

THE 64th ANNUAL CONFERENCE
of the
ASSOCIATION OF
FREE LUTHERAN CONGREGATIONS

June 10th - 13th, 2026

Conference Host:
St. Paul's Free Lutheran Church - Fargo, ND

Conference Site:
Concordia College - Moorhead, MN

Conference Theme:
"Sure Hope"
Philippians 1:6

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(2026 Committee order for conference business committees #1, #3 #4, #5, #2)

WEDNESDAY - JUNE 10TH, 2026

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

- Resolution Committee’s 1-5 meet for devotions, instructions, and room assignments.

NOON | Lunch

- WMF lunch
- Committee/Conference lunch

5:00 p.m. | Dinner

- Conference dinner

7:00 p.m. | Conference Opening & Ordination Service

- Rev. Terry Olson, Speaker
- AFLC President Micah Hjermstad will open the 2026 Annual Conference.
- AFLC President Micah Hjermstad will appoint necessary committees for conference business.

THURSDAY - JUNE 11TH, 2026

7:00 a.m. | Breakfast

- WMF Breakfast
- Conference Breakfast

8:45 a.m. | Conference Devotions

9:00 a.m. | Session One

- Credentials Committee Report

Adoption of the Conference Agenda

Adoption of the 2025 Conference Report

- **“Welcome to the AFLC Annual Conference”** - AFLC President Micah Hjermstad

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

- **Nominations to Committees for Corporation Meetings**

Selection of Nominees to Committees for Corporation meetings:

<i>Home Missions Board</i>	<i>(2)</i>	<i>2 Lay Members</i>
<i>Home Missions Board</i>	<i>(2)</i>	<i>2 Pastor Members</i>
<i>Bay Broadcasting</i>	<i>(2)</i>	<i>2 Lay Members</i>
<i>FLAPS Board</i>	<i>(1)</i>	<i>1 Lay Member</i>
<i>FLAPS Board</i>	<i>(1)</i>	<i>1 Pastor Member</i>
<i>World Missions Board</i>	<i>(3)</i>	<i>3 Lay Member</i>
<i>World Missions Board</i>	<i>(1)</i>	<i>1 Pastor Member</i>
<i>Board of Trustees</i>	<i>(1)</i>	<i>1 Lay Member</i>
<i>Board of Trustees</i>	<i>(1)</i>	<i>1 Pastor Member</i>
<i>ARC Board</i>	<i>(1)</i>	<i>1 Lay Member</i>

- **AFLC President’s Report** - Rev. Micah Hjermstad, Plymouth, MN

10:25 a.m. | Break

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

Reports of AFLC Ministries (6 minutes each)

General - Committee #1

Co-ordinating Com. Chairman – Mr. David Olson

Vice President of Development – Mr. Mark Sivertson

AFLC Foundation Chairman – Mr. Thomas Asfeldt

Lutheran Ambassador Editor - Rev. Andrew Kneeland

AFLC Chaplaincy Board - Rev. Col. John Eidsmoe

Director of the ARC – Mr. Kirk Rautio

Director of Business Management – Mrs. Katie Johnson

Family Bible Camp Treasurers (3 minutes each)

Lake Bronson

Wilderness Camp

Bethany Family Camp

Budget Analysis Committee – Mrs. Danielle Joyce

Colloquy Committee Report - Rev. Sam Wellumson

11:40 a.m. | Prayer Time

NOON | Lunch

- Foundation Annual Meeting of Member Delegates/Board of Trustees
- Chaplains' lunch
- Conference lunch

1:15 p.m. | Department Electives

- **1:15 to 2:00 Electives (2 options)**
 - AFLC Evangelism and Discipleship
 - World Missions
- **2:15 to 3:00 Electives (2 options)**
 - Ambassador Publications
 - Home Missions

3:00 p.m. | Break

3:25 p.m. | Worship and Testimony

3:45 p.m. | Session Two

Reports of AFLC Ministries Cont. (6 minutes each)

Missions - Committee #3

- World Missions Chair - Rev. Dr. Craig Johnson
- World Missions Director - Rev. Dr. Earl Korhonen
- Home Missions Chair - Mr. Dana Hagen
- Home Missions Director - Rev. Andy Coyle
- FLAPS Executive Director - Dr. Kevin Lee
- Alaska Mission Coordinator - Mr. Loren Tungseth
- WMF President - Mrs. Karen Pederson

Publications, Parish Education & Youth - Committee #4

- Publications & Parish Edu. Chair - Rev. Dennis Norby
- Publications & Parish Edu. Director - Mrs. Marian Christopherson
- Youth Board Chair - Rev. Ryan Tonneson
- Free Lutheran Youth President - Rev. Nick Dyrud
- Youth Ministry Director - Mr. Adam McCarlson

Evangelism/Benefits - Committee #5

- AFLC Evangelism & Discipleship Chair - Mr. Micah Johnson
- Director of Evangelism - Rev. Randy Nelson
- Benefits Board Chairman - Rev. Ron Smith,

5:00 p.m. | Dinner

7:00 p.m. | Missions Festival Service

- Rev. Matthew Pillman, Speaker

FRIDAY - JUNE 12TH, 2026

7:00 a.m. | Breakfast

- FLAPS Breakfast
- Conference Breakfast

8:45 a.m. | Devotions

9:00 a.m. | Session Three

- Election Procedures
- Election of AFLC Vice President

Reports of AFLC Ministries Cont.

AFLC Schools - Committee #2

FLBCS Report

- Election of AFLC Secretary
- 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)

10:25 a.m. | Break

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

- Election of Nominating Committee
16 districts, 2 representatives from each
- Committee #1 Resolutions & Elections (Continued)

11:40 a.m. | Prayer Time

NOON | Lunch

- Conference lunch

12:45 p.m. | Corporation Meetings

- Meetings of the ARC Corporation, Home Mission Corporation, World Mission Corporation, & Schools Corporation

ARC Corporation

Home Mission Corporation

World Mission Corporation

Schools Corporation

1:15 p.m. | Lecture Series

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

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

3:00 p.m. | Break

3:25 p.m. | Worship & Testimony

3:45 p.m. | Session Four

- Committee #3 Resolutions & Elections

Report of Nominating Committee

(Nominees previously given to Corporations for World Missions, Home Missions, Bay Broadcasting & FLAPS Board)

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

- 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)

5:00 p.m. | Dinner, Pastor & Wives Banquet

- Conference dinner
- Pastor & Wives Banquet
 - Rev. Elden Nelson, Speaker

7:00 p.m. | Communion Service

- Mr. Nathan Dalager, Speaker

SATURDAY - JUNE 13TH, 2026

7:00 a.m. | Breakfast

- Conference Breakfast

8:45 a.m. | Devotions

9:00 a.m. | Session Five

- **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)

- **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)

10:25 a.m. | Break

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

- **Committee #2 Resolutions & Elections Continued**
- **Election of Special Committees**

Budget Analysis Committee (2 Members)

Colloquy Committee (1 AFLC Clergy Member)

11:40 a.m. | Prayer Time

NOON | Lunch

- Conference lunch (Anderson Commons)
- FLBC Alumni Lunch (Barry Auditorium)

1:15 p.m. | Department Electives

- **1:15 to 2:00 Electives (2 options)**
Association Retreat Center
Coordinating Committee
- **2:15 to 3:00 Electives (2 options)**
Free Lutheran Bible College & Seminary
Youth Ministries

3:00 p.m. | Break

3:25 p.m. | Worship & Testimony

3:25 p.m. | Session Six

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

2026

CONFERENCE COMMITTEE

AFLC President, Rev. Micah Hjermstad

AFLC Secretary, Rev. Brett Boe

Head Teller:

Rev. Gideon Johnson

Local Host Coordinators:

St. Paul's Free Lutheran Church, Fargo, ND

THE PRESIDENT'S REPORT

To the 64th Annual Conference of the Association of Free Lutheran Congregations,

Grace and Peace to you in Jesus' Name!

What a wonderful theme we have this year! "Sure Hope." It reminds me, first of all, that the hope of heaven is dependent on the Lord's ability to make a way for us. The cross and the empty tomb shout of sure hope, living hope, as Peter called it. Indeed, God has done great things. "So loved He the world that He gave up His Son." We can know that heaven is ours, because God won the battle and made the way, and God does perfect work.

This theme also encourages me to live in a state of joy and peace and to look ahead in the same way. We serve the God who is faithful to His Word, the God who deals with us in terms of promise, the God who "daily provides abundantly for all the needs of my life" (Small Catechism). It's true that life doesn't always go according to plan, and that can be disappointing. In those times, it's so important to remember that while we do live in a broken world that is marked by disappointment and grief, God knows our hurts and sympathizes with our weakness. We also remember that God's ways, His plans, are higher than ours, and ultimately, God is good.

I think of that when I look at the current and future state of the AFLC. God knows our joys, He sees our struggles, and He continues to provide. While I don't know all the details of God's plan for the AFLC, I know it's good, because He is good.

