meeting this need and there is some money still available from a grant designated towards this. Every effort is made to keep these expenses as reasonable as possible. This year we are grateful for a grant to cover printing expenses. We have been able to share at several Re-awakening conferences. We want it to be impossible for ladies not to know about WMF... Women's Ministry is alive and well across the AFLC. Thanks be

to God!

Pray for your WMF board. Contact me at low2667@gmail.com or give me a call on my cell (406)249-1605 or (406)892-2667 at home in Montana.

The offices of First Vice President and Recording Secretary are up for election today. Both incumbents have served one term and are eligible for re-election. If you are contacted about running for a WMF board whether local, district, or National, please prayerfully consider whether God is calling you. We all have busy schedules, but it is amazing to see how God provides for us when we are willing to be available for tasks in His Kingdom's Work.

Thank you to the Association Retreat Center family and Minneapolis District churches for all your work in hosting this year's conference! We appreciate your help in making this WMF Day happen!

Thank you to my teammates – Margie, Karen, Anne, Liz, Linda, and Dawn. I could sing their praises as our team suggests. They are a joy to work alongside. And I am grateful for our executive secretary who continues to let the Lord use her in this very crucial office.

Ladies -2022!! – We choose to Sing for Joy! This is such a great anthem. As you know I lost my sweet mother-in-law Bonnie Upton last year whose life theme was **Look for Joy**. She even had it on her license plate. In the months since her passing the Lord has lovingly reminded me that there is joy to be found everywhere; I only need to look for it.

Respectfully submitted,
Lavonne West

CHAIRMAN, BOARD OF PUBLICATIONS AND PARISH EDUCATION

To the Annual Conference of the Association of Free Lutheran Congregations gathered at the Association Retreat Center, June 15-18, 2022:

Hebrews 11:6 – And without faith it is impossible to please him, for whoever would draw near to God must believe that he exists and that *he rewards those who seek him*.

The theme of faith is presented to us throughout Hebrews 11. We have beautiful pictures of faithful men and women who believed in God and served Him in astounding ways during their lives. In verse six of chapter 11 we are reminded of the vital and central nature of faith. We are told that without faith it is impossible to please God. This does not say it is hard to please God without faith but that it is impossible. This verse also speaks concerning the nature of true faith. True faith rests in the one true God who is gracious. Those who turn to God, knowing that He has created all things and trusting in His abundant mercy through Christ, will never lack anything.

There is an ever-present tendency in our old sinful nature to think of works that we can perform to be right with God. Recognizing that reality, we rejoice in the message from God's Word that we can speak about Jesus Christ the Righteous One. Jesus is the object of our faith and the focus of our worship. He has done everything needed for us. When our eyes turn to Him, we see the founder and perfecter of our faith (Hebrews 12:1-2). Within the ministry of Publications and Parish Education, we regularly ask the questions concerning our materials, "Is this encouraging faith in those who read and study this?" and "Is this leading us to trust in Jesus' work and promise?" The Lord's desire, as seen in His word, is that we believe in Jesus Christ who has come to bring forgiveness. What an astounding gift Christ has won for us on the cross!

This past year has been difficult as COVID-related delays and other setbacks meant not getting materials distributed during the timeframes we had intended. Especially in the case of the *Luther for the Busy Man* devotional book, supply delays meant that months of delay passed before the books were able to be shipped out from our office. Unfortunately, supplies and costs have been unpredictable, and we pray that they might level off in the near future.

We continue to work on a multitude of Bible studies, Sunday School lesson, and books that we will be distributing in the year ahead. Marian Christopherson, our director, works faithfully focusing on making sure that we produce and deliver excellent materials to the congregations we serve. One project that we as a board have spent quite a bit of our time on is working to get the final lessons of the level 2, Ten Commandments Sunday School curriculum edited so that other work on illustrations and activities can be completed. It is getting closer, and we hope to have all of these lesson available soon.

We ask the Conference again this year to support this ministry. We would ask that you pray for us as we lack the funds and would like to try and somehow add staff so that we can produce more materials for your use and so that our current staff can focus on those tasks for which they are best suited. We would also ask, specifically, that as you go home to your congregations, that you encourage the use of our materials in your Sunday School classes. Your congregations may also have other gatherings in which the Word of God is being studied. If you would like suggestions for materials or have questions about materials, please contact the Ambassador Publications office. We have many useful studies that would be of benefit to you.

In conclusion, I would like to thank the members of our staff—Marian Christopherson, Diane Brubakken, and Scott Olson—for all their work in the office. Day after day they are answering questions from churches and individuals, interacting with volunteers, preparing and producing materials, and getting those materials into your hands. I would also like to thank all the volunteers who help in producing and publishing the studies, lessons, and books that are shared from our department. We continue to be encouraged by the strong support from the WMF and our continuing cooperation with the Free Lutheran Schools especially in connection with the Book Nook in Heritage Hall and the *Luther for the Busy Man* devotional recently published. I would also like to thank the other members of the board that spend many hours looking together at materials and also the many hours of effort spent on various tasks when we are not together. Thank you to the Conference gathered during these days for your continued support through prayer and your consideration of the budget subsidy request.

We are presenting a budget for 2023 in the amount of \$345,265.00 with a budget subsidy request of \$175,265.

Currently serving on the Board of Publications and Parish Education are: Rev. Dennis Norby, Chair; Rev. Ryan Patenaude, Vice-Chair; Mrs. Maren Sletten, Secretary, Mrs. Suzanne Tietjen, and Mrs. Leeanna Lunn.

Mrs. Maren Sletten has completed a five-year term and is not seeking to be reelected. Thank you, Maren, for your work and many contributions to the ministry during your time of service.

May God's work of creating and strengthening faith continue through the work of Publications and Parish Education for decades to come.

Respectfully submitted,
Rev. Dennis Norby
Chair, Board of Publications and Parish Education

THE DIRECTOR OF PUBLICATIONS AND PARISH EDUCATION

To the Annual Conference of the Association of Free Lutheran Congregations celebrating 60 years, June 15-18, 2022, gathered at the Association Retreat Center near Osceola, Wisconsin, under the theme “God Rewards the Faithful” based on Hebrews 11:6:

As an educator always looking for teaching tools and resources, I like to collect examples of bad curriculum (meaning curriculum that distorts or misrepresents Scripture) in order to demonstrate how essential it is to use good curriculum, to avoid confusion and more brightly shine forth the truth. I recently encountered a Bible lesson for children on faith, which equated choosing to have faith with choosing between chocolate or vanilla, brownies or cookies, as though faith were something as trivial as selecting an ice cream flavor or favorite cookie. But faith is not something we select from a menu or a vending machine. Faith is not something we accomplish. Faith is never our work. Faith is always a gift of God (Ephesians 2:8-9). God alone makes us “faith-full.” Like those who have gone before us in the Hebrews 11 hall of faith, we are “looking to the reward” (v.26), desiring “a better country, that is a heavenly one” (v.16), and “a better resurrection” (v.35). And while we wait the consummation, we fix our eyes on Jesus, “the author and perfecter of faith” (12:2). The ministry of Parish Education strives to provide resources for our congregations to teach that faith is a gift of God and to nurture faith in the hearts of all ages.

The most monumental task of our year was completing the long-anticipated Volume V in the AFLC Heritage Series, a posthumous collection of writings by Dr. Francis W. Monseth, beloved former dean of the Free Lutheran Seminary. Although we had hoped to have the published volume in hand at last year’s annual conference, due to insurmountable challenges and related labor and supply shortages in the world of printing, *One Thing I Seek: Selected Writings of Francis W. Monseth* did not arrive from the printer until later in the summer. However, with the conference being held on the campus of our AFLC Schools, we believed it was important to introduce the forthcoming book and give conference attendees an opportunity to honor the Monseth family at the conference. Therefore, at the close of the last evening service of the 2021 conference, a special presentation was made to Ellen Monseth and the 23 other family members who were present, honoring the legacy of Dr. Monseth. Since the books did not arrive in time for the conference, the Board of Publications presented each family member with a certificate in anticipation of the gift book they would each receive later in the summer.

During the presentation, I gave this challenge to attendees to encourage all to continue passing on the faith from generation to generation:

To those of you upon whom God has bestowed the gift of children, for those of you whom God has called to be teachers, and for every member of every AFLC congregation through your educational ministries, you

have this privilege and responsibility too of “holding fast the faithful Word,” shining forth the Gospel, and passing on the faith. May it not be squandered or wasted but invested well, as the psalmist writes in Psalm 78, “that the generation to come might know, even the children yet to be born, that they may arise and tell them to their children, that they should put their confidence in God and not forget the works of God.”

The service in the auditorium of the new Student Life Center closed with the gathered conference assembly rising to lift their hearts and voices together with all the saints in glory in praise to our God, singing the Doxology followed by the closing hymn, “Crown Him with Many Crowns.” The Board of Publications hosted a reception after the service to allow attendees to greet the Monseth family and celebrate together the forthcoming book and the legacy it represents.

The book title, *One Thing I Seek*, comes from Psalm 27:4: “One thing I have desired of the LORD, that will I seek: That I may dwell in the house of the Lord all the days of my life, to behold the beauty of the LORD, and to inquire in His temple.” These words of Scripture deeply impacted the heart of young Francis Wesley Monseth, who chose it as his confirmation verse and whose life purpose and ministry was a reflection of his desire to seek after God. Many years later while serving his first parish as a pastor in Everett, Washington, the LORD called Pastor Monseth and his wife, Ellen, to move their family across the country to Plymouth, Minnesota, to teach at the Free Lutheran Bible School and Seminary. Ten years later, he was called to a new role as seminary dean, where he served another thirty-one years until he was welcomed home by his heavenly father on Good Friday, 2013.

With more than forty years of influence in the Association of Free Lutheran Congregations (AFLC) as Professor of Systematic Theology and Seminary Dean, an anthology of his writings fits perfectly with the AFLC Heritage Series. Writings in this series reflect our Lutheran, pietistic, and Scandinavian heritage and are required to be theological, historical, biographical, *or* devotional in content. *One Thing I Seek* fills not only one, but generously fills *all* these qualifications. We are grateful to *The Lutheran Ambassador*, the Free Lutheran Seminary, the Georg Sverdrup Society, and the Monseth family for their permission to publish this spectrum of writings in a collection that makes it accessible to you.

Dr. Monseth heralded justification by faith alone in Christ alone, trained servant-pastors, and exemplified true and living faith in Jesus his Savior, all of which shine through in his writings. Pastor Robert Lee’s tribute at the beginning of the book conveys Monseth’s heart for the salvation of souls and for free and living congregations. His aim as a pastor and theological professor, writes Lee, was not simply to fill the heads of his hearers with information, but to see that information applied to life. In his notes for the Basic Principles of Theology class, Monseth wrote: “. . . the objective of Christian theology is not mere academics, but intensely and

absolutely practical, since it leads perishing souls to Christ and through Him to fellowship with God now and forever.” That was his desire in his writings as well as in the hundreds of classes he taught, in the sermons he preached, and in his personal encounters with others.

Ultimately, this book is a gift from the Monseth family. Much gratitude is especially due to Ellen who through this long process was always gracious, always kind, always helpful, and ever patient with our delays. Thank you to Ellen and the entire family for generously sharing husband, father, and grandfather with all of us through his longtime ministry on our campus and now for posterity through this anthology. Our lives are enriched because of this great generosity.

We are grateful to the AFLC Women’s Missionary Federation (WMF) and to Calvary Lutheran Church in Everett, Washington, who generously provided financial support for this project. Calvary was the first pastoral call for Pastor Monseth after completing seminary training, and we gratefully acknowledge the Everett congregation’s personal interest and investment in helping to ensure that this collection of Dr. Monseth’s writings will be widely accessible for the people of the AFLC. Finally, thanks be to God for providing all that was necessary to bring this monumental project to completion!

The next volume to be produced in the AFLC Heritage Series, Volume VI, is progressing well. Pastor Robert Lee, emeritus professor of AFLC Schools and former AFLC president, has nearly completed preliminary writing of the chapters. We are in the process of formatting the chapters as well as gathering and scanning a large variety of diagrams, photos, and documents to be included. This book is a personal history of the Association of Free Lutheran Congregations and celebrates the 60th anniversary of the AFLC in 2022. The book is expected to be released sometime during the next year.

Another significant book project, *Luther for the Busy Man* daily devotional book, was sent to press in the fall of 2021 but encountered significant delays in the printing and bindery process. The softcover editions were received from the printer mid-January and the hardcover editions a few weeks later. The publication of *Luther for the Busy Man* is a cooperative endeavor with AFLC Schools to make this literary gem broadly accessible across various platforms. We are grateful to Dr. Wade Mobley, President of Schools, for his initiative in this important project. In addition to the print edition published by Ambassador Publications, the Free Lutheran Bible College and Seminary established a website for the project, produced daily download and podcast editions, and currently maintains a website for online access and subscriptions at www.lutherforthebusyman.org.

Luther for the Busy Man is a reprint, updated edition of the original edition published by the Lutheran Church of Australia in 1974. The Lutheran Church of Australia graciously granted permission to Ambassador

Publications to produce this updated edition. In order to preserve the flavor of Luther and the style of the translator, P. D. Pahl, editorial changes have been restricted to primarily minor punctuation edits for clarity and updating British spellings to American English. Many thanks to Rachel Molstre, Free Lutheran Schools Librarian, who served as co-editor on this project with me. It was a joy to work together, and her creative skills in book design, layout, and organization were especially valuable.

Organized around the Church Year, each week of devotional readings contains excerpts from one of Luther's Gospel sermons in the order he would have preached them during the Church Year. The "Daily Scripture" section each Sunday establishes the sermon text for that week. In order to guide readers through the different seasons, Dr. James Molstre, Dean of the Free Lutheran Seminary, has written introductions to each of the three cycles of the Church Year: Christmas, Easter, and Pentecost. The sermon index in the back of the book prepared by Rachel Molstre provides a list of the sermons cited in the daily devotionals and indicates where they may be found in various editions of Luther's Works. The Church Year chart on the last page of the book can help one follow the days and seasons, especially relating to those celebrations such as Easter that change every year. We encourage individuals and congregations to enthusiastically promote this new daily devotional book and to give it generously to family and friends as gifts.