That being said, it's helpful to address some specific observations. We need to be honest about hard realities, and we need to be pointed to areas where God is at work, so that we can corporately thank Him for all that He is doing.

People are frequently curious to know about various congregational statistics that may tell a story about the health and trajectory of the AFLC. There's value in monitoring those statistics, including their ability to help us identify strengths and weaknesses, plan for the future, etc. It's also possible to over-emphasize statistics, especially if they become the engine that determines something like overall health of the association. There are so many other factors that go into something like organizational health.

Anyway, here are some statistics. Since 2019, we've stayed very consistent with our number of member congregations, between 247-255. In other words, when it comes to number of congregations, we're very stable. We're not shrinking, and we're not growing. On some level, this will likely continue. We have a lot of very small congregations (average attendance of 5-15 people), and a number of them will likely close in the years to come. We have also lost, and will continue to lose, congregations that decide that

the AFLC isn't the best home for them. To this point, the reasons for that include their inability to secure a pastor or our beliefs regarding women in pastoral ministry. However, we will also continue to welcome new congregations, as church plants establish and seeking congregations find us. The more I travel this country and interact with people from different backgrounds, the more I'm convinced that the AFLC offers a unique home that people are hungry for. Frankly, I believe it's more likely that our congregational roster will grow in the years to come, than that it will shrink in any significant way. Ultimately, only God knows.

Our baptized membership is down about 15% in the last 10 years, and our average attendance is down about 16% overall. However, we've seen about a 5% increase in attendance since 2023. It's important to remember that COVID wreaked havoc on our attendance numbers for several years, in some places. It is encouraging to see that recent increase. More recently (the last two cycles of collecting statistics), we added an age demographic question. Because we only have two data points, it's difficult to come to any sweeping conclusions. However, it's interesting to me that from 2023 to 2025, the percentage split between groups remained essentially the same. Within our average attendance, roughly 20% are between ages 0-18. About 18% are between ages 19-40, and about 25% are between ages 41-65. Finally, about 37% are over age 65 and over. Yes, we are an older group, but at least for the last few years, we've maintained the same levels of youth and younger adults. It's also worth noting that we do not receive statistical updates from every congregation. A little over 50% of our congregations reported this year, which is actually a higher percentage than average, for surveys like this. Thank you for your help with that.

At the end of the day, numbers only tell a part of the story. I don't spend my time analyzing numbers. I spend my time with you. Jason and I visit with pastors and congregational leaders, either in person or on the phone, multiple times every day. By God's grace, I've visited roughly 100 of our congregations in my first (almost) four years in office. Some congregations have received more than one visit from my office if the circumstances demand it (anniversaries, installations, etc), but when I add in the visits from our Vice President or PMA, my office has visited a little over 150 of our almost 250 congregations in the last four years.

One of my greatest concerns for our fellowship is captivity. Captivity to lies and philosophies outside of Christ (Colossians 2:8). Captivity to the law of sin that dwells in us (Romans 7:23). Captivity to "every wind of doctrine" (Ephesians 4:14). The AFLC has always embraced a level of variety in theological emphases amongst its congregations and pastors. That's a good thing. Everyone has different gifts, and no one has all the gifts and perfectly uses them. In other words, we need each other, especially those who approach things a little differently. It keeps us humble, it keeps us sharp, and it makes us better equipped for the ministry.

It's also true that the AFLC has an established identity and confession that

unites us in shared beliefs. Freedom in the AFLC does not mean “I can believe and teach and confess whatever I want because we’re free.” And if that sounds abrasive or confrontational to you, it shouldn’t. In what world does freedom mean, “I can do whatever I want?” It doesn’t mean that in America, and it never has. If that were the case, the US Constitution would be useless, anarchy would reign, and there would be no respect given to the statement, “We hold these truths to be self-evident.” We believe in something! In the AFLC, we believe in the authority and the inerrancy and infallibility of God’s Word, we have a zeal for souls, we believe that the creeds, the catechism, the Augsburg Confession, the Fundamental Principles, are faithful expositions of Scripture, and we expect our congregations and pastors to join us in that. We believe that the Holy Spirit gives us new life and that new life joyfully submits to God’s Word and bears fruit for the world to see. We believe that the congregation is the manifestation of God’s Kingdom on earth and therefore answers to the Word and the Spirit. And we believe that the Good News Gospel message of Jesus Christ crucified and risen for you sets us free from bondage, captivity.

There is a lot of temptation nowadays to stray from this identity. That temptation can be borne out of fear, desperation, unhealthy comparison (the church down the street is growing, so we need to change who we are to be more like them), or we just simply listen to the loudest voices, regardless of what they’re saying. And it’s not just captivity to other doctrines, philosophies, or lies. The old nature is constantly pulling at us to fall into sin. I firmly believe that the overwhelming majority of conflicts in our congregations, our homes, and our workplaces, would be more quickly resolved if we did a better job of approaching the conflict with a humble attitude that seeks to first find our own fault and confess that. We live in a world so desensitized from God’s law, and we’re fools if we think we’re immune from that. My prayer is that in the AFLC, we would be a people quick to repent and quick to forgive.

If what I said earlier is true, that the AFLC offers a unique home that is attractive to a lot of people, and that there’s potential for growth, it should not surprise us that the devil and his minions will seek to destroy. I don’t say that to cultivate fear or anything like that. Scripture is clear that there’s a battle, and it’s not against flesh and blood. And we would do well to not underestimate that enemy.

We would also do well to not overestimate him. Remember that Jesus said we would have trouble, but to “take heart, I have overcome the world.” Paul’s words in First Corinthians 15 ring in my mind and heart, “But thanks be to God, who gives us the victory through our Lord Jesus Christ.” In a sense, Resurrection Day was our Emancipation Day. That’s why Peter said we have a “living hope,” a sure hope. The resurrection delivers a freedom unmatched by the world, freedom from slavery to sin, and freedom to love our neighbor unconditionally.

In this freedom, we live humbly, remembering the cost Jesus paid for it. We live joyfully, unshackled by the burden of sin, and we live full of sure hope, our eyes set on heaven and the promise of eternal life with Jesus our Savior.

My soul praises the Lord when I see this freedom permeating our congregations. The Gospel is being proclaimed, and people are trusting in Jesus. I've heard multiple reports recently of adult baptisms happening in congregations with people who had never been baptized. God's Word is reaching people! I walk with congregations and pastors in difficult seasons, and I am blown away by the grace, patience, and forgiveness they demonstrate. I am constantly blessed by the zeal people have for their congregation and its ministry. Widespread apathy in the AFLC is not a concern for me. I meet people all the time who seek creative solutions to problems or shortfalls in their congregation. It's beautiful to see them freely exercise their God-given gifts. More than anything, I meet people all the time who are hungry for God's Word. I pray I never take that precious and joyous reality for granted.

In 1 Peter, after Peter joyfully declares that we are born again to a living hope through the resurrection, he acknowledges that some are "grieved by various trials." I don't have any illusions that the AFLC and its congregations and pastors don't (or won't) ever undergo difficult circumstances. In fact, it seems that often, those are the things where I invest most of my time. But what I love about Peter's acknowledgment is that even in those seasons, there's hope, living hope. Sure hope.

We are a people marked by freedom and life with Lutheran distinctives. We're humble and joyful, quick to repent and forgive. And we are a people of hope. No matter our current circumstances, no matter what our future holds, we have sure, living hope. Praise God from Whom all blessings flow!

UPDATES AND PROJECTS IN THE PRESIDENT'S OFFICE

Renewal

We are working closely with the Home Missions office to find ways that we can encourage congregations asking for assistance in renewal, or revitalization. We believe that coordinating this together puts us in the best position to be able to help congregations, so I'm excited to see how the Lord leads us in this venture. Pastor Coyle speaks much more specifically about this in his report, so I'd direct your attention there if you're interested in learning more about this.

PACCT

The PACCT team has undergone a significant shift in both mission and personnel. In the last year, we've really focused on contacting pastors to pray for them and encourage them. There's also been a lot of work put into ministering to pastors' wives. PACCT produced a series of video interviews,

again, designed to encourage those women. As a part of the president's office now, we're also looking for ways to incorporate team members into things like representing the AFLC at funerals and other congregational events. One of the threads that ties PACCT and the president's office so closely together is our care for pastors and their families.

There has also been some personnel turnover. In the last few years, Rev. Jerry and Kristi Nelson, Tom and Linda Mathre, Roger and Lindsay Benson, Rev. Marlin and Joyce Harris, and Rev. Steve and Angie Lombardo have all stepped away. I'm so grateful for each of those couples and their service to the AFLC.

Current team members include Wayne and Jane Smith, Rev. Alan and Lisa Arneson, Rev. Scott and Mary Stroud, and Rev. Terry Olson. As of this writing, we are praying about adding another lay individual or couple. These people are serving faithfully to assist the president's office, specifically in caring for congregations and pastors and their families. The PACCT team is ready and willing assist you however they can, even if it's just to be a listening ear.

Development

At last year's Annual Conference, I was saddened to receive Rev. Tonnes Pollestad's letter of resignation as Director of Development. Tonnes served excellently for 14 years, and I thank God for him and for how the Lord used him in those years. At the time of this writing, we have still not found a replacement for him. Please pray for the Lord's provision.

Last fall, it became clear that staffing was going to be a theme for us this year, as Angel Luttmann submitted her resignation as Administrative Assistant, in order to accept a position in a different organization. While Angel was with us for only about a year, she made a remarkable impact in Development's organization and efficiency, and I thank God for the time she had with us. After interviewing different candidates, Nikki Hanson was hired in early 2026 to replace Angel. We're so grateful to have Nikki on board!

Mark Sivertson has been an invaluable addition to our team. In addition to managing the department, he has been a most helpful resource internally with his background in both law and banking, he is building quality relationships with giving partners across the country, and he's made himself available to be a resource for our members. He has now led several estate planning seminars in several states. The goal with these is not to convince people to include the AFLC in their estates; rather, we want to serve the people and encourage them to faithful, Biblical stewardship. I'm grateful for Mark's heart for this.

Finally, I'm grateful for the Foundation Board. They have taken on extra work in overseeing this ministry, particularly in this season of personnel

transition. It's a real blessing to have them working with us and representing all our corporations in the process.

Future Annual Conference Sites

The work of securing host sites for the Annual Conference has been getting progressively difficult, for many years now. In my opinion, there are multiple reasons for this, all of them contributing to where we find ourselves now.

Recently, the Coordinating Committee approved a plan put together by my office to switch the primary hosting responsibilities to the Conference planning team, which is comprised of the Annual Conference committee, the President's Office staff, and the Director of Business Management. Further, the Coordinating Committee committed to covering the portion of the expenses of the Conference, usually paid for by the host congregation/district. This commitment is currently just for 2027, but they are working on possible ways to provide these funds in future years as well.

I am excited about this. Two primary factors that have become increasingly burdensome on host sites are cost and volunteer recruitment. This plan alleviates those burdens on the local congregation(s). The planning team will still recruit a number of local volunteers, but we won't be limited to that. Perhaps a helpful illustration is the FLY Convention. They recruit volunteers from all over the country, who then gather in one place for the conference. This will enable us to plan farther in advance, find venues that best fit us at the best rate, and even travel to parts of the country where we can encourage local congregations there and represent the AFLC to those communities. All of this serves our congregations, which is our primary goal.

At the time of this writing, we are working on locations for 2027 and 2028. My goal is to have those locations confirmed in time to announce them when we gather this summer.

THANK YOU

There is a lot to be grateful for. Perhaps more than ever for me, when people tell me they're praying for me, it carries deep meaning and much appreciation. Thank you for that.

If the work we are doing is "good," it's because God is gracious to lead and to provide, among other things, a team of people with God-given gifts to steward within the Body. Jason Holt and Alisha Kneeland are both incredibly selfless, patient, and skilled in their roles. It's a delight to work with them, and I thank God for them.

I'm so thankful for my wife Brittany and our two little blessings, Levi and Sophie. Their unconditional love humbles me, refreshes me, and reminds

me of the Savior's love for me.

And I'm grateful for my Savior and the hope I find in Him. More than anything, I'm grateful for that, and for Him.

In the Sure Hope of Christ,

Rev. Micah Hjermstad
AFLC President

2025-2026 OFFICIAL ACTS

(* indicates attended on behalf of AFLC President's Office)

2025			
April 12	Attended the funeral for Helen Knapp, Sunburg, MN	Oct 26	Installed Rev. Peter Gammell at Christ Community Church, Williamsport, MD
April 30	Attended the funeral for Gloria Lee, Plymouth, MN	Nov 12	Attended the funeral for Rev. Wendell Johnson, Dalbo, MN (*J. Holt)
May 3	Attended FLBC Graduation	Dec 14	Installed Rev. Justin Nelson at Redeemer Free Lutheran Church, Canton, SD (*J. Holt)
May 4	Installed Rev. Mark Molstre at Grace Free Lutheran Church, Maple Grove, MN		2026
May 17	Ordained Rev. Marlen Meester and Rev. Troy Hanson at Grace Free Lutheran Church, Valley, City ND	Jan 25	Informational Meeting with Living Word Lutheran Church, Caldwell, TX (*J. Holt)
May 23	Attended the funeral for Barbara Keippela, Stacy, MN	Jan 31- Feb 2	Spoke at LEM Conference, Mesa AZ
May 24	Attended the funeral for Rev. Ted Kennedy, Jr., Nogales, AZ (*J. Holt)	Jan 7-17	Visited AFLC India
June 1	Installed Rev. Dana Coyle at Prince of Peace Lutheran Church, Beulah, ND (*A. Coyle)	Feb 8	Installed Rev. Paul Kneeland at Christ Lutheran Church, Stover, MO (*J. Holt)
June 8	Installed Rev. Marlen Meester at St. Peter Free Lutheran Church, Melvin, IL (*J. Holt)	Feb 20	Attended the funeral for Tom Phillips, Zumbrota, MN
June 11-14	63rd AFLC Annual Conference, Osceola, WI	Feb 20	Attended the visitation service for Pastor Keith Quanbeck, Bloomington, MN
June 29	Installed Rev. Shane McLoughlin at Bethel Lutheran Church, Faith SD and Emmanuel Free Lutheran Church, Eagle Butte, SD (*J. Holt)	Feb 22	Installed Rev. David Niemela at Abiding Faith Free Lutheran Church, Ortonville, MN (*J. Holt)
June 30-Jul 5	Attended Free Lutheran Youth Convention, Estes Park, CO	Feb 27	Attended the funeral for Lorilee Mundfrom, Sioux Falls, SD (*J. Holt)
July 26	Attended the funeral for Shirley Jackson, Mora, MN	Mar 7	Spoke at Home Missions Renewal Conference, Grand Forks, ND
July 27-Aug 2	Attended ARC Family Camp, ARC, Osceola, WI	Mar 8	Installed Rev. Jeremy Crowell at Atonement Free Lutheran Church, Arlington, WA (*W. Mobley)
Aug 10	Installed Rev. Jon Langness at Shiloh Free Lutheran Church, Black Hawk, SD	Mar 10	Attended the funeral for Jerry Dahl, Ulen, MN
Aug 10	Installed Kyle Smith at Freedom Lutheran Church, Ottawa, IL (*S. Mundfrom)	Mar 15	Spoke at Calvary Free Lutheran Church's 125th Anniversary, Everett, WA
Aug 10	Installed Rev. Troy Hanson at Immanuel Free Lutheran Church, Centerville, SD and Skrefsrud Lutheran Church, Beresford, SD (*K. Thorson)	Mar 29	Installed Pastor Troy McNear at Trinity Bethany Lutheran Church, Harvey, ND (*L. Quanbeck)
Sept 7	Installed Rev. James R. Johnson at Redeemer Free Lutheran Church, Ontonagon, MI		
Sept 7	Installed Rev. Alex Woodworth at Ebenezer Lutheran Church, Northwood, ND (*D. Norby)		
Sept 14	Attended Salem Lutheran Church's 150th Anniversary, Radcliffe, IA (*J. Holt)		
Sept 14-16	Spoke at END Pastors' Retreat		
Oct 7-9	Spoke at the AFLC Pastor's Conference, ARC, Osceola, WI		
Oct 12	Attended St. John Lutheran of Schwer's 150th Anniversary, Milford, IL (*J. Holt)		

2025-2026
CONGREGATIONAL VISITS

(* indicates attended on behalf of AFLC President's Office)