After more than a year of unusual ministry challenges and uncertainties related to the COVID-19 pandemic, most congregations returned to a regular schedule of in-person Sunday and weekday educational gatherings over the course of 2021. Many of the free resources we introduced during 2020-21 to serve our congregations in their adaptive ministries are still available online for broad use. Many churches held traditional onsite Vacation Bible School in the summer of 2021, and we expect even more congregations to restore this valuable community outreach ministry in summer of 2022. Through the 2020-21 school year challenges, sales of educational resources dramatically dropped, so we are thankful that curriculum sales seem to be rebounding and increasing for the 2021-2022 school year.

New Level 2 curriculum on the Ten Commandments is our current curriculum focus in the Ambassador Sunday School Series. Quarter 1 student leaflets were professionally published in 2021. Due to volatility and material shortages in the world of publishing, preliminary printing of Quarter 2 and 3 student material was done in-house for the 2021-22 school year. Our goal is to have professional printing of the materials accomplished in 2022. Preliminary teacher manual lesson plans are currently downloadable online. Greater development and refining of these lesson plans will be needed to prepare the teacher manuals for publication. Songs on the Ten Commandments written and performed by Adam McCarlson are available on our Ambassador Publications YouTube channel to support memorization and internalization of the commandments

and their meanings.

We expect to publish a new Bible study in 2022, *The Gospel in the Congregation: A Study of the AFLC Fundamental Principles*. This study (under the auspices of the AFLC Coordinating Committee) has been edited primarily by Rev. Martin Horn, Rev. Terry Olson, and Mr. Loiell Dyrud. The Coordinating Committee is working towards producing other complementary resources. In addition, Rev. John Lee, Missionary to Brazil, is overseeing translation of this study into Portuguese and has already begun to share the lessons with the AFLC—Brazil churches.

We also look forward to publishing a new study in the Ambassador Bible Study Series in 2022 on the book of First Peter written by Pastor Gary Jorgenson. A study on Second Peter will follow soon after. With the release of First Peter, we will be introducing a new cover design for the study series. Other books in the series include studies on Galatians, Colossians, and I, I, III John.

A study on the Means of Grace begun by Dr. Francis Monseth and a study on the Unity of the Testaments being written by Dr. Phil Haugen may be ready for publication within the next year or two. Work also continues on several youth and adult Bible studies and other resources.

Ambassador Book Nook sales in Heritage Hall have been strong and increasing every year. We are grateful for this cooperative endeavor with AFLC Schools. In the fall of 2021, we again promoted the opportunity to sponsor our annual gift books to FLBC juniors (*The Believer Free from the Law*), FLBC seniors (*A Faithful Guide to Peace with God*), and FLS first-year students (set of Heritage Series books and Catechism resources). We are grateful to those who demonstrated their support of our campus students by sponsoring gifts of these valuable resources. We encourage more people to purchase gift cards or gift certificates in Ambassador Book Nook or through our online bookstore to support Bible college and seminary students and to bless ministry leaders, family, and friends.

Thank you to many individuals and congregations who faithfully support the ministry of Parish Education through prayers and gifts. We are especially thankful for new commitment to this ministry demonstrated through several new, regular givers over the past two years. In addition, we were blessed to receive two grants in 2021:

- \$4,930.95 from the Myrtle, Thelma, Gladys Johnson Fund given through the InFaith Community Foundation
- \$2,000 Foundation Grant towards *Luther for the Busy Man* devotional book

God has provided many faithful and capable workers, for which we are grateful. Volunteers and staff generously give of their time and talents. Thank you especially to full-time Administrative Assistant Diane

Brubakken and part-time Customer Account Specialist Scott Olson for their dedicated and faithful work serving our congregations. Thank you to board members for their prayerful guidance and hours of sacrifice in this ministry unto the LORD: Rev. Dennis Norby, Rev. Ryan Patenaude, Maren Sletten, Suzanne Tietjen, and Leeanna Lunn.

Respectfully submitted,

Marian J. Christopherson
Director of Publications and Parish Education

YOUTH BOARD CHAIRMAN

To the Sixtieth Annual Conference of the Association of Free Lutheran Congregations, assembled at the Association Retreat Center near Osceola, Wisconsin, on June 15-18, 2022.

AFLC Youth Ministries exists to encourage local congregations to WIN teens to Christ, to BUILD teen believers in God's truth and love, to EQUIP teen workers to live and share their faith, and to MULTIPLY maturing disciples in Jesus Christ.

To accomplish these purposes, the AFLC Youth Board oversees three main events. The FLY Convention, FLY Beyond, and our Youth Worker Weekends are long-standing events offered through our department. The FLY Convention meets every other year. We look forward to seeing what the Lord has in store for us as we meet under the theme "Restored" in July 2023.

Pastor Gideon Johnson's report will give detail about the difficulties and issues faced by the FLY Committee as they deal with the postponement of the 2021 FLY Convention and the unknowns of the 2023 convention. Please join me in prayer for the 2023 convention and for the FLY Committee.

FLY Beyond is the national youth equipping conference for the AFLC. It combines preaching, teaching, apologetics, and worldview with a small group learning environment for a powerful week of spiritual growth. We invite you to explore the possibility of joining us at the ARC in Wisconsin on July 17-21, 2022 for this event.

AFLC Youth Ministries also offers Youth Worker Weekends for youth workers of all ages, experience-levels, and settings. We believe that the training offered at YWW will be beneficial for youth leaders in a church setting, but also Sunday School teachers, school teachers, and many others. Our YWW planning team is planning and praying for all who will attend the next weekend retreat in 2023.

AFLC Youth Ministries also offers training and mentoring for those involved in formal youth ministry. Our Apprenticeship Program offers training and education in the setting of the local congregation. New and prospective youth leaders would learn by regularly meeting with veteran youth leaders and by working in the church setting. We are also working with FLTS to provide an adapted Apprenticeship Program for seminary interns. We are excited to see the seminary interns receive this youth ministry training that many pastors will use throughout their ministry.

I would also like to highlight our youth ministry coaching option that is available through LEAD222. Youth ministry coaching is a benefit to our AFLC youth leaders through its ability to provide mentorship, accountability, and encouragement. LEAD222 also offers missions trips to

urban and needy areas in our country. If you would like more information about any of the training or coaching options available, please contact the AFLC Youth Ministries office.

We are thankful for our current youth ministry staff: Chris Rasmussen (Administrative Coordinator), Daniel Keinanen (FLY Convention Coordinator), Jordan Langness (Training Coordinator), Pastor Dan Hurner (Networking Coordinator), and Pastor Jason Holt (National Youth Director). We praise the Lord for each of our staff members and for the gifts they bring to our area of ministry. Beyond our staff, countless other volunteers are serving God and our congregations as part of AFLC Youth ministries. We are thankful for all of those who serve on planning teams, as event volunteers, and in many other ways.

Our youth board consists of Pastor Ryan Tonneson, Mrs. Michele Smith, Mr. Adam McCarlson, Mrs. Wendy Greven, and myself. My position is up for election during this annual conference.

Through increased giving and careful stewardship, AFLC Youth Ministries finds itself in a much more positive financial situation than last year at this same time. We are praising God for his provision and our good financial outlook. At the same time, we recognize concerns regarding the ongoing effects of the pandemic, unknowns related to the FLY Convention, and our nation's current economic situation. With these concerns in mind, we ask you to continue to pray for and support AFLC Youth Ministries. AFLC Youth Ministries requests a budget subsidy of \$153,000 for 2023.

Youth Board Chair,
Pastor Eric Rasmussen

FREE LUTHERAN YOUTH (FLY) PRESIDENT

To the 60th AFLC Annual Conference meeting June 15th – 18th at the Association Retreat Center, Osceola, WI.

Hebrews 11:6 (ESV) says, “Without faith it is impossible to please God, for whoever would draw near to God must believe that he exists and that he rewards those who seek him.”

It is in true faith in God and with a desire to both please Him and draw students near to Him that the Free Lutheran Youth (FLY) Convention exists. Our purpose is to provide congregations with a tool for winning the lost, building the believer, and encouraging student discipling in the local congregation.

To that end, the current FLY Committee is hard at work planning and preparing for FLY 2023, where we will, once again, center ourselves around the theme Restored, taken from what is said by our Lord in Revelation 21:5-7, “Behold I’m making all things new.”

The dates for next year’s convention are July 3-8, 2023.

Now for a few additional bits of information and news:

1) On Finances

Although following FLY 2021’s postponement we expected to be working with less cash on hand and an even tighter budget than on regular cycles, thanks to several generous donations over the last 12 months, the FLY Convention is sitting comfortably financially. We praise God for His provision and continue to seek wisdom in using these funds well for the sake of our youth. Thank you to those who have contributed to this work.

2) On Early Registration

In order to get an early jump on the number of students expected for FLY 2023 and in order to help churches and youth groups in their own planning and preparations, the FLY Committee has opted to open up registration early this year. So, mark your calendars for Early-Bird Registration starting October 20, 2022 through November 3, 2022 in order to get your students the best rate.

To see registration rates and dates, visit FLYconvention.org. If you haven’t received anything yet, promo material will be coming to you soon.

3) On Podcasting

As has already been stated, the FLY Convention’s purpose is to be a tool to reach and encourage youth for Christ. That said, we recognize that the

most fundamental tool in God's arsenal for reaching and teaching students to be lifetime disciples is their parents. That doesn't mean we're turning the FLY Convention into family camp. Our convention will still be geared to youth and focused on youth throughout. What it does mean is the FLY Committee, through the medium of a podcast, is setting out to create and offer to students and parents alike a tool to reinforce the content offered at the FLY Convention. In other words, it'll be a new way of bringing the FLY Convention home. We'll be releasing some early episodes of the FLY Convention Podcast this summer as a way to generate both interest and excitement before the convention and to prepare each listener for future content to come. So, keep your eyes and ears open for more news on this tool.

In closing, please continue to pray for the FLY Committee and the upcoming convention. We rely on the Lord's guidance as we undertake this planning; we seek the Lord's will as we press onward.

FLY Committee and Advisors:

Gideon Johnson (President)
Sharon Rykhus (First Vice-President)
Caleb Holt (Second Vice-President)
Ruth Gunderson (Secretary)
Bryce Timmerman (Devotional Life Secretary)
Emily Goff (Treasurer)

Daniel Keinanen (FLY Convention Coordinator)
Chris Rasmussen (YM Administrative Coordinator)
Adam McCarlson (Youth Board Liason)

Respectfully submitted,
Rev. Gideon Johnson
2023 FLY Committee President

THE DIRECTOR OF YOUTH MINISTRIES

To the Sixtieth Annual Conference of the Association of Free Lutheran Congregations, assembled at the Association Retreat Center near Osceola, Wisconsin on June 15-18, 2022.

Our theme “God Rewards the Faithful” from Hebrews 11:6 has significant context. As we will hear throughout our time gathering together, it begins with the faithfulness of God Himself. The character of the Lord is trustworthy. God has revealed in His inerrant Word that He exists and that He works in the lives of people by His mercy and grace. These realities invite us to trust, to follow, and to serve Him. The Lord Jesus works faithfully through His death and resurrection, all without wavering on His end, and He makes His believers faithful in His service. When we remember God rewards His faithful people, we rejoice in Jesus for that faithfulness.

AFLC Youth Ministries exists to win teenagers to Jesus, to build them up in God’s Word and God’s love, to equip them to live out their faith and to share their faith with others, and to multiply maturing teen disciples of Christ. The Lord has been faithful to call each generation to declare His works and ways to the next generation.

WIN

Our national youth gathering, FLY Convention®, has as its first priority to be a winning event to serve the local AFLC congregations. FLY President Gideon Johnson will report on the progress of the 2023 FLY Committee. This team has navigated the postponement from 2021 with a watchful eye and a steady hand. By the reading of this report, we will be just over twelve months from the start of FLY. Will your congregation be there in 2023?

In addition to our biennial convention, we continue to encourage congregations and districts to share Jesus with young people. We are grateful for each opportunity to join settings that present the Gospel of Jesus with an invitation for teens to respond by God’s grace.

Our posture remains the same – we stand ready as a youth department to participate in and to pray for your evangelistic efforts with today’s teens. Have you prayed for the lost teenagers in your community during 2022?

BUILD

The Lord calls people by His grace and guides them to follow Him. AFLC Youth Ministries prays for young people who are believers to be growing spiritually. Parallel to our availability with outreach, we are prepared to assist your congregation’s efforts or district’s pursuits to see teens grow in the grace and knowledge of our Lord Jesus Christ.

For over a decade, we have partnered with the Association Retreat Center (ARC) on their annual winter retreat: Side X Side. This early February

gathering for high school students provides an important setting for sharing Jesus. Eleven second-year youth ministry students from FLBC spent months praying, planning, recruiting, and leading the content for Side X Side, while I provided coaching support to them. We are grateful for this environment focused on building up teens spiritually.

Since last year's report, the shift has been evident from limited travel to active openings. Last year, I expressed encouragement from the resilience among our AFLC youth through the pandemic. This year, I observe the eagerness among many teens, youth groups, and leaders to be meeting and building together. God rewards the faithful!

EQUIP

FLY Beyond is our national youth equipping conference, which occurs in the summer of even years. The next one will be July 17-21, 2022 at the ARC. Our goal of training teens is accomplished through the efforts of veteran pastors, youth leaders, and guest presenters. FLY Beyond prioritizes placing all attendees in small group teams of six to eight. These teams meet regularly through the week to establish community through discussion of the truths presented and in prayer for personal application. Our theme of "Upward" from Ephesians 4:11-16 will direct teens toward spiritual maturity and their use of spiritual gifts in the local congregation.

In addition to the physical camp, congregations across the country can take part in FLY Beyond digital camp. The evening messages, the Bible studies, and the apologetics will be available online for July and August. This cost-effective option positions every AFLC congregation to benefit from the content and connection with the national youth equipping conference.

Our department's focus includes both equipping teens and the caring adults that work with them. Youth Workers Weekends (YWW) is our annual gathering for volunteer and vocational youth leaders. We were grateful to be joined last January by Jim Bjork, the veteran Young Life trainer from the Dalton Free Lutheran Parish in Minnesota. With attention given to building bridges with teens, Jim's training along with the diverse weekend sessions from other AFLC leaders equipped and encouraged over 50 people in attendance.

Our YWW planning team has begun its prayer and preparations for January 13-15, 2023. In order to maximize impact, YWW will offer again a "BOGO Half Off." The "By-One-Get-One Half Off" priority seeks to encourage multiple people from a congregation to attend YWW, in order to take home together the training and ideas. Will your volunteer or vocational youth leaders be with us next January?