Preaching, Teaching, or Greeting

2025	2026
April 6 Peace Lutheran Church, Saint Francis, KS	Jan 4 Good Shepherd Free Lutheran Church, Cokato, MN (*J. Holt)
April 20 Abiding Faith Free Lutheran Church, Ortonville, MN (*J. Holt)	Feb 1 Calvary Lutheran Church, Mesa, AZ
April 27 Good Shepherd Lutheran Church, Virginia, MN	Feb 22 St. Paul's Lutheran Church, Mansura, LA
May 18 Good Shepherd Free Lutheran Church, Brainerd, MN	Feb 25 Zion Lutheran Church, Silverhill, AL
May 18 Valley Free Lutheran Church, Portland, ND (*J. Holt)	Mar 8 Ny Stavanger Free Lutheran Church, Buxton, ND
May 25 Bethel Free Lutheran Church, Minot, ND	Mar 8 Trinity Free Lutheran Church, Grand Forks, ND
June 1 Living Word Free Lutheran Church, Mankato, MN	Mar 15 Hope AFLC Church of Enderlin, Enderlin, ND (*J. Holt)
June 29 First Lutheran Church, Ellendale, MN	Mar 29 Faith Lutheran Church of Running Valley, Colfax, WI (*J. Holt)
July 6 Emmanuel Lutheran Church, Ankeny IA (*J. Holt)	
July 13 Community Lutheran Church, Oceanside, CA (*J. Holt)	
July 20 Faith Lutheran Church of Running Valley, Colfax, WI	
July 20 Christ the King Free Lutheran Church, Wilson, WI	
Aug 10 Our Saviour's Ev. Lutheran Church, Cannon Falls, MN (*J. Holt)	
Sept 14 Maranatha Free Lutheran Church of Ulen, Ulen, MN	
Sept 28 Trinity Bethany Lutheran Church, Harvey, ND	
Sept 28 Abiding Word Lutheran Church, Deshler, NE (*J. Holt)	
Oct 19 Alsace Lutheran Church, Reading, PA	
Oct 19 Grace Free Lutheran Church, Edinburg, ND (*J. Holt)	
Nov 9 King of Glory Lutheran Church, Shakopee, MN (*J. Holt)	
Nov 16 Faith Lutheran Church, Shakopee, MN	
Nov 16 West Prairie Free Lutheran Church, Kindred, ND (*J. Holt)	
Nov 23 Minnesota Valley Free Lutheran Church, Lakeville, MN	
Nov 23 Tordenskjold Free Lutheran Church, Underwood, MN and Kvam Free Lutheran Church, Dalton, MN (*J. Holt)	
Dec 15 Our Savior's Lutheran Church, Stanley, ND	
Dec 21 Maple Bay Free Lutheran Church, Mentor, MN	

REPORT OF THE COORDINATING COMMITTEE

To the 64th Annual Conference of the Association of Free Lutheran Congregations gathered at Concordia College, Moorhead, MN, June 10-13, 2026.

Our theme this year is “Sure Hope” from Philippians 1:6, “And I am sure of this, that he who began a good work in you will bring it to completion at the day of Jesus Christ.”

Paul’s confidence comes from who is doing the work. Who began the good work? God. Who will bring it to completion? God.

It is easy to forget in the midst of meetings and spreadsheets and troubles that while it does matter what we do here, ultimately it is not us, but God who is working to rescue, redeem, and transform people and the world. We are blessed to participate with him as his chosen instruments, but it is God who gives surety to the entire endeavor.

We may quibble over numbers and bank accounts, but God is the one who owns the cattle on a thousand hills. But more than that, God does not even need the cattle from a thousand hills. He became an itinerant preacher (not exactly kingly in its pay) who called disciples who mostly were also not the wealthy the rich and elite. And out of this seemingly underfunded ragtag group he commissioned the missionary movement that has taken the gospel to billions of people all over the world.

In Daniel, we read Shadrach, Meshach, and Abednego’s response to the threat of the fiery furnace:

[O]ur God whom we serve is able to deliver us from the burning fiery furnace, and he will deliver us out of your hand, O king. But if not, be it known to you, O king, that we will not serve your gods or worship the golden image that you have set up.”

Their hope came in a confidence in God that went beyond the circumstances. They had confidence that God was able to deliver them, but they also knew that God might not do that and that was not a knock against the power or goodness of God. Rather that God’s ways are higher than our ways and God can take even death and turn it for good.

This is in fact what he did in Christ. He took the unjust death of the only perfectly innocent man and turned it from the most profound cosmic tragedy into the only hope of all creation. God for us, bearing our sins that we could not, so that we might become the righteousness of God.

This is the sure hope we have. God is able to provide anything and everything necessary to us, *and he will do so*. Whether that comes how we expect, or whether it comes hidden inside of the tragedies and disappointments of

life. We have this total confidence:

What then shall we say to these things? If God is for us, who can be against us? He who *did not spare his own Son but gave him up for us all, how will he not also with him graciously give us all things?* Who shall bring any charge against God’s elect? It is God who justifies. Who is to condemn? Christ Jesus is the one who died—more than that, who was raised—who is at the right hand of God, who indeed is *interceding for us*. Who shall separate us from the love of Christ? Shall tribulation, or distress, or persecution, or famine, or nakedness, or danger, or sword? As it is written,

“For your sake we are being killed all the day long;
we are regarded as sheep to be slaughtered.”

No, in all these things we are more than conquerors through him who loved us. For I am sure that *neither death nor life*, nor angels nor rulers, nor things present nor things to come, nor powers, nor height nor depth, nor *anything else in all creation*, will be able to separate us from the love of God in Christ Jesus our Lord.

(Romans 8:31–39, Emphasis mine)

God will complete the work he has begun. Praise God. Amen.

HOW TO UNDERSTAND OUR BUDGET AND SUBSIDY REQUEST

For a quick review from last year:

“Budget”: is an explanation of what the Coordinating Committee plans to spend in the coming year and the income we expect to cover those expenses. For us, that income comes primarily in two parts. One source is from an “overhead” fee that we charge to ministries who use office space and other administrative/office/financial services we provide. The second main line of income is from our “Subsidy.”

“Subsidy”: is the money that congregations and individuals send and designate to the Coordinating Committee. The Coordinating Committee also receives a percentage of undesignated gifts to the AFLC. This is done on a completely voluntary basis.

When we ask for a subsidy request to be approved here at conference, it is in part to give us feedback on whether we are asking for a reasonable amount from you, the congregations and individuals of the AFLC, and also to inform you what we think you, collectively, would have to give to pay for everything we plan to do.

However, there is no mechanism in the AFLC for “collecting” the subsidy

(intentionally so). The money is given voluntarily by congregations and individuals. A subsidy and budgets are tools to help you, as congregations, calibrate your giving with how the Lord leads.

The number we present to you is based on what you have historically given, plus a percentage because of things like inflation. We do this because we want to be careful that we are not running wildly ahead of what you want us to do and what you can financially support.

What does this mean for you when you look at our budget and subsidy requests?

First, these requests primarily reflect what you have given in the past, not what would be needed to do new things in the future. So, if you saw that we were ending the year right around 100% of our subsidy request, that *likely* means we will likely ask for a subsidy that would allow us to do exactly the same things and services we did this.

(I say “likely” and “provided nothing else changes” because the reality is that the past few years have seen significant inflation, but not the same increase in subsidy receipts, which has at times shrunk our effective budget)

Please read this part. As I said last year, this is *not* a complaint. This is *not* a desperate plea for funding. We are nothing but grateful for every gift that you all freely give because you believe that God is at work in the AFLC and that some of that work cannot be done by a single congregation alone, so you do it together. You give together. You pray together. You sacrifice together.

The purpose of going over this again is to foster clarity and remind you the tools available to you.

The *second* answer to “what does this mean for you” is that you can calibrate your giving according to where God is leading.

This budget, and its attached subsidy request, is relatively a status quo request. For 2026 we requested \$504,600. For 2027, we are requesting \$504,000. This is in keeping with our attempt to track the reasonableness of our requests with what has actually been given in the recent years. Giving has been trending up in the last years. However, we are still recovering from the large effects of inflation over the last few years as well. Therefore, we have presented a budget that maintains what we have been doing.

If, when you pray over how God would have you give, you think what we are doing right now is basically just right, then give consistently with past giving. Watch *The Lutheran Ambassador* updates and look for hitting that 100% mark or a couple percentage points over.

If you think the status quo is too high (I.e. We are doing too much or

we are wasting money, etc.), then check www.aflc.org/give (or in *The Lutheran Ambassador*) for the current percentage of the subsidy request received. And calibrate your giving so that the actual total received is less than 100% by year end.

If you want us to increase services to congregations (Possible examples being: More presidential and Coordinating Committee representatives traveling to congregations, more equipping events, more availability, more opportunities, more edifying resources produced, or other expanded services), then when you go back to your homes, your congregations, and your friends, invite them into joyfully giving in expectation of what God will do. Treat that percentage of subsidy request as the bottom of the goal. Look to push it over 100% for 2-3 years in a row so that it creates that new baseline for expected income.

We are the servants of the congregations. You are the ones who tell us if we are moving in the right direction or not, both here at Annual Conference and in your giving year-round.

SUBSIDY REQUEST

Thank you to every person and congregation who has contributed financially over the past year. Our actual giving receipts for 2025 were \$480,262. For 2027 we are requesting a subsidy of \$504,000.

LARGE GIFT USES

Over the past years, the Coordinating Committee has received large donations, typically estate donations. We do not count this as subsidy income since they are unpredictable, one time events. Trying to fund long-term spending commitments directly through income.

As we have reported before, these gifts have been used over the past ten years to purchase the Charles Property (the land between the Administration Building and medicine lake blvd), endow the development department, cover overhead expenses for ministries inside the Coordinating Committee Corporation, pay down debt for the ARC and Schools Corporations, help cover significant repairs (At the administration building examples include an improved secure door lock system and exterior doors, repairing the Parish Ed. Storeroom floor, drainage pond restoration, and resurfacing the parking lot) , support starting a multi-ministry hire position, supporting Parish Ed.'s system upgrade, among other things.