In addition, we remain very thankful for the partnership with AFLC Schools in training. During the current AFLC Schools academic year of 2021-2022, I was asked to teach four classes at FLBC (Introduction to Youth Ministry, Introduction to Family Ministry, Youth Ministry Methods

of Jesus, and Growing a Healthy Youth Ministry). This involvement continues to bear fruit in the lives of graduates in their roles as parents, youth leaders, congregational members, missionaries, and pastors.

We truly enjoyed partnering with FLBC to invite leaders to attend the D6 Family Conference on April 20-22, 2022. Studies suggest that parents are the most influential spiritual people in the lives of teens. As a result, we want to be sharpened in AFLC Youth Ministries to equip Christian parents effectively in their vital role. The AFLC Youth Board, Youth Ministries' staff, and some interested FLBC students took in the D6 conference. Our capacity to impact the next generation is extended when we train parents to disciple their teens. This approach does not diminish the winning of lost teens and the building of believing teens from the first two strategies. Equipping teens, leaders, and parents are three inter-connected layers of the training that we offer to congregations. By serving each of these layers, we are motivated by Christ and His faithfulness to make disciples of all ages, which leads into making more disciples of Jesus.

MULTIPLY

AFLC Youth Ministries offers an Apprenticeship Program for a growing youth leader. This 12-month congregational setting is designed for receiving training while serving. Each apprentice is provided a mentor through the AFLC Youth Ministries' office. An updated informational packet is available on our website, which outlines the responsibilities for the apprentice and for the congregation. Potential apprentices are encouraged to apply with their local congregation.

For 2021-2022, we had six participants as apprentices: Coltin Cox (United Lutheran, Laurel NE); Regan Johnson (Ruthfred Lutheran, Bethel Park PA); Jacob Neufeld (Resurrection Free Lutheran, Beltrami MN); Christian and Bethany Bickel, and Mikey Meester (Living Word Lutheran, Eagan MN). At the time of this report, the 2022-2023 application process is open for the new Apprenticeship Program season to begin in August.

Through a partnership with the Free Lutheran Seminary, we are pleased to offer a modified Apprenticeship Program to seminary interns during their congregational 12-month internship. Instead of the weekly components of the full Apprenticeship Program, seminary interns receive two monthly sessions (one individual session and one group session) as they learn and serve in the local congregation.

As we weigh our need to multiply efforts with teens and youth leaders, we have been pleased to work alongside of other Christ-centered ministries like the following:

- Campus Alliance (www.everyschool.com) for local prayer support and school outreach.
- Center for Parent/Youth Understanding (www.cpyu.org) for parent and leader tools.

- Dare 2 Share (www.dare2share.org) for Gospel-advancing training with teenagers.
- LEAD222 (www.lead222.org) for youth leader coaching and multiplication.
- NNYM (www.youthworkers.net) for national youth leader networking.
- See You At The Pole (www.syatp.com) for the national day of student prayer in Sept.

Each one of the above offers ways for our national efforts to serve teenagers effectively. Our focus is to remain attentive of the best tools that assist the local congregational ministry to win, build, equip, and multiply teen disciples.

One multiplication area that we do not always report on is assisting congregations in the search for a youth director. The Youth Ministries' office has guides to the process, insights for potential candidates, and ideas for a newly found leader to get started right. Over the last decade, we have seen an average of six congregations looking for a youth director (whether volunteer or vocational) during any given month. As this trend appears to be on a trajectory that will continue, we are committed to finding the best ways to assist the local congregation in this search.

Since June 2020, the "AFLC Youth App" has been available. With specific tabs for "Teens" and "Leaders," many adolescents, parents, youth leaders, and pastors have downloaded this free app. With over 450 downloads, we will be examining an expanded use of the AFLC Youth App that could integrate with our events like YWW, FLY Beyond, and the FLY Convention. We expect many more opportunities to utilize this tool in the years to come.

THANK YOU

Thank you to the AFLC Youth Board for your leadership and for your burden for teens to know Jesus. Thanks to each AFLC Youth Ministries' employee:

Mrs. Chris Rasmussen (Administrative Coordinator)
 Mr. Daniel Keinanen (FLY Convention Coordinator)
 Mr. Jordan Langness (Training Coordinator)
 Rev. Dr. Dan Hurner (Networking Coordinator)

Thank you to the 2021 and 2023 FLY Committees for serving well in a challenging season. We praise the Lord for His faithfulness and are eager to gather July 3-8, 2023.

Thank you to each of the volunteer planning teams! FLY Beyond, Youth Workers Weekends, Side X Side at the ARC, and the Apprenticeship Program are all effective because of AFLC members who faithfully give of themselves to minister with the next generation.

Thank you to my family – Jennifer, Micah, Magdalena (and soon-to-be Kyle), Phoebe and Isak, Susanna, Caleb and Grace. It is wonderful to be at a stage of family life to watch that list of names grow. Each of you have been a blessing to pray and to encourage me in this role.

Thank you to our AFLC fellowship. I am humbled regularly by our church body's investment in the lives of today's teens. May the Lord bless your faithfulness for the sake of His Name and His Kingdom!

Thank you, Jesus! This awkward and geeky Midwestern kid, who received baptism as a baby and received assurance of salvation as a teenager remains in awe of the Savior King. Jesus is faithful!

Respectfully Submitted,

Rev. Dr. Jason Holt

Director of Youth Ministries

CHAIRMAN EVANGELISM & DISCIPLESHIP COMMITTEE

To the 60th Annual Conference of the Association of Free Lutheran Congregations gathered at The Association Retreat Center (ARC) near Osceola, WI on June 15-18, 2022.

“Blessed be the God and Father of our Lord Jesus Christ, who has blessed us with every spiritual blessing.” Ephesians 1:3

What a joy it has been to be able to fellowship face-to-face again. God is good! As we come out of two years of restrictions and fears, we see Christ’s promise and provisions. Paul speaks of the peace that is ours in Christ Jesus in Ephesians 2:17 & 18 when he says, “And He came and preached peace to you who were far away, and peace to those who were near.” Even though the world pushes fear by all kinds of distractions, God’s word shows us (in love) the peace that transcends all understanding, which is ours in Christ Jesus.

I am excited to see how God will use the outcome of this pandemic for His good and His purpose. In the church at large, we learned a valuable lesson that the church can reach so many more people through the use of technology. Even our AED board was pushed to find new ways to reach those who are far away and those that are near with the use of the internet, zoom and websites. We are excited to have launched the new and improved AFLC Evangelism and Discipleship website. It will continue to be a work in progress. Thanks to the many people who have been involved, we have been blessed with a beautiful, new platform for all to use. You will find many valuable resources for evangelism and discipleship. Each resource/tool will have a personal review speaking to the usefulness of the material in various contexts. There are many new things on the website.

Pastor Randy Nelson continues to make contact with congregations and pastors. He has enjoyed being a part of the AFLC Reawakening Conferences that allow him to connect with congregations from various districts.

Our Speaker Program has been built up into a large number of qualified speakers for outreach ministries in your area. If you are in need of someone to help with speaking at your local event, please go to our website or contact Randy.

The AED Board is honored to have helped Pastor Scott Stroud with grant money toward the cost and distribution of his new book “Unexpected Harvest”. We hope to have copies of this new book available at this year’s Conference.

Prior to 2021, we were challenged to begin the process of pairing down our ministry in the face of a possible 25% drop in giving during the pandemic.

We prayed for God to provide the funds needed in this area of ministry. God has opened up the floodgates of Heaven and provided abundantly for Evangelism and Discipleship to go forward. As of December 31, 2021, AFLC Evangelism and Discipleship received \$150,789.87, with disbursements of \$120,636.87, resulting in a net income of \$30,153.00. The AED Board was able to bless Pastor Randy Nelson and his family with an increase in pay of 3% for the work that he is doing as Director.

I want to send a special “thank-you” to Pastor Randy Nelson for his strong servant heart for the Lord Jesus Christ. God has blessed him with many gifts. He has a passion for the lost and for building relationships. He is an encourager and a solid prayer warrior. The AFLC is truly blessed to have his servant heart.

I am so thankful for each board member whom God has called to the service work of the AED. The board prayed for several years for individuals that had specific gifts that would help build up this ministry for Christ. God has answered that fully and continues to fill those voids where we may be lacking. Thank you also, to Liz McCarlson for all that she does for the AED.

“I thank my God in all my remembrance of you, always offering prayer with joy in every prayer for you all, in view of your participation in the gospel from the first day until now. For I am confident of this very thing, that He who began a good work in you will perfect it until the day of Christ Jesus.” Philippians 1:3-6

In Christ,
Kevin Hoops - AED Chairman

DIRECTOR OF EVANGELISM & DISCIPLESHIP

To the 60th Annual Conference of the Association of Free Lutheran Congregations gathered at the Association Retreat Center in Osceola, Wisconsin from June 15th through the 18th, 2022.

And without faith it is impossible to please him, for whoever would draw near to God must believe that he exists and that he rewards those who seek him. (Hebrews 11:6)

The key to understanding this passage is looking back to v.1-2. *“Now faith is the assurance of things hoped for, the conviction of things not seen. For by it the people of old received their commendation.”* Through this context, we more clearly understand that pleasing God is not just having a faith, but also believing in Him. Acting out of confidence in who He is, trusting in His self-defined character and nature, and resting in His Love and commitment towards us. Which is an important distinction in a world that advocates that it is not important *“who”* or *“what”* you have faith in, just that you *have* a faith. The Scriptures however make clear that saving faith is more than head knowledge, or *“claiming”* to believe, but not standing upon it solely. God makes it clear that *“pleasing”* faith is believing in Him and then seeking to live our lives drawing nearer to Him with the assurance that *“God rewards those who seek Him.”*

What this verse brings to my mind is how this division between *“faith,”* and *“faith in God,”* is growing further and further apart in our culture today. A day best described as *“post-Christian,”* where Christian beliefs, standards, and values are no longer the dominant cultural norm, and have not been for some time. Where few believe in God, and even fewer seek to please Him. Which raises the critical question, ***“How do we reach those who are following the beliefs of the world and are facing the judgment of God for their unbelief in Him?”***

This past year our department has been wrestling with this question as we acknowledge how much the culture has changed, along with our need to find new ways to engage in meaningful conversations with those who are perishing around us without faith in God.

One of the ways we focused on was the development of a new website. Recognizing the importance of a flexible, digital platform today, we built an all-new website that features a library of evangelism and discipleship resources, reviews, and ministry testimonies. These resources are available to equip and inform visitors, as well as offer them an opportunity to help expand our knowledge base by encouraging them to offer their recommendations, reviews and ministry experiences, for the benefit of all.

We have also been actively connecting with AFLC churches and pastors through the Reawakening Conferences, national and regional events, Bible camps, and invitations by congregations to come and share our

resources, recommendations, and insights. It is our intent to continue to reach out to our AFLC congregations and pastors to offer assistance in finding ways to help them engage their community by developing effective evangelism and discipleship tools in their congregation. Some of this will come through our speaker program, as well, as we are blessed with over 30 teachers, speakers, and evangelists who are spread across the country and are available for Conferences, Bible Camps, Special Meetings, Men's or Women's Retreats, or any number of other gatherings. Access to our speaker program is available through a request form on the website or by contacting us directly at evangelism@aflc.org.

We are also actively looking for unique ways to “*encourage, equip, and assist our AFLC congregations and pastors in making and equipping disciples who make and equip disciples*,” like the opportunity to partner with Pastor Scott Stroud in his latest book, “Unexpected Harvest.” His last book, “Get Out for Good,” focused on helping those who have come to faith in Christ while incarcerated. It is a book filled with excellent discipleship tools for newly released believers, as well as a support tool for family members or even congregations wanting to assist them. “Unexpected Harvest” focuses on helping those who have come to Christ while in prison transition into the church outside of prison and possibly receiving training toward an opportunity to serve in leadership. Pastor Stroud is a living example of this. He believes there is an “*Unexpected Harvest*” out there that could bless the church and beautifully fulfill the truth of complete redemption and restoration we proclaim in the Gospel. Please be sure to pick up a free copy for your congregation at our table at Annual Conference.

Another unique opportunity that came to our attention this year, and fit with our mission statement, allowed us to bless and equip all of our AFLC pastors and their families through the online ministry of RightNow Media. RightNow Media is an online video subscription service similar to Netflix, but from a Christian educational perspective. It features over 40,000 Bible studies, along with educational videos ranging from Apologetics to Christian History to Christian Counseling to Homeschooling and Children's programming. Through the generous gift of our supporters, we were able to give a full year membership to every rostered clergy member and their families to use for their own encouragement and edification.

As you can see, we are actively exploring new ways to carry out our mission of “*encouraging, equipping and assisting our AFLC congregations and pastors in making and equipping disciples who make and equip disciples*.” We are also glad to discuss with congregations and pastors all aspects of evangelism and discipleship—assessing, planning, training and implementation—especially within the unique community and environment of your congregation. Feel free to contact us anytime for our assistance.

As we look to the future, we have become aware that there is important

board governance training available that will help us to better equip us carry out our roles, as well as develop long term planning goals for our department. We have also become aware that there is a need and a desire from congregations to receive training in church leadership to accomplish similar goals. It is our hope that in the future we will be able to provide a weekend conference, or perhaps an online video conference to equip congregations in this key area of discipleship.

This is just a brief update of what we are currently working on as we take this call to reach those who are perishing without a saving faith in God because they are blind to the truth. God is clear that “faith” by itself does not save, faith in the God who is, and what He has done, does save. This is a critical task as we see more and more are being deceived and unless they are reached with the truth, they will face an eternity in hell because of their unbelief in Jesus. We know that you realize the seriousness of this call and we thank all of you for your support and partnership in this work. May the Lord guide and bless us as we seek to be used by Him in these important days.

Respectfully Submitted,

Rev. Randy Nelson, Director
AFLC Evangelism and Discipleship

THE BENEFITS BOARD

To the 60th Annual Conference of the Association of Free Lutheran Congregations assembled at the Association Retreat Center on June 15-18, 2022.

This year as the Association of Free Lutherans celebrates sixty years, together we celebrate the love God has shown to His faithful children. His eternal love was not defined in these sixty years. Yet, God's love has been shown to us in countless ways over them. We think of how He provided for our Bible College and Seminary and this Association of Congregations as we have faithfully sought Him to guide us as stewards of His gifts. We know the love of our Triune God is eternal.

In 2021 the Benefits Board has been working with our 401k plan advisor team from TruStone Wealth Management and Ameriprise. This board has prayerfully considered ways in which to maximize this benefit while as the same time making it less cumbersome for plan participants. The board seeks the Lord's reward not solely in accounts, but primarily in trusting in God's provision for our eternal salvation.