This year, instead of primarily reacting to immediate needs we began work on long term strategy for these types of gifts.

We have set a framework that deals with questions of debt first (we

currently carry no debt, this is policy for if any were incurred in the future) and set a reasonable amount for an emergency fund.

With these two prudent stewardship issues taken care of, we will seek to use the rest to pursue long term goals of the Coordinating Committee under the Rules for Work. The prioritization of these types of projects and partnerships is still under deliberation.

CONFESSIONS OF THE AFLC

The Rules for Work of the AFLC say that we “unreservedly subscribe to the ancient ecumenical symbols, Luther’s Small Catechism, the Unaltered Augsburg Confession, Fundamental Principles and Rules for Work of the AFLC.” However, we realized that not all of these documents are contained in a single volume. If you wanted to read confessions of the AFLC you would have to gather these from separate sources.

In light of this, we undertook publishing a compilation of the contents of “Standing Fast in Freedom,” and all these confessional statements. At the time of writing this report, we hope to have these finished and available at this Annual Conference. We hope this will serve as a useful tool for introducing people to the beliefs and identity of the AFLC, for pastors teaching new member classes, for teaching Adult Sunday School Classes, for Confirmation and more.

PASTORAL ROSTER PROCESS CHANGES

The CC spent the past 2 years year carefully considering the purpose of our Rosters and working to align our practice with our theology. We identified two root principles.

First, our rosters are a service for our congregations to be able to identify men who have a certain set of qualifications for being called as their pastors.

Second, theologically, the pastoral office, unlike other offices that we may institute among ourselves, is not something made by men. Rather it is an office given to us by God and arises out of the congregation. We want to take care to make sure the emphasis remains on the congregation being the right form of the Kingdom of God on earth. Further, we also want to be careful to avoid the misunderstanding that it is the Coordinating Committee that “makes” a man a pastor.

There are many circumstances that pose challenges when seeking to maintain a roster that is useful and a blessing to our congregations but also acknowledge that not all of life fits into neat little boxes. We have thoughtfully and methodically been working through these situations.

One category that deserves attention, however, is the retired designation to our roster. We appreciate that many of our older pastors continue to serve our congregations through serving on boards, interim calls, and pulpit fill ministry throughout their whole lives. These men deserve our honor and gratitude.

We also recognize that many older pastors will no longer take a fulltime call. And if they appear on the roster in the same way that younger pastors do, it can cause frustration and confusion both for older pastors receiving inquiries that they must decline. But significantly, it can cause fatigue and frustration for congregations looking for a pastor if they are calling names from the roster, only to hear “no, I’m not open to a full-time call anymore.”

This year, we made a dedicated effort to contact older pastors and explain the purpose of the “retired” designation of the roster. “Retired” simply means no longer open to a full-time call. Pastors with the retired designation on the roster can and will continue to appear in our directory, serve on boards and corporations, do interim work, fill the pulpit in congregations across the AFLC, and for that we are very grateful.

As a result, 57 requested to be designated as retired. This will mean greater clarity for congregations looking through the roster for someone open to a fulltime call.

LEADERS TRAINING PROGRAM

The Leaders' Training Program (LTP) continues to provide an organized framework to assist our lay leaders and Licensed Pastors as they serve in local congregations. This year, 34 lay leaders have participated in a training session or have indicated interest in a future training session. An additional thirteen Licensed Pastors completed a training session for their annual requirements. With 47 individuals involved, the LTP is growing to meet needs across the country. The program utilizes quarterly remote sessions in which participants review the materials, meet with an AFLC pastor, and reflect on the training received. Participants consistently comment on the high quality of the sessions and the deep value of meeting with an AFLC pastor for mentorship. You can find out more at www.aflc.org/ltp.

DIVORCE and REMARRIAGE as it RELATES to the PASTORAL OFFICE and the TABLED FLOOR MOTION

At the 2024 Annual Conference, the Coordinating Committee recognized there was “a great variance amongst Lutheran pastors regarding divorce and remarriage” since as far back as 1964 (quoted from the 1964 minutes). Further, these disagreements appear again in the 1985 Annual Conference minutes around the motion to ask the Coordinating Committee to restrict the Pastoral Rosters to only men who have never been divorced. The issue

was not resolved as the 2007 report also noted: “We are not agreed on every issue, and these differences may carry the seeds of conflict.” Divorce and remarriage is then explicitly listed. As noted in our report, we continued to see this disagreement play out in the present day.

We encouraged the conference to pursue a biblical study of this issue, which has persisted throughout our history, as had been its intention back in 1964. The Annual Conference passed a resolution to do so and a committee was formed for this purpose.

In 2025, the report of that study was presented. As a reminder, the report is not and should not be seen as an official position of the AFLC. It is a biblical study for the edification of our body.

As we said then, we are grateful for the Annual Conference’s willingness to pursue truth even in controversial places and wrestle with uncomfortable topics that we have disagreed over for decades.

In light of the report, the Coordinating Committee suggested to Committee #1 that if this report might result in someone proposing a change in policy for our rosters, it would be better if this came in good order during the regular resolutions, and not late on Saturday when many people have already left. Committee #1 brought the following resolution to the floor:

WHEREAS the Coordinating Committee has been honoring a conference's request not to roster any man who has been divorced for any reason; AND WHEREAS the Conference asked for a Biblical Study on the topic of Divorce and Remarriage as it relates to the Pastoral Office; AND WHEREAS the Biblical Study has made a faithful case that it may be appropriate in some instances for a previously divorced man to hold the Office of Pastor: BE IT RESOLVED that the Coordinating Committee should carefully consider the circumstances of a divorce and the man's present character who is seeking the Pastoral Office on a case by case basis instead of automatically rejecting all men in this category. BE IT FURTHER RESOLVED that the Coordinating Committee create guidelines for rostering divorced pastors and inform the 2026 Conference of their guidelines. (Annual Conference Journal 2025, Page 210. Resolutions for Committee #1.)

The Coordinating Committee does not have a position of whether this policy should or should not change. Our hope and prayer is to assist a productive, edifying discussion of the issue, provide clarity to the policy implications as much as possible, see the unity of the AFLC ultimately increased around the Scriptures, and serve you well in how we administer the Pastoral Rosters.

We encourage everyone to act with charity towards one another, put the best construction on what is said, not assume bad motives, and give one

another the benefit of the doubt that we all wish to submit ourselves to the scriptures. We have a unique opportunity in the AFLC to demonstrate how a group of believers who disagree, can work through that disagreement in pursuit of truth and in pursuit of prudent policy while also demonstrating the words our Lord spoke “by this all people will know you are my disciples, if you have love for one another.” (John 13:35)

COMMUNICATION

We welcome you to communicate with us. You can always contact the Chairman of the Coordinating Committee at: coordcom@afcl.org

BUILDINGS AND PROPERTY UPKEEP

The CC Corporation provides the building facilities and financial services which many other AFLC ministries rely on so that they can remain focused on the particular ministries that you have given them.

The Coordinating Committee owns and maintains the Administration Building and property. This year we had a drainage pond cleared and repaired. Prior to this, the parking lot experienced drainage issues during rain storms and ice build up in the winters.

We are also responsible for the President’s Home. This year we had updates done to the landscaping and yard, soffit repairs, and some necessary tree removal.

ARCHIVING

As of writing this significant progress was made to clear our Archive room at the Administration Building of unnecessary items and we hope the President’s office will find a Archivist to continue the more specialized deliberative work that is still needed.

ORGANIZATION

We are grateful for the re-election of Ivar Berge who was elected to a 5-year term Lay member of the Coordinating Committee at last year’s Annual Conference.

David Olson has completed a 5-year term as a Layman and is eligible for re-election. And Rev. Jon Benson has completed a 5-year term as a Pastor and is eligible for re-election. The Coordinating Committee is grateful for these men and for their service to our Lord and the AFLC.

The Coordinating Committee Corporation is the Sole Member of the FLY Convention's legal corporation. Some confusing language was found in their by-laws or things that contradict their current practice. With feedback from the FLY President and the National Youth Director, the Coordinating Committee amended the By-laws to correct or clarify these.

CONCLUSION

God has richly blessed us in many ways over the past year. I am struck with appreciation for the staff that God has brought to work with us and the wonderful working relationship we have had with the President's office and staff. We could not do what we do if not for God's provision through these people.

Also, thank you all for your sacrifices for the Gospel and for the truth of the congregation as the right form of the Kingdom of God on earth. Further, thank you for supporting the work that cannot be done by one congregation alone through the time and money that you give to this.

As I wrap up my 5 year term on the Coordinating Committee I can honestly say that I have never been more grateful and appreciative of the work of those who came before. I have never been as excited about the people around me in the AFLC who are striving to build on the foundation given to them. I have never been more hopeful for the future God is preparing for us to walk in.