The board works to educate both congregations and pastors on the importance of utilizing tools offered by the AFLC: Retirement platform, Insurance products, and H.I.S funds. The AFLC retirement plan currently has 242 participants with a balance. In Hebrews 11:6 we see the call for us to draw near to God includes trusting that He exists and faith of His reward for all who seek Him. May our congregations utilize tools to anticipating the future, but never to replace the Savior and our eternal home.

The Help In Service Fund (H.I.S) has been established to assist pastors and their families in times of need. The Benefits Board thanks the congregations and members for their donations of love to this fund and for their trust in the board to utilize their gifts in times of need.

The Benefits Board would like to Thank Mr. Tony Onnen for his six years of service to the Pastors and Congregations of the AFLC through this board. We pray God's blessings to him, his wife, and their family.

The Benefit Board Members with terms are:

| | | |
|----------------------|--------------|------|
| Mr. Tony Onnen,chair | Cokato MN | 2022 |
| Mr. James Rolf | Moorhead MN | 2023 |
| Mr. Phillip Peterson | Beresford SD | 2024 |
| Rev. Kenneth Moland | Graham NC | 2025 |
| Rev. Ronald Smith | Bruce SD | 2026 |

Respectfully Submitted,
Rev. Ronald Smith for the Benefits Board

FREE LUTHERAN BIBLE COLLEGE & SEMINARY

The Report of the Free Lutheran Bible College and Seminary to the 60th Annual Conference of the Association of Free Lutheran Congregations gathered at the Association Retreat Center rural Osceola, WI; Grace and peace to you from God, our Father, and the Lord Jesus Christ.

And without faith it is impossible to please him, for whoever would draw near to God must believe that he exists and that he rewards those who seek him.—Hebrews 11:6

This year's theme is fitting as we reflect on 60 years of God's blessings in and through the AFLC. God indeed rewards those who seek him. Hebrews 11:6 assures us that God is pleased with the faithful. All that we have—our faith itself, our soul's reward, even God's desire to be found when sought—are gifts to us from God's gracious hand. Our faith is not in history or good ideas but childlike trust in Jesus Christ.

Even more so, we must remember what, or Whom, is our reward. Our reward is not prosperity, enlarged borders, or relationships unstained by sin. Our reward is Jesus. He is our soul's reward. He is the one on whom we are called to fix our eyes. He is the one whom the seeker finds. He is the object to which our faith clings. He is the one who has dealt decisively with our sin on his cross.

Our Mission

This childlike faith in the finished work of Christ is the heritage and reward that FLBCS has enjoyed and proclaimed for almost sixty years. **We continue to establish students in the eternal and inerrant Word of God for life and faith in Jesus Christ and faithful service in His Kingdom.**

This mission is always before us. It informs all our decisions and motivates all our actions. Our mission is given motion by our institutional objectives and core values, all of which you can read at the end of this report. Thus carried out, the ministry of FLBCS directly impacts students who then impact congregations in and beyond the AFLC. We ask continually, "How do we best establish students in God's Word?"

As we seek first the kingdom of God and His righteousness, the Board of Trustees (BOT) has begun a process of evaluating our board governance practices and quality. This year, thanks to a gift from a generous donor and a grant from the Association for Biblical Higher Education (ABHE), we have participated in direct training with ABHE to help us become a more effective board. Our goal is to better exercise our stewardship role in service to FLBCS, the Schools Corporation, and the congregations of the AFLC. We are learning to think strategically as we continue developing and executing our strategic plan.

As we have learned we are reminded through it all that this is God's Bible College and Seminary. At the time of this writing we are:

- *refreshing our Strategic Plan,
- *proactively preparing for future events or personnel transitions
- *improving reports to the BOT
- *being better prepared for meetings as a BOT
- *evaluating against our mission investments in new/ongoing programs and initiatives
- *strengthening interaction between the BOT and the Schools Corporation

This process has been good and has served to encourage as we continue to support and direct the administration, make policy decisions and improvement, and uphold every part of FLBCS in prayer. We encourage and evaluate both our leadership and our seminary graduates, stewarding both what God has given us and the mission with which he has tasked us.

The BOT is thankful for the history of FLBCS and those who established the School and have kept God's Word as the solid foundation for life both on campus and beyond. We are thankful for the administration and staff and their unwavering and sacrificial commitment to the mission of FLBCS. We thank God for students coming to FLBC as they invest their time and talents to be taught and trained to serve in God's kingdom, and for men who answer the call to FLS to be trained to serve as under shepherds of the Great Shepherd of the Sheep, Jesus Christ.

We are also thankful for the Student Life Center, and we rejoice in the way that it has augmented the ministry of FLBCS. We pray that it may be used to facilitate the mission of FLBCS for a growing number of students.

Free Lutheran Bible College

God's faithfulness has been experienced and greatly appreciated on the FLBC campus during this past year. Despite the challenges and uncertainties afforded us by the current cultural and societal moment, we were blessed this year with 97 students whom we have trained in God's Word.

Our theme this year was "Share the Light" which is based in 2 Corinthians 4:6: *For God, who said, "Let light shine out of darkness," has shone in our hearts to give the light of the knowledge of the glory of God in the face of Jesus Christ.* This seems fitting for this generation of students that has seen a great deal of the darkness in recent events. Cultural and societal changes have brought great challenge to the faith of students in this generation. To have this many students committing time to study the Word of God demonstrates the Holy Spirit's continued work in their hearts. Through their study at FLBC, the Light of the world, Jesus Christ, shines in their hearts through his Word so that they may "give that light" by proclaiming the knowledge of him to those lost in darkness.

FLBC is a unique institution. "Unique" means one of a kind, and I use that

word to mean such. We know of no other denominationally connected, two-year institution of higher education that shares our mission or objectives. Our program can be challenging to explain, especially to those unfamiliar with FLBC. To help, members of our team developed a summary of our ministry using three simple headings:

*Scripture without Distraction

*Discipleship without Distance

*Ministry through the Congregation.

Scripture without Distraction

The Word of God will always be the substance of our program. We exist to teach the Word of God, and “Bible and Ministry” is our only undergraduate program. During this past year we undertook a comprehensive review of our academic program to ensure that our courses fulfill the mission of establishing students in the eternal and inerrant Word of God for a life of faith in Jesus Christ and faithful service in his kingdom.

One goal of this review was to ensure that our program equips students for kingdom service. Convinced that the congregation is the right form of God’s kingdom on earth, our core (required) courses give an overview of God’s salvation history and demonstrate the New Testament model of God’s working through believers in the local congregation.

FLBC Dean Adam Osier led this review, which included discussion with current and past faculty, and collaboration with both Chief Academic Officer Dr. James Molstre and Institutional Effectiveness Director Sarah Bierle. Together, they determined where we have been, and how we could better meet our objectives.

We also surveyed current and past students to ascertain how our program prepared them to serve in the local congregation. Two surveys reflect solid congregational participation.

A 2021 survey asked graduates from five-year increments (2020, 2015, 2010, etc.) about their congregational involvement, reflecting a broad cross section of alumni. That survey found that 89% of respondents are currently very active in a congregation, with 70% of those serving in the AFLC.

A second survey in 2019 pursued answers from all alumni, which tends to generate responses from more recent graduates. Those respondents indicated that the vast majority (97%) of past students were serving in a congregation, with 74% of those still involved with AFLC congregations.

These alumni also provided valuable feedback about the parts of our program that most equipped them for their service, along with constructive insights for areas we could add or improve. Both our alumni and our current students find our emphasis on exegetical theology (in-depth interpretation and application of books of the Bible) to be most helpful to them, and

nearly 60% of credits offered fall under this category.

The completed review resulted in rearranging when some classes were offered, restructuring where some vital content was offered, adding some classes, and changing whether courses were required or elective. The final product looks substantially like the program by which so many over the past 56 years have been blessed. Of the 44 credits students are required to take, 26 are in exegetical theology, ten cover systematic theology, five cover worldview/apologetic content, and three cover historical theology. Of note, counting both required elective courses, students who attend for 2 years will have the opportunity to study virtually every book of the Bible whether individually (e.g. John or Romans) or in a grouping (e.g. Pentateuch or Luke/Acts).

A couple of examples highlight how changes that were made to our exegetical classes intend to serve our mission and demonstrate the uniqueness of our institution. The book of Luke was previously taught in the required Synoptic Gospels course (with Matthew and Mark). The book of Acts was an elective course that was combined with Paul's prison letters. In the new program, Luke and Acts are combined to portray comprehensive history of the life of Christ and the early church as told by Luke. The course description states:

BI 1203 is a three-credit course studying Luke's writings regarding the life of Christ and the early Church with special emphasis on Jesus ushering in the kingdom of God with an invitation for all people and how that kingdom is physically manifested in the local congregation.

Similarly, Paul's letters to the Corinthian church were previously offered as an elective course. However, those letters demonstrate a divine commentary and direction for congregations struggling with the ever-present burden of sin, the application to those seeking to serve in a congregation today are obvious. Its course description is as follows:

BI 3224 is a two-credit course which studies Paul's Epistles to the Corinthians, focusing on the message of the cross as God's powerful key to addressing problems within a struggling congregation. These letters provide timeless insights from Paul's example in ministry which are vital for congregational life today.

Besides required classes, we offer more electives to our students than in recent years. These electives include the same categories of theology as our required courses, but also include a variety of practical ministry training and opportunities fueled and informed by a study of God's Word.

One elective emphasis is youth and family ministry, a track that is led by the AFLC's Director of Youth Ministries, Dr. Jason Holt. We also offer a cross-cultural ministry class (and mission trip) in cooperation with AFLC World Missions and led by AFLC Journey Missions director (and part-time

seminary student) Mr. Jon Nelson. Additionally, students benefit from lay-ministry training such as preaching and advanced biblical interpretation, as well as excellent music and worship ministry training provided by Mr. Andrew Hanson. Finally, our most recent development is an introduction to sports ministry class taught by Director of Athletic Ministry Dr. Brad Bierle.

Through the years we have offered a variety of elective courses, and as our college grows, we will be able to accommodate ministry emphases that will positively impact congregations. The first catalog of FLBC (then FLBS in 1964 and AFLBS in 1966) included four required general education classes: Public speaking, composition, literature, and typing. We do not currently offer general education courses, but many of our courses transfer as such to other colleges.

Our primary focus will always be the Word of God. FLBC requires more exegetical courses than most four-year Christian colleges offer. This is a differentiator: The Word of God is living and active and is effective to work faith in the sinner through the life-giving message of the gospel, equipping the believer for every good work. As such, we teach it and proclaim it without distraction.

Discipleship without Distance

In-person discipleship is central to our program, as believers belong together. It is possible to learn valuable biblical content online, but God's Word declares the relational nature of God's design of mankind. FLBC is not a congregation, but we are a place where young people come together both to encourage and to be encouraged; to grow in the faith, sharpen one another, and build lasting godly relationships that will serve them for a life of faith.

One FLBC alumnus sent an article about a recent local case of college hazing that left a young man unresponsive with significant brain damage. She noted how, by God's grace, our program stands as light in contrast to the darkness of this scene so prevalent on other college campuses.

One of our current female students observes this contrast, too: "I love being part of these girls' lives and making lasting friendships with them. Thursday night devotions are a time I look forward to every week because I get to spend it with the girls on my wing when we're all together with no distractions. It's a place where we can truly come together and hear about the accomplishments and challenges we've had throughout the week. During devotions, we spend time in God's Word and in prayer for one another."

Our discipleship ministry is centered in dorm life and is an intentional, focused opportunity to invest in the lives of our students. There are times of fun, hanging out, talking, debating, loud noises, general goofiness, and even disagreements. But more importantly, our student life director, dorm

heads, and dorm assistants are cultivating an environment where students are pointed to God's Word, both in Law and Gospel. Students see a caring presence and godly examples who will help them wrestle through their struggles, confront their sin, teach them to ask for and extend forgiveness, point them to the assurance of salvation, and pray for them.

For the last several years our Director of Student Life, Dr. Brad Bierle, has carried the torch for "discipleship without distance." Brad has a passion for this age group and a wisdom garnered by his own life of faith. He has been a team builder and an equipper, carrying this ministry into a new generation, and literally hundreds of students have been impacted by his ministry. These gifts will now be used in a different role on campus, but his work has laid a solid groundwork on which the next Director of Student life can build this program. By the time the reader receives this report, that role will have been filled and announced.

Ministry through the Congregation

In conjunction with our in-person discipleship emphasis, we affirm the need for students to find their place in a local congregation. The probable ultimate outcome of our training will be faithful service to the Great Commission in and through a congregation. In recent years we have seen the benefit of congregational life and the harm caused by its neglect.

As part of the program review, we have restructured one legacy FLBC course, Principles of Congregational Life. The objectives for that course center on training students the biblical nature of the church (ecclesiology) with an emphasis on the application of that understanding. We express what a congregation is and how to actively and productively serve in one. Dr. Nathan Olson teaches this course, which has become an eye-opening and paradigm-shifting class for some of our students. He has also pointed students to practical opportunities to put into practice that which they are learning in many of our local AFLC congregations.

Additionally, our music, ministry, and athletic teams, have given students the opportunity to connect with many AFLC congregations near and far. This year 33 of our 97 students were members of a musical gospel team. They sang and offered testimonies in scores of congregations. Our choirs sang in 18 different congregations on three tours throughout the broader Midwest. Similarly, our athletic teams also fielded not just athletes, but a worship team, which helped to lead worship in a variety of congregations. Our prayerful intent is that students will see the beauty of the local congregation for a life of faithful service in it.

We thank the congregations of the AFLC for their faithful prayers and financial support of FLBC. Encourage your young people to invest in this opportunity to study God's Word and strengthen their faith while being trained for service. Next year we plan to serve at least 107 FLBC students on a campus that can hold up to 160. We stand ready to serve students from the AFLC and beyond. We offer an unparalleled educational value, sharing

transfer agreements with several colleges and almost any desired degree. Students start here, then go anywhere, grounded in God's Word.

Free Lutheran Seminary

God has been and is faithful to His Word and He has been faithful to our Free Lutheran Seminary and Bible College. This year 13 students attended the Free Lutheran Seminary (FLS), with two graduated in May. In June, four men began internship under the supervision of experienced AFLC Pastors. We look forward to God's provision for our incoming Junior class.

The strength of our seminary is that the program is centered around the in-depth study of God's inerrant word. God's Word is studied with application to congregational life and ministry.