Respectfully Submitted,

David J. R. Olson
Chairman, Coordinating Committee of the AFLC

AFLC CLERGY ROSTER

(FR - Fellowship LP - Licensed LPP - Permanent Licensed)
(RET - Retired Clergy)

Rev. Lyle Aadahl - RET	Rev. Joe Faldet
Rev. Jonathan Abel	Pastor Dean Feistner- LP
Rev. Matthew Abel	Rev. Dale Finstrom - RET
Rev. Paul Abel	Rev. Kirk Flaa
Rev. Alex Amiot	Rev. Kendal Flaten
Rev. John C. Amundson	Rev. Leroy Flickinger
Rev. Karl Anderson	Pastor Peter Ford, Jr.- LP
Rev. Richard Anderson	Rev. Chad Forman
Rev. J. Christian Andrews	Pastor Curt Frankhauser - LPP
Rev. Daniel Antal	Rev. David Franz
Rev. Mark Antal	Rev. Peter Franz
Rev. Alan Arneson	Rev. Joseph Frech
Pastor Brady Arneson- FR	Rev. Chad Friestad
Rev. Joel S. Baker	Rev. David Fruehauf - RET
Rev. Louis F. Balderach	Rev. James Fugleberg - RET
Rev. Matthew Ballmann	Rev. Peter Gammell - FR
Rev. Dr. Ray Ballmann	Rev. Kevin Garner
Rev. Tim Banks	Rev. Dan Giles
Rev. David R. Barnhart - RET	Rev. Thomas Gilman - RET
Rev. Alan Bedard - RET	Rev. William Goodman
Rev. Craig Benson - RET	Rev. Dennis D. Gray
Rev. Jon Benson	Pastor Larry Grove- LP
Rev. Mark Benz	Rev. Dr. Jason Gudim
Rev. Luke Berntson	Rev. Richard Gunderson - RET
Rev. Steven Berntson	Rev. Larry Haagenso - RET
Rev. Brett A. Boe	Rev. James Haga
Pastor Kevin Borg- LPP	Rev. Kevin Hall
Rev. Michael Brandt	Rev. David Handsaker
Rev. John M. Brennan	Rev. Troy Hanson
Rev. Ron Brubakken - RET	Rev. Marlin Harris - RET
Pastor William Buck- LPP	Rev. Kenneth Hart
Rev. Rob Buechler	Rev. Gary A. Haug - RET
Rev. Steven P. Carlson	Rev. Dr. Philip Haugen - RET
Rev. Timothy Carlson	Pastor Tim Herset- LP
Rev. Richard Carr	Rev. David Hinrichs
Rev. Frank Cherney	Dr. Héctor Hiraldo-Sosa- FR
Rev. Tomasz Chmiel	Rev. Micah W. Hjermstad
Rev. Eric R. Christenson	Rev. Wayne Hjermstad - RET
Rev. William Cole	Rev. Brad Hoefs - RET
Rev. Andy Coyle	Rev. Herbert Hoff
Rev. Dana Coyle	Rev. Dr. Jason Holt
Rev. Jeremy Crowell	Rev. Dr. Phillip Hooper
Rev. Terry Culler	Pastor Lee Hoops- LPP
Rev. Kevin Czymbor	Rev. Dr. Martin Horn - RET
Rev. Brian L. Davidson - RET	Rev. Raynard Huglen
Rev. Joe Dombrowski	Rev. Dr. Daniel Hurner
Rev. Connely Dyrud - RET	Rev. Dr. Jarrod Hylden
Rev. Nick Dyrud	Rev. Dean J. Iverson - RET
Rev. Rob Edwards	Rev. Scott Jans
Rev. Col. John Eidsmoe	Rev. Steven E. Jensen
Rev. Curtis Emerson	Rev. Dr. Craig Johnson
Rev. Luke Emerson	Rev. David A. Johnson
Rev. Eugene W. Enderlein - RET	Rev. David W. Johnson - RET
Rev. Scott Erickson	Rev. Gideon R. Johnson
Rev. Todd Erickson	Rev. James L. Johnson
Rev. Richard L. Ewing - RET	Rev. James R. Johnson

Rev. Leslie Johnson
Rev. Mark S. Johnson
Rev. Michael F. Johnson
Rev. Rodney Johnson - RET
Rev. Timothy L. Johnson
Rev. Timothy S. Jones
Rev. Nathan Jore
Rev. Gary L. Jorgenson
Rev. Steve Junker
Rev. Joel Kangas
Rev. John Kent- RET
Rev. John H. Kiehl
Rev. Lynn Kinneberg
Rev. Paul M. Kinney
Rev. Micah Klemme
Rev. Todd Klemme
Rev. Mike Klenner - RET
Rev. Charles L. Knapp
Rev. Dr. Andrew Kneeland
Rev. Paul Kneeland
Rev. Ronald Knutson
Rev. Dr. Earl Korhonen
Rev. Lyndon Korhonen - RET
Rev. Ivars Krafts
Rev. Christopher Kumpula
Rev. Wesley Langaas
Rev. Dr. Jon Langness
Pastor Jordan Langness - LP
Rev. Dale Lankford
Pastor Jeremy Larson- LP
Rev. Joseph Larson
Rev. Richard P. Larson - RET
Rev. George Lautner
Rev. John E. Lee
Rev. Robert L. Lee - RET
Rev. Robert W. Lee - RET
Rev. James Lindgren
Rev. Patrick Lohse
Rev. Dr. Steven Lombardo
Rev. Luke Long
Rev. Richard Long
Rev. Brian Lunn
Rev. David Lusk
Rev. Brandon Marschner
Pastor Gary Maxwell- LP
Pastor Mike McC Carlson- LPP
Rev. Shane McLoughlin
Rev. Bryce McMinn
Pastor Troy McNear- LP
Rev. Marlen Meester
Rev. Bill Mitchell - RET
Rev. Dr. Jerry Moan
Rev. Seth Moan
Rev. Dr. Wade Mobley
Pastor Henry Mohagen- LPP
Rev. Kenneth Moland - RET
Rev. Dr. James Molstre
Rev. Mark Molstre
Rev. Lance Morrison
Rev. Dr. Stephen Mundfrom

Rev. Barry L. Nelson
Rev. David A. Nelson
Rev. Elden Nelson - RET
Rev. Dr. Jerry A. Nelson - RET
Pastor Jon Nelson- LP
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 - RET
Rev. Joe Ocker
Rev. Aaron R. Olson
Rev. Andrew Olson
Rev. Dr. Brent Olson
Rev. David G. Olson - RET
Rev. Dr. Kevin J. Olson
Rev. Dr. Mark Olson
Rev. Dr. Nathan Olson
Rev. Rodger Olson
Rev. Scott Olson
Rev. Terry L. Olson - RET
Rev. Thomas C. Olson
Rev. Thomas W. Olson
Rev. Wayne A. Olson - RET
Rev. Dennis O'Neil
Rev. Michael Onstad
Rev. Adam Osier
Rev. Mark A. Ostrem
Pastor Roger Pahl- LP
Rev. Del Palmer
Rev. Tom Parrish- RET
Rev. Ryan Patenaude
Rev. Brian Pearson
Rev. LeRoy C. Petersen - RET
Rev. David L. Peterson
Rev. David P. Peterson
Rev. Jerry R. Peterson
Rev. Michael Peterson
Rev. James Scott Pierson
Rev. Matthew Pillman
Rev. Tonnes Pollestad
Rev. Brad Putnam
Rev. Lloyd Quanbeck
Rev. Brent S. Raan
Rev. Richard L. Ramsbacher
Rev. Eric Rasmussen
Rev. Jim Rasmussen - RET
Rev. Thomas Reagan
Rev. Doug Reitsch - RET
Rev. Mark Richardson
Rev. Donald Richman
Rev. Philip Rokke
Rev. Dr. 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 - RET
Rev. Gary Simons
Rev. John Skeie - RET
Rev. Joshua Skogerboe
Rev. David Skordahl - RET
Rev. Dr. Timothy K. Skramstad - RET
Rev. Kerwin Sletto - RET
Rev. Richard Sliper - RET
Rev. Kyle Smith
Rev. Ronald Smith
Rev. Dr. Stephen Snipstead - RET
Rev. Gerald L. Steele - RET
Rev. Matthew Steendahl
Rev. Tony Stockman - RET
Rev. Edward Strom
Rev. Scott K. Stroud
Rev. Gordon Strunk - RET
Rev. Jeff Swanson
Pastor Warren Swanson- LPP
Rev. Eric J. Swenson
Rev. Richard Taylor- RET
Rev. Gordon Thorpe - RET
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 - RET
Rev. Joel Walde - RET
Rev. Peter Ward
Rev. Jon Wellumson
Rev. Samuel Wellumson
Rev. Craig Wentzel
Rev. Brian Westerbur
Rev. James Westgate - RET
Pastor Eric Westlake- LPP
Rev. Ron Wik - RET
Pastor Clayton Wilfer- LPP
Rev. Calvin Willard
Rev. Samuel Willard
Rev. George R. Winston
Rev. Alex Woodworth
Rev. Miao "Holmes" Zhao

LP approved pending a call
Mr. Mark Illikainen (*penidng a call*)

FEEDBACK SUMMARY ON THE AFLC ANNUAL CONFERENCE DISCUSSION:

Pastor Restoration after Divorce and Remarriage

HISTORY

From the 2026 Coordinating Committee Chairman's Report:

At the 2024 Annual Conference, the Coordinating Committee recognized there was "a great variance amongst Lutheran pastors regarding divorce and remarriage" since as far back as 1964 (quoted from the 1964 minutes). Further, these disagreements appear again in the 1985 Annual Conference minutes around the motion to ask the Coordinating Committee to restrict the Pastoral Rosters to only men who have never been divorced. The issue was not resolved as the 2007 report also noted: "We are not agreed on every issue, and these differences may carry the seeds of conflict." Divorce and remarriage is then explicitly listed. As noted in our report, we continued to see this disagreement play out in the present day.

The Annual Conference resolved in 2024 to pursue a Biblical study on the question. The report of that study was made available in advance of the 2025 Annual Conference and was included in the 2025 conference booklet.

The 2025 Annual Conference elected to table a motion on the question about pastoral restoration after divorce and remarriage. The conference direction included an invitation for feedback on the discussion and related resolution. This feedback was received via a dedicated email address to the Coordinating Committee.

The following is a summary of the feedback received by the Coordinating Committee as of March 6, 2026.

OVERVIEW

The feedback received by the Coordinating Committee covered five major themes:

1. Scriptural authority and its direction on the pastoral office.
2. The difficulties related to adopting a change in practice.
3. The difficulties related to applying a change in practice.
4. The troubling nature of the discussion as a potential predetermined stance.
5. The accessibility of the current practice for the sake of congregations.

SUMMARY

1. *Scriptural authority and its direction on the pastoral office.*

Respondents highlighted the authority of Scripture to determine the question if a route exists for restoration of a pastor who is divorced and remarried. The consistent concern raised was that the Biblical testimony on marriage is that “one flesh” focus remains narrow from creation forward. The “husband of one wife” places a high priority on the pastor’s character and the example to the congregation he serves. A divorce becomes a disqualifying step and remarriage is prohibited. Some respondents emphasized that the Old Testament guidance on the priests should be example enough to conclude divorce is not acceptable for a pastor or pastor’s wife. Other comments expressed gratitude for the study team’s work, while acknowledging that many significant New Testament texts related to divorce and remarriage did not receive the same attention. God’s establishment of marriage as a reflection of Christ and the Body of Christ led to an appeal not to settle for current faithfulness as the understanding of “one flesh,” since that interpretation is seen as a reduction of the Biblical account.

2. *The difficulties related to adopting a change in practice.*

Respondents indicated being unconvinced that a change in practice would be helpful to the Association. The thought of an adjustment would most likely decrease congregational protection. The current practice serves as a guard to local congregations by not rostering pastor families, which have been touched by divorce and remarriage. Further, a change in practice would place an unnecessary burden on the Coordinating Committee to discern challenging situations. This appeal reminded the Coordinating Committee of their role in focusing efforts on assisting congregations. This discussion also stressed the need to guard against compromise and to be skeptical of the capacity for a consistent application.

3. *The difficulties related to applying a change in practice.*

Respondents built off the theme of adopting a change (#2 above) into how such a change in practice could be applied (#3). If the so-called “exception clauses” are granted as a framework for review, the Coordinating Committee would be responsible to determine a set of guidelines for interviewing the former spouses and, in many cases, the children of the dissolved marriage. Such an approach would be incredibly difficult to administer with tasks of exploring a couple’s relationship history. The so-called “innocent party” may not be the one to take the step of divorce, but the Scriptural guidance on sin indicates that a marital conflict is never a single-sided situation. The biblical calling remains for those in marital strife or divorce to be reconciled for as long as a former spouse is on earth. This principle makes a change in practice very difficult

to apply in an impartial manner.

4. *The troubling nature of the discussion as a potential predetermined stance.*

A few respondents listed or inferred that the discussion being brought to the Annual Conference must be motivated by an individual or group's desire to see the change enacted. This tone was evident in those that highlighted the size of our fellowship and the implications if a change is adopted. The discussion being raised was seen by some as a desire to be like other denominations. The focus on a narrow set of Scriptures for the study was understood as a reductionistic stance and a potential side-step from facing the entire discussion.

5. *The accessibility of the current practice for the sake of congregations.*

A few respondents suggested that the current practice may have been put in place for the sake of congregations. Although a range of convictions on the discussion has been documented in our AFLC history, it is possible that maintaining a non-divorce requirement (for the pastor and the pastor's wife in the current practice) enables grounds for unity on a sensitive issue. The local congregation is free to call a divorced pastor and is not bound beyond the Word and the Spirit. Such a pastor simply cannot be rostered with the AFLC in our current practice. Keeping the rostering qualifications narrow serves the congregations from increasing their vetting effort in the call process

VICE PRESIDENT OF DEVELOPMENT

To the 64th Annual Conference of the Association of Free Lutheran Congregations, assembled June 10 – 13, 2026, at Concordia College, Moorhead, MN.

Praise the Lord for our conference theme “Sure Hope” taken from Philippians 1:6. We serve a God who will surely save His sons and daughters at the day of Jesus Christ. We can rest in the knowledge that those who believe in the name of the Son of God “may know that you have eternal life.” (1 John 5: 13) What a blessing!

Thank you for your prayers and support for all ministries within the AFLC. Your graciousness and generosity are so uplifting to the staff of the ministries and to those who are helped. Nikki Hanson joined me in our work to support the growth of God’s Kingdom in January, as Angel Luttmann resigned last fall. We thank Angel for the work she accomplished for the AFLC. Nikki earned her B.A. from the University of Jamestown. She has a very strong background in administrative support and operations. Nikki is married to Pastor Troy Hanson. We are thankful to have her working in the department.

Our mission is to support you in three ways going forward: 1) Preserve and deepen the relationships the AFLC has with current partners to impact in a greater way the expansion of God’s Kingdom, 2) Establish new relationships with prospective partners so they can joyfully experience what God can do through them, and 3) Train people to be the very best stewards with what God has entrusted to them. The past year we have begun the implementation of training partners on biblical stewardship. We have created a biblical stewardship seminar to share within the AFLC. The seminar contains effective ideas on how to plan your estate and save taxes when making gifts. We have held stewardship seminars at several AFLC churches around the United States. The seminars were appreciated by those in attendance. During the seminar we challenge everyone to pray and evaluate how they may be good stewards of their resources with a focus on eternity. Perhaps your gift may be used by God to bring someone to a saving faith in Jesus Christ. We welcome the invitation to present the biblical stewardship seminar in your local congregation.

Please prayerfully consider how you might support the ministries of the AFLC in the work the Lord has called them to do. Please also continue to pray for us as we travel and serve individuals and congregations within the AFLC.

Respectfully submitted,

Mark Sivertson
Vice President of Development

THE AFLC FOUNDATION

To the attendees of the 64th Annual Conference of the Association of Free Lutheran Congregations, gathered in God's Holy name, at Concordia College, Moorhead, MN from June 10-13, 2026.

The theme for our 2026 AFLC Annual Conference is *Sure Hope*, and comes from the book of Philippians chapter 1, verse 6. In this passage, Paul is writing during one of his many times of detention, and is giving thanks to the Philippians for the gift(s) he has received. He has *Sure Hope* in his circumstances, and looks forward with joy because of his partners in the gospel.

This message of *Sure Hope* reflects the 2025-2026 year for your AFLC Foundation. It has been a year of solidifying the operational improvements your Board of Trustees implemented last year, while continuing to look forward to the future, and Gods hand on the riches of our Association.

A key aspect of your Foundation is the work of the development department. Led by Mark Sivertson, Vice President of Development, and supported by Administrative Assistant Nikki Hanson, the team serves all 255 congregations and 35,000 members of our Association. The department continues to recruit for the right candidate to complete the team with a new Development Director. We ask for your prayers for the provision of the right person. The department is overseen by AFLC President Hjermsstad, who seeks advise and consent from the Foundation Board of Trustees.

One of the major initiatives the Foundation Board of Trustees implemented this year in collaboration with our Fund Manager at American Bank & Trust, was to evaluate all the investments within each individual fund and realign them to funds that are Biblically Responsible Investments (BRI). Following Foundation policy all funds are evaluated annually to ensure continued adherence to Biblically Responsible Investment principles. There is *Sure Hope* when we use the riches God has provided us in a manner that is pleasing to Him.