The Free Lutheran Seminary, which offers a three-year Master of Divinity program, and a three-year certificate of Master of Divinity program, takes the training of pastors seriously. The Seminary recognizes that pastoral ministry is not getting easier as we progress further into the 21st century but rather is getting more difficult and nuanced. The questions we ask when considering our seminary program are, "Will this enhance our program by helping men prepare for ministry? Is this the most effective way to train men for a lifetime of service to the congregation and the kingdom?"

Almost half of the 90 credits required for graduation are comprised of exegetical study (Old and New Testament). About 30% of the program includes practical theology courses such as Christian education, Pastoral Counseling, Leadership and Discipleship, Apologetics and Evangelism, and Expository Preaching. The remaining credits cover Systematic Theology and History, all designed to prepare the men for ministry in their congregations and communities.

Our seminary is a close-knit group. We have devotions together every morning, pray for one another, laugh with one another, and mourn with one another as we grow in the grace of our Savior. After three years together, our faculty and students become friends and colleagues. Wives of seminarians enjoy times of fellowship and mentoring under the direction of Kristin Molstre and Michele Mobley.

We are excited about the men who will be going out into the congregation over the next several years. They have left family and jobs behind to prepare for ministry. There are no half measures here at the seminary. The students are "all in," obedient to God's call to prepare for a lifetime of service.

The seminary chapel is continually being updated thanks to generous donations. Most recently the WMF donated funds to help us remodel an old corner room into a beautiful nursery used by our seminary families and larger gatherings, concerts, and events. An old classroom space has also recently been renovated into a study library for our seminarians. Thank

you to Rebecca Moan for her work imagining and designing the space.

We are also grateful for generous donors who have made the seminary experience so affordable. Last fall we were able to offer all our students a tuition-free semester. What a thrill and joy it was to be able to tell our students that their financial obligation had been taken care of for them. God has been so good to us and we praise and thank Him for His faithfulness. He has provided, and we believe He will continue to provide above what we can imagine.

Accreditation, Assessment, and Affirmation

Along with Dr. Molstre's role as seminary dean, he also serves Chief Academic Officer, overseeing faculty and the academic programs of the Bible College and Seminary. We are currently in the process of reaffirmation of accreditation which should be completed by the fall of 2023. This will mark five years since we were first accredited by the Transnational Association of Christian Colleges and Schools (TRACS), a nationally recognized accreditation body with Christian convictions. Accreditation has been helpful to the schools. Accreditation demands a considered plan and excellence in carrying out the plan. Our plan is to establish students in the inerrant eternal Word of God. This must be done with care and excellence. The consequences are too significant to be otherwise.

Sarah Bierle, our Institutional Effectiveness Director (IED), is leading the important process of reaffirmation for accreditation. Mrs. Bierle focuses on data collection and analysis, assessments, and accreditation for the Free Lutheran Bible College and Seminary. Additionally, Dr. James Molstre and the IED collaborate extensively in areas of program review, faculty development, and accreditation excellence. FLBCS is in the midst of the self-study process to attain reaffirmation status through TRACS by April 2023. This study is a comprehensive effort involving all departments and is valuable to evaluate both current progress and future growth areas of FLBCS.

Over the past year, FLBCS has partnered with *Alliance Defending Freedom* to review and update pertinent statements and policies to bolster our core convictions pertaining to our current political and judicial moment. A new *FLBCS Assessment Plan* was developed and approved by the Board of Trustees in December 2021. This plan provides a framework to capture information regarding our mission and meeting our institutional objectives while focusing on best practices for our students, employees, and institution.

Funding the Mission

Inflation has been a problem for all of us, and ministries like ours bear the brunt of it. For one example, food costs for our cafeteria have risen 47% in the past two years, with a couple staples nearly doubling in price over the past year. Normally we make inflationary adjustments year to year, reacting to the year that has gone before. However, with inflation

numbers as high as they have been, it is impossible to keep up without major adjustments, which are reflected in the paragraphs below.

Severe inflation has also helped to isolate one specific problem in our business model. Currently about half of all FLBC costs are covered by donors. Generous gifts have helped us charge far less than actual costs for decades. Without these generous, sacrificial gifts we just couldn't do what we do. We charge less for room and board than every college we know of, and FAR less for tuition. This year FLBC charged only 58% of the lowest-priced in-state Minnesota public college tuition. Essentially, FLBC students receive an invisible 50% grant every year.

This is great, but also presents a problem: If we raise rates to keep pace with inflation, but only 50% of our revenue comes from student fees, then giving must keep pace with inflation to cover the other 50%. This just isn't a reasonable expectation at this level of inflation. We understand that it probably won't be like this forever, but earlier assessment of inflation as "transitory" have not been found to be accurate.

Further, FLBCS has seen a shift in giving from general receiving to designated gifts, especially those gifts going to scholarships. Those gifts are helpful, necessary, and appreciated, but help students pay already-discounted bills (rather than the invisible 50% grant). Students now make \$15-18/hour and receive larger than ever scholarship amounts from their home congregations and other sources, too. Stated differently, it has never been easier for a student to pay off their accounts, but it is increasingly difficult to provide an excellent education for the dramatically low prices we continue to offer.

We are considering adjustments to our business model to better fund excellent ministry, but please know that FLBC will continue to be the best value in higher education. At the same time we will continue pursuing the noblest of all missions: Establishing students in the Word of God for life in Jesus Christ.

Giving and Donor Relations

In 2021, 403 individuals and 149 congregations gave a total of nearly \$3.2M to FLBCS. That is an amazing sum, and we thank God for it. Donors have provided scholarships, new and updated facilities, beautification and maintenance of landscaping, and new furnishings and technology. Most notably, the Student Life Center has moved from "impossible dream" to "it has always been here." By God's grace we built it just in time to avoid double-digit inflation and to lock in a historically low interest rate.

The SLC has changed our campus dramatically and for the better. Scores of families visited our campus for the first time this year due to this facility. This summer a large homeschool organization will use our campus for a regional training event, as will the AALC for their annual conference. Increasingly, people know we are here. We underestimated the intangible

benefit of gathering space in and around the SLC. And game day... it's just amazing. It feels like a college campus. The neighbors notice, too, and most of them are even in favor.

The development and fundraising efforts of FLBCS are all sifted through the mission of establishing students in the Word of God for life in Jesus Christ. Your donation dollars invested in any part of the ministry serve to enrich the culture of learning and preparation of individuals for faithful service in God's Kingdom. FLBCS values every dollar God provides through the generosity of our donors. Likewise, every donor is held in high regard, and we praise God for all who support FLBCS financially, through prayers, or with friendly encouragement. The generosity of donors is essential for the purposeful advancement of Christian higher education through the teaching of God's inerrant Word at both the Bible College and Seminary.

Please stop by our conference booth and/or contact Sherry Mork, Director of Donor Relations, for more information about congregational gifts, individual gifts, and planned gifts. We promise to make the most of every dollar invested and every minute spent.

General Finances

The proposed FLBCS budget for the 2022-2023 fiscal year is \$3,721,972. This includes a Seminary tuition increase of \$700 per year. It also includes a \$250 increase in annual tuition, a \$325 increase in room charges, and a \$675 increase in meal plan charges per year for the Bible College. Based on these projected budgets, the Board of Trustees request the Annual Conference to approve a subsidy for the 2023 calendar year of \$286,371 for the Seminary (\$37,697.00 less than 2021 subsidy receipts) and \$470,867 (the same amount as the 2021 subsidy receipts) for the Bible College.

As of December 31, 2021, the FLBCS has approximately \$1.6 million in scholarship and endowment Funds that are used to provide financial assistance to Seminary and Bible College students. During the '21-'22 school year, \$124,735 was disbursed for FLS Scholarships and \$104,250 was disbursed for FLBC Scholarships.

We would like to say a special thank you to those who have generously contributed to the Student Life Center Capital Campaign. Since the new building opened, we have had the opportunity to host the 2021 AFLC Annual Conference, the 2022 NIAC Basketball Tournament (FLBC Basketball Conference), 2021 Alumni Basketball Tournament as well as many other Campus Events. The students thoroughly enjoy using the facility for intramural sports and as a quiet place to study and grab a drink at the new Campus coffee shop— The Full Court Press.

We would also like to extend a big thank you to the WMF. Over the last several years their generous financial support has allowed us to purchase new desks, chairs, dressers, bookcases, and bunk beds for our students to

enjoy in the men's and women's dorms.

The AFLC Schools are committed to continue using our financial resources to train servant leaders, increase enrollment at both Schools, and pursue academic excellence. Additional information about the FLBCS financials is available in the 2022 Annual Report and by request.

Thank you

Every single person named below bears a significant role in the mission of Free Lutheran Bible College and Seminary. We thank God for them, and we thank God for you. God is writing a beautiful story on the hearts of our students, for the benefit of individual souls, families, congregations, communities, and society. Thank you, Jesus, for Your work. And thank you, each one of you, for your support.

In Christ's Service,

Mr. Larry Myhrer (VP of Operations)

Rev. Dr. James Molstre (Chief Academic Officer, FLS Dean)

Rev. Adam Osier (FLBC Dean)

Rev. Todd Erickson (Board of Trustees Chair)

Rev. Dr. Wade Mobley (President)

Now to Him who is able to do far more abundantly than all that we ask or think, according to the power at work within us, to Him be glory in the church and in Christ Jesus throughout all generations, forever and ever. Amen. —Ephesians 3:20-21

**Thank you to the 2021-2022 faculty, staff, and administration
at FLBCS**

Diana Alverson
Cindy Beck
Sarah Bierle
Josh Bostrom
Eric Christenson
Nathan Crellin
Caitlin Curtice
Abby Dahl
Luke Edlund
Brett Erickson
Jean Erickson
Michelle Franz
Wendy Greven
Ruth Gunderson
Katie High
Wayne Hjermstad
Josh Johnson
Grant Jones
Dalton Jordahl
Emily Kregel
Micah Moan
Rachel Molstre
Sherry Mork
Larry Myhrer
Jon Nelson
Heather Olson
Courtney Osier
Olivia Pavlish
Matt Petschl
Luke Quanbeck
Rachel Ryerson
Logan Strand
Alec Thicke
Andrew Abel
Marian Christopherson

Board of Trustees:
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Mr. Philip Johnson
Mr. Dean Nelson
Rev. Jason Gudim

Full and Part-time Faculty:
Dr. Brad Bierle
Dr. Oliver Blosser
Rev. Brett Boe
Mr. Andrew Hanson
Dr. Jason Holt
Dr. Jerry Moan
Rebecca Moan
Dr. Wade Mobley
Dr. James Molstre
Rev. Stephen Mundfrom
Dr. Brent Olson
Dr. Nathan Olson
Rev. Adam Osier
Dr. Phil Haugen (Emeritus)
Rev. Robert Lee (Emeritus)



Free Lutheran

BIBLE COLLEGE & SEMINARY

Core Values

Mission:

Our mission is to establish students in the eternal and inerrant Word of God for a life of faith in Jesus Christ and faithful service in His Kingdom.

■ **Equipping for Future Vocation:**

We will design programs and operations of FLBCS with the end in mind: equipping Christians to serve as they rest in Christ, both as individuals and as part of the local congregation. We strive to apply truth to individuals in order to impact a future of ministry, whether lay or ordained, preferring context to abstraction. Regular graduate and alumni surveys will hold the Schools accountable to this goal.

■ **Integrity:**

We will do what we say, and repent when we fail to do so. Excellence will be pursued in every facet of each department. We will evaluate the past and cast vision for the future through frequent and regular review our people, procedures, and programs. We will foster innovation in each staff member, avoiding vague direction. Students, staff, supporters, and visitors will perceive joy, efficiency, stewardship, and beauty while on campus.

■ **Stewardship:**

We are not our own, but Christ's; all that we have and are belong to Christ; our institution belongs to God Himself. The leadership of the FLBCS serves as stewards of the mission and resources of our institution. The Schools Corporation, Board of Trustees, Administration, Faculty, and Staff are committed to making the best use of every dollar or every hour given to our institution. Guests on campus will see cleanliness, beauty, and efficiency. Internal surveys and external entities (like TRACS and EFCA) will hold us accountable to this promise.

■ **Whole Life Discipleship (spiritual, emotional, mental, and physical health):**

We will recognize each student as a precious, eternal, human soul who is deserving of love and care. This care will be provided by regular access to the Word of God, nurture from others in our discipleship learning community, a balanced schedule for study/work/ministry/rest, and a wide variety of healthy activities and meals. Staff observations and student surveys will confirm pursuit of this value.

■ **Life Together:**

Christians are called to live lives in Christ and together with each other, a lesson learned best in residential life. For this reason, FLBCS strives to foster a healthy community of students who bear with one another and seek each other's welfare as they live together. This is modeled by camaraderie among staff, and fostered by a balanced student schedule of required activities. Students will learn to live in peace with one another, handling conflict in a Biblical manner when it arises. Future congregations and families will benefit from students so trained. We will measure cultivation of this value not through the absence of conflict, but the manner in which students manage conflict when it inevitably arises.



Institutional Objectives

Our objectives are that graduates of the Free Lutheran Bible College and Seminary will:

- Demonstrate a comprehensive understanding of Scripture, subscribing to its inspiration, infallibility, and inerrancy without reservation, confessing its authority and demonstrating the ability to accurately interpret it.
- Grow in spiritual maturity informed by the Law and motivated and empowered by the Gospel.
- Understand the function of the local congregation and the place of the individual believer in its fellowship and ministry as guided by the AFLC Fundamental Principles.
- Participate in making disciples of all nations, especially through involvement in the local congregation.

REPORT OF THE COLLOQUY COMMITTEE

To the Sixtieth Annual Conference of the Association of Free Lutheran Congregations:

The 2021 Annual Conference elected the following to the Colloquy Committee for this year: Rev. Sam Wellumson, Dr. Marty Horn, Rev. Elden Nelson, Rev. Andrew Kneeland, and Rev. Brandon Marschner.

On January 17, 2022, the Colloquy Committee met at AFLC Headquarters. All members were present. The Committee interviewed three candidates for ordination: Sam Willard, Miao “Holmes” Zhao, and Scott Erickson. All were unanimously recommended for ordination upon accepting a congregational call.

Respectfully submitted,
Rev. Sam Wellumson, Chairman

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AFLC MISSIONS CORPORATION

**H Home Missions committee; *W World Missions Committee; *F Flaps Board;
B Bay Broadcast

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- H Mr. Tom Caouette, Nisswa, MN
- Mr. Joel Forness, Wahpeton, ND
- Mr. Kenneth L. Graham, Camarillo, CA
- Mr. Michael Grahm, Roseau, MN
- Rev. Richard Gunderson, Astoria, OR
- Mrs. Barbara Gustafson, Dickinson, ND
- Rev. David Handsaker, Cloquet, MN
- Mr. Kevin Hoops, Byron, NE
- W Rev. Craig Johnson, Ferndale, WA
- H Rev. Jon Langness, Deshler, NE
- Rev. Richard P. Larson, Ortonville, MN
- F Mr. David Mattson, Centerville, SD
- F Pastor Henry Mohagen, Reva, SD
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- Mr. Tim Rolf, McIntosh, MN
- B Mr. Greg Schmitke, Moorhead, MN
- Rev. Tony Stockman, Burnsville, MN
- Mr. Richard A. West, Mankato, MN

TERM EXPIRES 2023

- F Rev. Mark Antal, Apple Valley, MN
- Rev. Brian L. Davidson, Ashby, MN
- Rev. Connely Dyrud, Maple Grove, MN
- Rev. Eugene W. Enderlein, Plymouth, MN
- Mr. Dean Feistner, Madison, SD
- Mrs. Christie R. Friestad, Camarillo, CA
- Rev. Jarrod Hylden, Beresford, SD
- Rev. Leslie Johnson, Wilson, WI
- Rev. George Lautner, Larimore, ND
- Mrs. Sarah Meester, Valley City, ND
- Rev. Brandon Marschner, Culbertson, MT
- Rev. Jerry A. Nelson, La Crosse, WI
- Rev. Thomas C. Olson, Farmington, MN
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- Mrs. Cheryl Skordahl, Rogers, MN
- W Rev. Kent Sperry, Beulah, ND
- Mr. David Strand, Kindred, ND
- Mrs. Kristin Tanner, Sioux Falls, SD
- F Rev. Thomas R. Tuura, Stover, MO

TERM EXPIRES 2024

- Rev. Matthew Ballmann, San Antonio, TX
- Rev. Michael Brandt, Sioux Falls, SD
- Pastor William Buck, Sioux Falls, SD
- Mrs. Gloria Flaa, Sioux Falls, SD
- Mrs. Linda Fugleberg, Moorhead, MN
- W Mr. Paul Handsaker, Radcliffe, IA
- Rev. David A. Johnson, Boyertown, PA
- Rev. Richard Long, Arlington, WA
- Rev. Paul Nash, Fergus Falls, MN (*deceased*)
- Rev. Mark Olson, Kasson, MN

- Mr. Andrew Quanbeck, Moorhead, MN
- H Rev. Mark Richardson, Fosston, MN
- Rev. Greg Schram, Loveland, CO
- W Mr. Kenneth L. Sletten, Duluth, MN
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- Mr. Jordan Rumohr, Monticello, MN
- W Mr. William Sheldon, Ray, ND

TERM EXPIRES 2025

- Rev. John C. Amundson, New Leipzig, ND
- Mr. Darryl Askvig, Kalispell, MT
- Rev. Ray Ballmann, Kopperl, TX
- Mrs. Vonne Coyle, Mankato, MN
- Mr. Robert Davidson, Felch, MI
- Dr. Peter Dyrud, Plymouth, MN
- Rev. Luke Emerson, Saint Francis, KS
- Mr. Gene Finstrom, Buxton, ND
- Rev. Micah Hjermstad, West Fargo, ND
- H Mr. Ron Jorgenson, Lidgerwood, ND
- Rev. Todd Klemme, Bagley, MN
- Dr. Lyle Mattson, Greenbush, MN
- Rev. Kenneth Moland, Graham, NC
- W Rev. David Nelson, Marshall, MN
- Rev. Jerome Nikunen, Grove City, MN
- Rev. Kris Nyman, Williamsport, MD
- B Rev. Joe Ocker, Frost, MN
- Pastor Mark E. Olson, Winsted, MN
- Rev. Nicholas Schultz, Kirkland, WA
- Mrs. Wanita Sletten, Duluth, MN

TERM EXPIRES 2026

- Mrs. Lisa Arneson, Amery, WI
- Mr. Mike Berntson, Valley City, ND
- H Rev. Andy Coyle, Rapid City, SD
- B Mr. Benjamin Dahl, Coeur d'Alene, ID
- Mr. Stephen Deysher, Fleetwood, PA (*resigned*)
- Rev. David Franz, Baxter, MN
- Mr. Matthew Green, Greenbush, MN
- F Mr. John Greven, Brooklyn Park, MN
- Mr. Matt Greven, Newark, IL
- Rev. Scott Guhl, Gifford, IL
- Rev. Gary Haug, Brooklyn Park, MN
- Mrs. Vicki Johnson, Boyertown, PA
- Mr. Brian Lee, Ray, ND
- H Mr. Glenn Mork, Buffalo, MN
- Rev. David Niemela, Greenbush, MN
- Mrs. Rochelle Raan, Tioga, ND
- Mrs. Jean Sheldon, Ray, ND
- Rev. Ronald Smith, Brookings, SD
- F Mr. Shane Voxland, McIntosh, MN
- Mr. Ethan Zeltinger, West Fargo, ND

AFLC SCHOOLS CORPORATION

*(*T designates member Board of Trustees)*

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- Rev. Martin Horn, Crystal, MN
- Miss Wanda Jacobson, Brooklyn Park, MN
- T Mr. Philip Johnson, Esko, MN
- Mr. Erling Langness, Ishpeming, MI
- Dr. Daniel Mundfrom, Greeley, CO
- Mr. Samuel Nash, Fergus Falls, MN
- T Mr. Dean S. Nelson, Vergas, MN
- Rev. Eric Rasmussen, Fergus Falls, MN
- Mr. James Rolf, Moorhead, MN

TERM EXPIRES 2023

- T Mr. Donald Balmer, Thief River Falls, MN
- Mr. Arne Berge, Binford, ND
- Pastor William Buck, Sioux Falls, SD
- T Rev. Todd Erickson, Roseau, MN
- T Rev. Jason Gudim, Golden Valley, MN
- Mr. Steve Jankord, Fort Mill, SC
- Rev. Paul Kneeland, Prescott Valley, AZ
- Mr. Caleb Peterson, Fargo, ND
- Rev. Lloyd Quanbeck, Moorhead, MN
- Rev. Calvin Willard, Everett, WA

TERM EXPIRES 2024

- Mrs. Gwen Berge, Maple Grove, MN
- Mrs. Bonnie Handsaker, Radcliffe, IA
- Rev. Gideon Johnson, Killdeer, ND
- Mrs. Robin R. Johnson, Esko, MN
- Mr. Erika Korhonen, Fargo, ND
- Mrs. Susan Parsley, Pipestone, MN
- Rev. Matthew Quanbeck, Laurel, NE
- Rev. Kirk Thorson, Sioux Falls, SD
- Rev. Peter Ward, Pelican Rapids, MN
- Rev. Jon Wellumson, Williston, ND

TERM EXPIRES 2025

- T Rev. Alan Arneson, Amery, WI
- Rev. Brett Boe, Elk River, MN
- Mr. Cory Buck, Sioux Falls, SD
- Mr. Loiell Dyrud, Thief River Falls, MN
- T Mr. Gary Erickson, Dalton, MN
- Rev. Kirk Flaa, Sioux Falls, SD
- Mr. David Haugen, Pelican Rapids, MN
- Rev. James R. Johnson, Fergus Falls, MN
- Pastor Michael McCarlson, Webster, SD
- Mr. Brent Peterson, Valley City, ND

TERM EXPIRES 2026

- Mr. John Amdahl, Sioux Falls, SD
- Mrs. Rose Carlson, Cumberland, WI
- Mr. Nathan Dalager, Argyle, MN
- Mr. Lyle Forde, Arlington, WA
- Rev. Chad Friestad, Camarillo, CA
- Mr. David Fugleberg, Lakeville, MN
- Rev. Rodney Johnson, Stanley, ND
- Mrs. Karen Pederson, Tioga, ND
- Rev. Stephen Snipstead, Kalispell, MT
- Rev. Samuel Wellumson, East Grand Forks, MN

AFLC ARC CORPORATION

*(*A designates member ARC Board)*

TERM EXPIRES 2022

- Mr. Andrew P. Benson, Beloit, WI
- Rev. Ron Brubakken, Grand Forks, ND
- Mr. Albert Engevik, Eden, SD
- Mr. Harold Erickson, Wadena, MN
- Mr. Donald Jones, Kandiyohi, MN
- Rev. Jesse T. Kneeland, Saint Michael, MN
- Mr. Steven C. Lehmann, Milford, IL
- Rev. Aaron R. Olson, Arlington, SD
- A Mr. Kevin O'Neil, Beresford, SD
- Rev. Calvin Willard, Everett, WA

TERM EXPIRES 2023

- Rev. Karl Anderson, McIntosh, MN
- Mr. Caleb Benson, Columbia City, IN
- Mrs. Tami Demo, Saint Michael, MN
- Mr. Douglas Hertlein, Carroll, OH
- A Dr. Steven Johnson, Upsala, MN
- Mr. Tim Jordan, Plymouth, MN
- A Rev. Shane McLoughlin, Minot, ND
- A Mr. Chad Rieschl, Brooklyn Park, MN
- Mr. Bruce Sellent, Almena, WI
- Mr. Roger VanSomeran, Amery, WI

TERM EXPIRES 2024

- Mr. Thomas Asfeldt, Sioux Falls, SD
- Mr. Dan C. Ballmann, Hico, TX
- Rev. Richard Carr, Tioga, ND
- Rev. Leroy Flickinger, Thief River Falls, MN
- Mrs. Penny Nash, Fargo, ND
- Rev. Elden Nelson, Prinsburg, MN
- Mrs. Naomi Paige, Dayton, MN
- Mr. Fred Raasch, Zumbrota, MN
- Ms. Lori Thompson, Kenyon, MN
- Mr. Curtis Twedt, Oxbow, ND

TERM EXPIRES 2025

- A Mr. Roger Belson, Brooklyn Center, MN
- Mrs. Mary Christenson, Fergus Falls, MN
- Mr. Stanley Christenson, Balsam Lake, WI (*deceased*)
- Mr. Michael Coyle, Mankato, MN
- Mr. Ernest Hilbert, Wheatland, IA
- Mrs. Nancy Langness, Ishpeming, MI
- Mr. Denis Parsley, Pipestone, MN
- Mrs. Robyn Pelehos, Welch, MN
- Mr. Roger Quanbeck, Hallock, MN
- Mr. Brian Rice, White Earth, ND

TERM EXPIRES 2026

- Mr. Shawn Adrian, Binford, ND
- Mr. Ivar Berge, Fargo, ND
- Mr. Nathan Crellin, Maple Grove, MN
- Mrs. Lois Grothe, Astoria, OR
- Rev. Steven Jensen, Milford, IL
- Mrs. Katie M. Johnson, Crystal, MN
- Mrs. Hannah Langness, Dëshler, NE
- Mr. John Rieschl, Minneapolis, MN
- Mr. Bruce Rokala, Kimball, MN
- Mr. Stewart Vachal, Williston, ND

AFLC CONGREGATIONS BY DISTRICTS

(does not include inactive)

CENTRAL TRI-STATE

| | | |
|--------------|----|-------------------------------------|
| Clarion | IA | Holmes Ev Lutheran Church |
| Fairbank | IA | Lord Of The Harvest Lutheran Church |
| Garden City | IA | Stavanger Free Lutheran Church |
| Jewell | IA | St. Paul's Lutheran Church |
| Radcliffe | IA | Salem Lutheran Church |
| Cannon Falls | MN | Our Saviour's Ev. Lutheran Church |
| Dexter | MN | Zion Lutheran Church |
| Ellendale | MN | First Lutheran Church |
| Frost | MN | Dell Lutheran Church |
| Kasson | MN | Mt. Zion Lutheran Church |
| Kenyon | MN | Emmanuel Lutheran Church |
| Kenyon | MN | Hauge Lutheran Church |
| Mankato | MN | Word Of Life Free Lutheran Church |
| Saint James | MN | Hosanna Free Lutheran Church |
| Zumbrota | MN | Our Saviour's Lutheran Church |
| Boscobel | WI | Trinity Lutheran Church |
| Onalaska | WI | Christ Is Lord Lutheran Church |

EASTERN

| | | |
|--------------------|----|--|
| Hagerstown | MD | St. Paul's Evangelical Free Lutheran Church |
| Williamsport | MD | Christ Community Church |
| Trenton | MI | Stronghold Lutheran Church |
| Canal Winchester | OH | Peace Free Lutheran Church |
| Canfield | OH | Paradise Lutheran Church |
| Newark | OH | St. John's Lutheran Church |
| Bethel Park | PA | Ruthfred Lutheran Church |
| Boyetown | PA | Living Faith Lutheran Church |
| Cranberry Township | PA | St. John's of Lovi Evangelical Lutheran Church |
| Landisburg | PA | Mt. Zion Lutheran Church |
| Loysville | PA | Tressler Memorial Free Lutheran Church |
| Millers town | PA | St. Matthew Lutheran Church |
| Reading | PA | Alsace Lutheran Church |

EASTERN NORTH DAKOTA

| | | |
|---------------|----|------------------------------------|
| Abercrombie | ND | Bethany Free Lutheran Church |
| Binford | ND | Bethany Lutheran Church |
| Buxton | ND | Ny Stavanger Free Lutheran Church |
| Churchs Ferry | ND | North Prairie Free Lutheran Church |
| Devils Lake | ND | Christ Free Lutheran Church |
| Edinburg | ND | Grace Free Lutheran Church |
| Edmore | ND | Living Word Lutheran Church |
| Egeland | ND | Lakeview Lutheran Church |
| Enderlin | ND | Hope AFLC Church of Enderlin |
| Fargo | ND | St. Paul's Free Lutheran Church |
| Grafton | ND | Bethel Free Lutheran Church |
| Grand Forks | ND | Trinity Free Lutheran Church |
| Hampden | ND | Zoar Lutheran Church |
| Jamestown | ND | New Hope Free Lutheran Church |
| Kindred | ND | West Prairie Free Lutheran Church |
| Larimore | ND | Living Faith Free Lutheran Church |
| Manvel | ND | Middle Grove Lutheran Church |
| McVile | ND | New Luther Valley Lutheran Church |
| Minnewaukan | ND | Trinity Free Lutheran Church |
| Northwood | ND | Ebenezer Lutheran Church |
| Park River | ND | Victory Free Lutheran Church |
| Portland | ND | Valley Free Lutheran Church |
| Starkweather | ND | Trinity Bergen Lutheran Church |
| Valley City | ND | Grace Free Lutheran Church |
| Valley City | ND | Zion Lutheran Church Green Tsp |

ILLINOIS

| | | |
|---------------|----|--|
| Ashkum | IL | Zion Lutheran Church |
| Bensenville | IL | Grace Lutheran Church |
| Dekalb | IL | Grace Free Lutheran Church |
| Gifford | IL | St. Paul's Evangelical Lutheran Church |
| Leland | IL | St. Petrie Lutheran Church |
| Lincoln | IL | Good Shepherd Lutheran Church |
| Melvin | IL | St. Peter's Lutheran Church |
| Metropolis | IL | Faith Lutheran Church |
| Metropolis | IL | St. Stephen's Lutheran Church |
| Milford | IL | St. John Lutheran Of Schwer |
| Montgomery | IL | St. Olaf Lutheran Church |
| Morris | IL | Bethlehem Lutheran Church |
| Morris | IL | Grace Evangelical Lutheran Church |
| Newark | IL | Helmar Lutheran Church |
| Newark | IL | Lisbon Bethlehem Ev Lutheran Church |
| Newark | IL | Newark Lutheran Church |
| Ottawa | IL | Freedom Lutheran Church |
| Sheridan | IL | Fox River Lutheran Church |
| Whitestown | IN | St. Mark's Lutheran Church |
| Wheatland | IA | Christian Free Lutheran Church |
| Argyle | WI | Cornerstone Lutheran Church |
| Brodhead | WI | Bethany Lutheran Church |
| Janesville | WI | Trinity Free Lutheran Church |
| Mineral Point | WI | Faith Lutheran of Mineral Point |

LAKE SUPERIOR

| | | |
|-----------|----|-------------------------------------|
| Cloquet | MN | St. Paul's Lutheran Church |
| Duluth | MN | Augustana Lutheran Church |
| Duluth | MN | St. John's Free Lutheran Church |
| Finlayson | MN | St. John's Lutheran Church |
| Tamarack | MN | Tamarack Christian Church |
| Virginia | MN | Good Shepherd Lutheran Church |
| Mason | WI | Our Savior's Free Lutheran Church |
| Superior | WI | Our Redeemer's Free Lutheran Church |

MINNEAPOLIS

| | | |
|-------------|----|---|
| Anoka | MN | Solid Rock Free Lutheran Church |
| Bloomington | MN | Emmaus Lutheran Church |
| Cokato | MN | Good Shepherd Free Lutheran Church |
| Crystal | MN | Living Stone Chinese Fellowship |
| Eagan | MN | Living Word Lutheran Church |
| Lakeville | MN | Minnesota Valley Free Lutheran Church |
| Maple Grove | MN | Grace Free Lutheran Church |
| Minneapolis | MN | Faith Free Lutheran Church |
| Minneapolis | MN | Hope Lutheran Church |
| Mora | MN | True Vine Lutheran Church |
| Plymouth | MN | Vision Of Glory Lutheran Church |
| Rogers | MN | Living Hope Church |
| Shakopee | MN | Faith Lutheran Church |
| Shakopee | MN | King Of Glory Lutheran Church |
| Stacy | MN | Sunnyside Free Lutheran Church |
| Amery | WI | Amery Free Lutheran Church |
| Barronett | WI | Timberland Ringebu Free Lutheran Church |
| Colfax | WI | Faith Lutheran Church of Running Valley |
| Wilson | WI | Christ the King Lutheran Church |

NEBRASKA KANSAS COLORADO

| | | |
|---------------|----|------------------------------|
| Loveland | CO | Lutheran Church Of Hope |
| Swink | CO | Mission Lutheran Church |
| Saint Francis | KS | Peace Lutheran Church |
| Deshler | NE | Abiding Word Lutheran Church |
| Fairbury | NE | Faith Lutheran Church |
| Laurel | NE | United Lutheran Church |

NORTH CENTRAL MINNESOTA

| | | |
|-----------|----|-----------------------------------|
| Bagley | MN | Grace Free Lutheran Church |
| Bagley | MN | Rice Lutheran Church |
| Beltrami | MN | Resurrection Free Lutheran Church |
| Bemidji | MN | Bethany Free Lutheran Church |
| Bemidji | MN | Trinity Free Lutheran Church |
| Blackduck | MN | Faith Lutheran Church |
| Fosston | MN | Calvary Free Lutheran Church |
| McIntosh | MN | Mt. Carmel Free Lutheran Church |
| McIntosh | MN | Trinity Lutheran Church |
| Mentor | MN | Maple Bay Free Lutheran Church |
| Mizpah | MN | Bethesda Lutheran Church |
| Northome | MN | Hope Lutheran Church |
| Shevlin | MN | Alida Lutheran Church |
| Shevlin | MN | Landstad Lutheran Church |
| Winger | MN | Dovre Free Lutheran Church |

NORTHERN MICHIGAN

| | | |
|---------------|----|---------------------------------------|
| Chassell | MI | Maranatha Free Lutheran Church |
| Eben Junction | MI | Calvary Free Lutheran Church |
| Escanaba | MI | Escanaba Free Lutheran Church |
| Felch | MI | Abiding Word Lutheran Church |
| Hawks | MI | St. Peter Lutheran Church |
| Ishpeming | MI | Hope Free Evangelical Lutheran Church |
| Ontonagon | MI | Redeemer Free Lutheran Church |
| Pelkie | MI | Grace Free Lutheran Church |
| Shingleton | MI | Christ Lutheran Church |

NORTHWESTERN MINNESOTA

| | | |
|-------------------|----|--------------------------------------|
| Argyle | MN | Alma Lutheran Church |
| Argyle | MN | Our Savior's Lutheran Church |
| Badger | MN | Badger Creek Lutheran Church |
| Badger | MN | Oiland Lutheran Church |
| East Grand Forks | MN | Christ The King Free Lutheran Church |
| Goodridge | MN | Reiner Lutheran Free Church |
| Greenbush | MN | United Free Lutheran Church |
| Newfolden | MN | Westaker Free Lutheran Church |
| Roseau | MN | Free Lutheran Church of Roseau |
| Roseau | MN | Rose Free Lutheran Church |
| Salol | MN | Norland Free Lutheran Church |
| Salol | MN | Spruce Free Lutheran Church |
| Strandquist | MN | Hegland Free Lutheran Church |
| Thief River Falls | MN | Abundant Life Church |
| Thief River Falls | MN | Our Saviour's Lutheran Church |

PACIFIC NORTHWEST

| | | |
|--------------|----|---------------------------------|
| Dillon | MT | Our Savior's Lutheran Church |
| Kalispell | MT | Faith Free Lutheran Church |
| Kalispell | MT | Stillwater Free Lutheran Church |
| Astoria | OR | Bethany Lutheran Church |
| Brookings | OR | Trinity Lutheran Church |
| Eugene | OR | Spencer Creek Lutheran Church |
| Arlington | WA | Atonement Free Lutheran Church |
| Everett | WA | Calvary Lutheran Church |
| Ferndale | WA | Triumph Lutheran Church |
| Kirkland | WA | Our Redeemer Lutheran Church |
| Lake Stevens | WA | Elim Lutheran Church |
| Mount Vernon | WA | Lord of Life Lutheran Church |

SOUTH CENTRAL

| | | |
|-------------|----|----------------------------|
| Silverhill | AL | Zion Lutheran Church |
| Marksville | LA | St. Paul's Lutheran Church |
| Saint Louis | MO | Gloria Dei Lutheran Church |
| Springfield | MO | Immanuel Lutheran Church |
| Stover | MO | Christ Lutheran Church |

| | |
|---------------|----|
| Durant | OK |
| Oklahoma City | OK |
| San Juan | PR |
| Humboldt | TN |
| Brownsville | TX |
| El Campo | TX |
| Kopperl | TX |
| Pleasanton | TX |
| Tomball | TX |
| Weslaco | TX |

| |
|---------------------------------|
| Faith Lutheran Church |
| First Lutheran Church |
| Resurrection Lutheran |
| Ebenezer Free Lutheran Church |
| Free Lutheran Fellowship Church |
| Faith Lutheran Church |
| Word Of Truth Lutheran Church |
| Good Shepherd Lutheran Church |
| Crown Of Life Lutheran Church |
| Faith Lutheran Church |

SOUTH DAKOTA

| | |
|--------------|----|
| Pipestone | MN |
| Arlington | SD |
| Armour | SD |
| Beresford | SD |
| Black Hawk | SD |
| Bruce | SD |
| Canton | SD |
| Centerville | SD |
| Chamberlain | SD |
| Delmont | SD |
| Eagle Butte | SD |
| Faith | SD |
| Freeman | SD |
| Madison | SD |
| Mount Vernon | SD |
| Ortley | SD |
| Pukwana | SD |
| Reva | SD |
| Salem | SD |
| Sioux Falls | SD |
| Sioux Falls | SD |
| Sisseton | SD |
| Sisseton | SD |
| Tripp | SD |
| Viborg | SD |
| Volin | SD |
| Wallace | SD |
| Waubay | SD |
| Webster | SD |

| |
|-------------------------------------|
| Christ The King Lutheran Church |
| Calvary Free Lutheran Church |
| St. Peter Lutheran Church |
| Skrefsrud Lutheran Church |
| Shiloh Free Lutheran Church |
| Grace Lutheran Church |
| Redeemer Free Lutheran Church |
| Immanuel Free Lutheran Church |
| St. Olaf Lutheran Church |
| Hope Lutheran Church |
| Emmanuel Free Lutheran Church |
| Bethel Lutheran Church |
| Salem Free Lutheran Church |
| Good Shepherd Free Lutheran Church |
| Amazing Grace Free Lutheran |
| Ortley Free Lutheran Church |
| Pukwana Free Lutheran Church |
| Slim Buttes Lutheran Church |
| Center Free Lutheran Church |
| Abiding Savior Free Lutheran Church |
| Living Word Free Lutheran Church |
| Buffalo Lake Lutheran Church |
| New Hope Free Lutheran |
| First American Lutheran Church |
| Bethany Lutheran Church |
| Trondhjem Lutheran Church |
| Calvary Lutheran Church |
| Egeland Lutheran Church |
| Tabor Lutheran Church |

WEST CENTRAL MINNESOTA

| | |
|--------------|----|
| Brainerd | MN |
| Brandon | MN |
| Clinton | MN |
| Dalton | MN |
| Dalton | MN |
| Fergus Falls | MN |
| Glenwood | MN |
| Glyndon | MN |
| Ortonville | MN |
| Sebek | MN |
| Spicer | MN |
| Starbuck | MN |
| Sunburg | MN |
| Ulen | MN |
| Underwood | MN |
| Upsala | MN |
| Wadena | MN |
| West Fargo | ND |

| |
|--|
| Good Shepherd Free Lutheran Church |
| Chippewa Lutheran Church |
| Elim Lutheran Church |
| Kvam Free Lutheran Church |
| Zion/Sarpsborg Lutheran Church |
| Calvary Free Lutheran Church |
| Scandia Lutheran Church |
| Maranatha Free Lutheran Church |
| Abiding Faith Free Lutheran Church |
| Bethany Free Lutheran Blue Grass |
| Green Lake Lutheran Church |
| Minnewaska Lutheran Church |
| Sunburg Free Lutheran Church |
| Maranatha Free Lutheran Church of Ulen |
| Tordenskjold Free Lutheran Church |
| Word Of Life Free Lutheran Church |
| Zion Free Lutheran Church |
| Grong Free Lutheran Church |

SOUTHWESTERN

| | |
|----------------|----|
| Fountain Hills | AZ |
| Kingman | AZ |

| |
|--------------------------------|
| Joy Christian Community Church |
| Living Word Lutheran Church |

| | | |
|------------|----|-------------------------------------|
| Mesa | AZ | Calvary Free Lutheran Church |
| Mesa | AZ | The Source Church |
| Nogales | AZ | Triumph Evangelical Lutheran Church |
| Camarillo | CA | Good Shepherd Lutheran Church |
| El Cajon | CA | Reformation Lutheran Church |
| Manteca | CA | United Lutheran Church |
| Montebello | CA | Cross and Crown Lutheran Church |
| Oceanside | CA | Community Lutheran Church |
| Patterson | CA | Our Saviour's Lutheran Church |
| Salinas | CA | St. Ansgar's Lutheran Church |
| Honolulu | HI | Waikiki Beach Gathering |

W NORTH DAKOTA EASTERN MONTANA

| | | |
|---------------|----|------------------------------------|
| Brockton | MT | Faith Free Lutheran Church |
| Culbertson | MT | Bethel Community Church |
| Beulah | ND | Prince Of Peace Lutheran Church |
| Bismarck | ND | Calvary Free Lutheran Church |
| Dickinson | ND | Our Saviour's Lutheran Church |
| Dodge | ND | St. Paul Lutheran Church of Dodge |
| Golden Valley | ND | Golgotha Lutheran Church |
| Harvey | ND | Trinity Bethany Lutheran Church |
| Killdeer | ND | Hope Free Lutheran Church |
| Minot | ND | Bethel Free Lutheran Church |
| Mott | ND | Trinity Lutheran Church |
| New Leipzig | ND | Immanuel Lutheran Church |
| Ray | ND | Beaver Creek Lutheran Church |
| Stanley | ND | First English Lutheran Of Lostwood |
| Stanley | ND | Our Savior's Free Lutheran Church |
| Taylor | ND | Taylor Lutheran Church |
| Tioga | ND | Zion Lutheran Church |
| Williston | ND | Emmanuel Free Lutheran Church |

AFLC CANADA

| | | |
|---------------|----|-----------------------------------|
| Black Diamond | AB | Foothills Bible Fellowship |
| Chaplin | SK | Chaplin Lutheran Church |
| Cranbrook | BC | Mount Zion |
| Elbow | SK | Bethel Lutheran Church |
| Elkford | BC | Immanuel |
| Enderby | BC | Emmanuel Lutheran Church |
| Fernie | BC | Trinity Lutheran |
| Frontier | SK | Bethel Lutheran Church |
| Hawarden | SK | Bethlehem Lutheran Church |
| Invermere | BC | St. Peter's Lutheran of Invermere |
| Kimberly | BC | Holy Cross |
| Lake Alma | SK | Faith Free Lutheran Church |
| Mortlach | SK | Bethany Lutheran Church |
| Vernon | BC | Living Word Lutheran Church |

CONFERENCE ELECTION PROCEDURES THE ECCLESIASTICAL BALLOT:

For the election of AFLC Officers

1. The first ballot is the nominating ballot. Each voting member at the conference may place in nomination the person of his choosing.
2. Only persons whose names appear on the first ballot are eligible for consideration on further ballots.
3. Any person receiving 75 percent or more of total votes cast on the first ballot is automatically elected. On subsequent ballots, only a simple majority of the total votes cast is required for election.
4. Incumbents who have served three or more terms must receive 75 percent of the total votes cast to be elected. Such an incumbent may continue in the balloting until two names remain. At this point the incumbent's name would be dropped unless elected by 75 percent of the votes cast, and a new nominating ballot would be cast.
5. All persons receiving 10 percent or less of the total votes cast on the second ballot shall be dropped from consideration on the next ballot, except in those cases where only one nominee receives more than 10 percent of the votes cast; in such cases only the nominee receiving the fewest votes shall be dropped from further consideration. The person receiving the least number of votes on the third and subsequent ballots shall be dropped from further consideration.
6. For all other elections, nominations shall be presented by the Nominations Committee and may also be offered from the floor. A simple majority of votes cast is required for election. On the second and subsequent ballots, the person receiving the least number of votes shall be dropped from further consideration.

The conference election procedures were approved by the 1990 Annual Conference and clarified by the Coordinating Committee in May, 2001, adding to #4 the words "and a new nominating ballot would be cast."

AFLC RESOLUTIONS FOR LIFE AND MARRIAGE

SANCTITY OF LIFE RESOLUTIONS

Adopted by the 1986 Annual Conference:

WHEREAS, the 1977 Annual Conference of the Association of Free Lutheran Congregations resolved to oppose therapeutic abortions as a means of birth control and to encourage each congregation and individual to protest in writing to their respective legislative officials; and

WHEREAS, the 1978 Annual Conference resolved to continue to oppose the sin of abortion; and

WHEREAS, the 1980 Annual Conference reaffirmed the “conservative stand taken by the AFLC based on the Word of God and His Laws concerning the moral issues of our day;” and

WHEREAS, the destruction of millions of lives by means of abortion which began with the 1973 Supreme Court decision still continues; therefore

BE IT RESOLVED, that the Annual Conference of the Association of Free Lutheran Congregations affirms that,
a. the unborn children are persons in the sight of God from the time of conception (Job 10:9-10; Psalm 51:5; 139:13-17; Jeremiah 1:5; Luke 1:41-44);
b. the unborn children stand under the protection of God’s command against murder (Genesis 9:6; Exodus 20:13; Numbers 35:33; Acts 7:19; I John 3:15);
and

BE IT FURTHER RESOLVED, that we encourage a clear witness on behalf of the sanctity of unborn life, including the support of responsible pro-life groups in our communities, such as “Lutherans for Life,” and

BE IT FURTHER RESOLVED, that we encourage prayerful support for the development of alternatives to abortion programs, providing compassionate help for those in need;

BE IT FURTHER RESOLVED, that we boldly proclaim Law and Gospel, which alone can change the sinful hearts of men and women and turn them from sin to salvation.

Adopted by the 1995 Annual Conference:

RESOLVED, that the 1995 Annual Conference of the Association of Free Lutheran Congregations reaffirms our biblical convictions that unborn children are persons in the sight of God from the time of conception and stand under the protection of God’s law against murder; and

BE IT FURTHER RESOLVED, that the employment of every peaceful and legal avenue to enact laws restoring protection to unborn children be encouraged, while relying on the spiritual resources available to God’s people for fighting the spiritual battle for the sanctity of human life; and

BE IT FURTHER RESOLVED, that the conference also expresses its opposition to the violent actions of some abortion opponents, convinced that the violence of abortion will not be overcome by further violence, and that Christians must not take the law into their own hands in opposing evil.

Adopted by the 2000 Annual Conference:

BE IT RESOLVED, that we affirm the sanctity of human life from conception to natural death;

BE IT FURTHER RESOLVED, that we denounce abortion, including partial birth abortion, infanticide, and euthanasia all as sin and that we pray that these practices would come to an end in our country by losing their personal support as well as any legal sanction;

BE IT FURTHER RESOLVED, that we encourage our congregations to support pro-life organizations like Lutherans For Life and local crisis pregnancy centers with our prayers and giving; and

BE IT FINALLY RESOLVED, that we extend a heart and voice of compassion and forgiveness in Christ to those who are experiencing crisis pregnancies or who have been involved in abortion.

MARRIAGE AND FAMILY RESOLUTIONS

Adopted by the 2000 Annual Conference:

WHEREAS, the attack against Biblical Christianity is so intense in society today, including a direct assault against the Bible's teaching on marriage and the family,

BE IT RESOLVED, that we as the Association of Free Lutheran Congregations reaffirm our uncompromising stand on God's Word that marriage is instituted by God to be between one man and one woman.

WHEREAS, we live in a culture in which homosexuality is being more aggressively promoted and more broadly accepted,

BE IT RESOLVED, that we the Association of Free Lutheran Congregations reaffirm our love in Christ for every person including those involved in the homosexual lifestyle while rejecting their lifestyle itself as sin,

BE IT FURTHER RESOLVED, that we encourage our congregations to pray for and support with their gifts those individuals and organizations seeking to reach and rescue those in a homosexual lifestyle by Biblical means and message.

Fundamental Principles

Guiding Principles of the Lutheran Free Church and Association of Free Lutheran Congregations since 1897.

1. According to the Word of God, the congregation is the right form of the Kingdom of God on earth.
2. The congregation consists of believers who, by using the means of grace and the spiritual gifts as directed by the Word of God, seek salvation and eternal blessedness for themselves and for their fellow men.
3. According to the New Testament, the congregation needs an external organization with membership roll, election of officers, stated times and places for its gatherings, and other similar provisions.
4. Members of the organized congregation are not, in every instance, believers, and such members often derive false hope from their external connection with the congregation. It is therefore the sacred obligation of the congregation to purify itself by the quickening preaching of the Word of God, by earnest admonition and exhortation, and by expelling the openly sinful and perverse.
5. The congregation directs its own affairs, subject to the authority of the Word and Spirit of God, and acknowledges no other ecclesiastical authority or government above itself.
6. A free congregation esteems and cherishes all the spiritual gifts which the Lord gives for its edification, and seeks to stimulate and encourage their use.
7. A free congregation gladly accepts the mutual assistance which congregations can give one another in the work for the advancement of the Kingdom of God.
8. Such assistance consists partly in the mutual sharings of spiritual gifts among the congregations through conferences, exchange visits, lay activities, etc., whereby congregations are mutually edified, and partly in the voluntary and Spirit-prompted cooperation of congregations for the accomplishing of such tasks as exceed the ability of the individual congregation.
9. Among such tasks may be mentioned specifically the training of pastors,

distribution of Bibles and other Christian literature, home missions, foreign missions, Jewish missions, deaconess homes, children's homes and other work of mercy.

10. Free congregations have no right to demand that other congregations shall submit to their opinion, will, judgment, or decision: therefore, domination by a majority of congregations over a minority is to be rejected.
11. Agencies found desirable for conducting the joint activities of congregations, such as conferences, committees, officers, etc., cannot in a Lutheran Free Church impose any obligations or restrictions, exert any compulsions, or lay any burden upon the individual congregation, but have the right only to make recommendations to, and requests of, congregations and individuals.
12. Every free congregation, as well as every individual believer, is constrained by the Spirit of God and by the privileges of Christian love to do good and to work for the salvation of souls and the quickening of the spiritual life, as far as its abilities and power permit. Such free spiritual activity is limited neither by parish nor by synodical boundaries.

Rules for Work

As adopted at the AFLC Annual Conference in 1967.

1. The name of this association shall be “The Association of Free Lutheran Congregations.”
2. Its aim shall be to work toward making Lutheran congregations free and living, so that, according to their calling and ability, they may work in spiritual freedom and autonomy for the cause of the Kingdom of God at home and abroad through such agencies and institutions as the congregations themselves may designate.
3. It endeavors to realize this aim in particular by training men and women for Christian work in and for the congregations, by conducting larger and smaller conferences, by distributing suitable literature, by sending out evangelists, and by any other means which from time to time will be found necessary or advisable.
4. The AFLC consists of congregations which, in their constitutions, unreservedly subscribe to the ancient ecumenical symbols, *Luther’s Small Catechism*, the *Unaltered Augsburg Confession*, *Fundamental Principles and Rules for Work of the AFLC*, and report the same to the secretary of the Coordinating Committee.
5. The AFLC shall hold an Annual Conference which usually opens the evening of the second Wednesday in June and which shall elect the necessary committees and officers and determine what church activities in particular it shall recommend to the congregations.
6. The right to vote in the Annual Conference of the AFLC shall be held by all ordained pastors and lay pastors in regular standing in the AFLC and by all voting members of congregations affiliated with the AFLC. Individual Lutherans who are not members of a Lutheran congregation, but who are interested in supporting the work of the AFLC, may be granted speaking and voting privileges by the Coordinating Committee after said committee has received and approved their credentials. Voting members of other Lutheran congregations may be granted the right to vote in the Annual Conference providing they have at least two (2) weeks previously signed and sent to the secretary of the Annual Conference the special blank provided for that purpose, signifying that they approve the *Fundamental Principles and Rules for Work of the AFLC* and will work for the aim set forth in paragraph 2 of the *Rules for Work*.

7. The officers of the AFLC shall be a president, a vice-president, and a secretary, who shall be chosen from the membership of the AFLC and elected by the Annual Conference. Voting shall be by ballot.
 - a. The president shall be elected for a term of three years and shall devote all of his time to the service of the AFLC. He shall preside at the Annual Conference and shall report to it on the work of the AFLC in general, on church dedications, installations, celebrations, etc. He shall be an advisory member of all boards and committees. He shall assist congregations and pastors by giving counsel and guidance when this is desired, and he shall also, as ordainer, assist the congregations in ordaining men with the proper and adequate training who have been duly called as pastors. His salary shall be determined by the Coordinating Committee and shall be paid out of the AFLC General Fund.
 - b. The vice-president shall be elected for a term of one year and performs the duties of the president in the latter's absence.
 - c. The secretary shall be elected for a term of one year. He shall keep the minutes of the Annual Conference and is the custodian of the archives.
 - d. The term of office of the officers of the AFLC shall begin October 1 and shall expire September 30.
 - e. The executive officers after having served three (3) consecutive terms can be elected for additional terms only by a three-fourths majority vote.
8. The Annual Conference shall nominate members of the Coordinating Committee. This committee shall consist of seven members: three (3) pastors and four (4) laymen chosen from the membership of the AFLC. The number of those whose terms expire shall determine the number to be nominated by the Annual Conference each year. No member can serve more than two (2) consecutive terms.
9. Duties of the Coordinating Committee.
 - a. The Coordinating Committee shall seek to make known the *Fundamental Principles and Rules for Work of the AFLC* and further the discussions of the same throughout the congregations, so that the task of the AFLC, in an ever increasing degree, may be more clearly understood and more generally put into practice.

- b. It shall seek to have the congregations as fully and as generally represented at the Annual Conference of the AFLC as possible.
 - c. When desired, it shall assist congregations and pastors by giving counsel and guidance.
 - d. It shall compile parochial statistics and report thereon to the Annual Conference. It shall maintain the clergy and congregational rosters of the AFLC.
 - e. It shall have charge of the AFLC General Fund, from which shall be paid the salaries of the president, secretary, transportation secretary, traveling expenses, and expenses incurred in connection with the Annual Conference.
 - f. It shall elect the editor of the church organ.
 - g. Any duty not assigned to any other committee shall be the responsibility of the Coordinating Committee.
10. The Annual Conference shall nominate members for the following boards and corporations of the AFLC: Coordinating Committee, Board of Trustees and Corporation of the Free Lutheran Theological Seminary, Board and Corporation of Missions, Board of Publications and Parish Education, Youth Board, Stewardship Board, and Benefits Board. The editor of the church organ shall be nominated by the Annual Conference.
- a. No member can serve for more than two (2) consecutive terms.
11. Reports shall be given by the following at the Annual Conference of the AFLC: The President, the Coordinating Committee, Board of Missions, Schools, Benefits Board, Board of Publications and Parish Education, Youth Board, Free Lutheran Youth (FLY), special committees elected by the Annual Conference, and by such institutions and activities within the church as may be given permission to report to the Annual Conference.
12. The president and secretary shall constitute the Annual Conference Committee, whose duties shall be: To fix time and place of the Annual Conference in the event that the Annual Conference did not do so at least two years in advance, arrange the program for the Conference, prepare the calendar for the business sessions, and to make any other arrangements that are necessary for the conduct of the Conference. The Conference Committee shall announce the Annual Conference at least two (2) months previous to the date of the meeting. It shall publish an Annual Report of the AFLC.
13. The manuscript for the Annual Report shall be kept on file by the

secretary at least two (2) years after the publication of the report. The president and secretary shall determine how much of the manuscript of the Annual Report shall be kept on permanent file.

14. The secretary shall send notices to all concerned as to resolutions passed by the Annual Conference, election of committees, etc., by September 1.
15. These Rules for Work may be amended in the following manner: A motion to make an amendment shall be presented in writing to the Annual Conference and shall be voted upon at the following Annual Conference. For the adoption of the motion, a two-thirds majority of the ballots cast is required. All amendments must be in agreement with the *Fundamental Principles*, especially 5 and 10.
16. The *Rules for Work* of the AFLC shall take precedence over all other orders and decisions in effect.

A Statement on the Historical Situation

“... We speak out of the world view which we have and in the light of the Scriptures as we have read them. We are subject to error and human failing, and our work must be exposed to the test of time...”

“We have tried to speak in Christian love ... we have not wanted to charge others with sinning against their consciences in taking a course unlike ours. We have said, ‘This is what we believe we must do and for these reasons, in the sight of God.’

“We have not cut ourselves off from the Lutheran faith or the Lutheran family. We are ready to work together with our fellow Lutherans when we can do so without compromising the principles mentioned in this statement ... We realize that we have no claim to the right of this fellowship from those from whom we outwardly separate now, but for our part will stand ready to act in common witness wherever we can.

“... Let us now confess our sins, let us do what we can to heal the wounds, let us be willing to forgive; where we must differ from others, let it be done in love. And if we can go on to think positively about the work we would like to do together in God’s Kingdom, we have the chance of doing something which can have real value in the world and which would carry God’s blessing.”

*Presented at the special conference at
Thief River Falls, Minnesota, October 1962*