Administering the annual requests for grant proposals is a major function of the Foundation Board of Trustees. Last year we implemented a new structured application process, and application deadline. Our AFLC ministries responded very well and provided consistent grant application information to allow the Board to make informed decisions on grant funding. This process provided an equal footing for all applications in the grant review process, the information required to justify a grant making decision, and guidance for each ministry in their grant request.

In the 2025 grant award cycle, the Foundation awarded 8 grants from 10 applications, totaling \$23,846. Grants varied in size from \$1,000 to \$4,600.

At the time of writing this report, the Foundation Board of Trustees

anticipates providing awards in response to the requests for grants for the 2026 period.

There are several funds under Foundation management, some for very specific purposes and others for distribution through the grant process. These funds include:

Fund	Purpose	Distributions
ARC Fund	ARC Director Endowment	No distributions until fund reaches scale.
Pastor Brandt Legacy of Faith Fund	Provides annual distributions to AFLC ministries	Chosen by donors to the fund
Calvary Endowment Fund	Supports Calvary Free Lutheran, in Mesa AZ.	No distributions, local board will be established when fund reaches scale.
Capital Improvement Fund	Capital projects within AFLC ministries.	Through the annual grant making process.
Christian Ed Fund	Christian education projects undertaken by AFLC ministries.	Through the annual grant making process.
Development Fund	Endowment to support development department salaries and expenses	Donor directed.
Hansen Memorial Fund	Endowment to support AFLC Missionaries	Donor directed.
Missions Fund	Missions related projects undertaken by AFLC ministries.	Through the annual grant making process.
Enoch & Madeline Thorsgard Endowment Fund	Provides an annual distribution to Missions (Home) and World Missions	Donor directed.
Unrestricted Fund	Any project consistent with the AFLC Foundation founding principles.	Through the annual grant making process.

As you are prayerfully called to give, give joyfully, give abundantly, give from your own calling (2 Cor 9:7), whether a widow (Luke 21:2) or the wealthy (Luke 12:48).

Your Foundation Board of Trustees are committed and diligent. I value each of them and give thanks for their service on your behalf. I have asked more of their time these past two years than have been expected in the past. And they have delivered.

2025-2026 AFLC Foundation Board of Trustees:

Member	Corporation	Position
Thomas Asfeldt	Association Retreat Center	President
Nancy Langness	Association Retreat Center	Member
Ivar Berge	Co-Ordinating Committee	Member
Mark Presteng	Co-Ordinating Committee	Treasurer
Lisa Arneson	Missions	Secretary
Rev Brandon Marschner	Missions	Member
Rev Stephen Snipstead	Schools	Member
Dean Nelson	Schools	Vice President
David Moeller	World Missions	Member
Karen Palmer	World Missions	Member
Rev Micah Hjermstad	AFLC President	Ex-Oficio

We also want to thank AFLC Director of Business Management Katie Johnson. She is an essential contributor to the activities and success of the Foundation.

Respectfully submitted,

Thomas Asfeldt
President, AFLC Foundation Board of Trustees
tmasfeldt@gmail.com

REPORT OF THE LUTHERAN AMBASSADOR

To the 64th Annual Conference of our AFLC, who together share in the sure hope offered through the life, death, and resurrection of Christ:

We are thankful for another year of ministry! God has blessed the *Lutheran Ambassador* magazine this year and we are so thankful for all your prayers and financial support. We do not take for granted that a church body of our size can have a monthly periodical of this quality, and it is only by the grace of God, the talented work of managing editor Ruth Gunderson, our invested editorial board of Monica Coyle, Pastor Jerry Moan, and Pastor Craig Johnson, and the countless hours of dozens of volunteer writers. Thank you!

The purpose of this magazine is to be a benefit to the congregations of our AFLC. It's filled with articles that can build and equip readers, it's an attractive resource you can give to visitors or new members, and it's an opportunity for writers to exercise their gift for the sake of the broader Kingdom.

Because this magazine exists to serve the AFLC, please let me know if there is anything we can be doing better or differently. I mean that earnestly. Send me an email if you have any feedback or recommendations for the *Lutheran Ambassador*. I can be reached at: LAeditor@aflic.org.

I want to draw your attention to two features you might not be aware of:

Online Access: You can read the *Lutheran Ambassador* online! For the last several years we have been uploading our monthly magazines to allow readers to access our issues any time and from any place. Many of us prefer physical copies, but if you would benefit from reading the *Ambassador* from your phone, tablet, or computer, visit: www.issuu.com/lutheranambassador.

Online Archive: A complete history of *Lutheran Ambassador* issues is now available on our website! Our magazine has published over one thousand issues since 1963 and these archives are filled with our history. Scroll through any of the archived issues and you'll discover a treasure trove. Go check out Pastor Terry Olson's helpful article on grace in the June 30, 1998 issue. Or look at pictures from the 1973 Luther League Convention in the Sept. 11, 1973 issue. Or read about the important 1994 Annual Conference in the July 26, 1994 issue. All these issues and more can be found at: aflic.org/lutheran-ambassador-archive.

The *Lutheran Ambassador* is free to receive and read, but it is not inexpensive to produce and distribute. One way to support the work of the *Lutheran Ambassador* is through a special offering in your congregation. As always, we are thankful for your ongoing support and financial provision.

With much appreciation,

Rev. Dr. Andrew Kneeland, Editor

AFLC CHAPLAINCY BOARD

Police/Fire/EMS Chaplains

To the 64th Annual Conference of the Association of Free Lutheran Congregations assembled June 2026 under the theme Sure Hope from Philippians 1:6.

Last year the Coordinating Committee restructured the chaplaincy ministry and created an AFLC Chaplain Board. I am the Director for Police/Fire/EMS Chaplains. We have 15 of our pastors who are involved in various aspects of Police/Fire/EMS chaplaincy in their communities along with their parish duties. It is the vision of myself and the other two directors to have zoom meetings and to hopefully come up with some continuing education opportunities for those involved in the chaplaincy ministry in their communities.

Police/Fire/EMS Chaplaincy is a ministry of presence. Our chaplains may be called to the scene of an incident or more often than not to be able to be available to our first responders after the incident for a time of debriefing and prayer support. Our ministry can include the mentioned times of debriefing but also to come alongside the first responders and their families to provide spiritual support for the challenges and stresses that come into their lives. We are thankful for all of our men who serve, usually in a volunteer capacity, as chaplains in their communities. Special thanks to Pastor Jon Benson who faithfully served as Director of Police/Fire/EMS Chaplains for many years.

If you would like to know more about Police/Fire/EMS chaplaincy we will have a chaplains lunch during the conference or you can visit with me.

Respectfully Submitted,

Pastor John C. Amundson
Director of Police/Fire/EMS Chaplains

INSTITUTIONAL CHAPLAINS

Institutional chaplains are a vital part of the AFLC ministry team. They may serve in veterans homes, retirement homes consisting of assisted living and/or independent living, hospitals, schools, large businesses, and a variety of other institutions. Institutional chaplains may serve full-time or part-time, with or without compensation. They may or may not have the same qualifications as military chaplains or ordained AFLC pastors. They often serve people who may have no other contact with a church or pastor. Some may have unlimited freedom to witness for their faith; others may be subject to institutional restrictions.

The National School Chaplains Association is promoting chaplains in public schools to bring guidance, compassion, and spiritual care to the campus. There are currently bills before the legislatures of several states which would authorize such chaplaincy. This could be a ministry for your church! You can learn more at <https://www.nationalschoolchaplainassociation.org/>

MILITARY CHAPLAINS

Our retired military chaplains, Lt. Colonel Craig Benson (USAF Ret.), Major Tim Skramstad (USAF Ret.), and Major Mark Antal (USA Ret.) continue to serve Christ and His Church in various capacities. Colonel Eidsmoe is caring for his wife Marleen who is on hospice with cancer but continues to work at home as Senior Counsel for the Foundation for Moral Law as well as teaching online for the Oak Brook College of Law & Government Policy and the Institute of Lutheran Theology and ministering for a nursing home on Sunday afternoons. He serves as Chaplain for his American Legion post and as Chaplain for the Holy Rood Priory of the Sovereign Military Order of the Temple of Jerusalem (smotj.org).

At present the AFLC has no military chaplains on active duty, reserve, or guard. This is a wonderful calling of the Lord for the right person, and we hope seminary students and others will consider it as a calling for their lives.

Secretary of War Pete Hegseth has recently announced changes in the military chaplaincy. Military chaplains will continue to serve as officers but will no longer wear rank on their uniforms to emphasize that their calling is from God. Also, the denominational classifications of military chaplains are to be reduced from 200+ to about 30. We are watching these developments with interest. Some believe chaplains will have greater credibility with soldiers and commanders if they wear rank like other military officers. Others are concerned that conservative Lutheran chaplains will be grouped with ELCA chaplains, with similar concerns about Presbyterians, Methodists, and Episcopalians/Anglicans. You can find more information about this issue through the Military Chaplains Association of the USA, <https://mca-usa.org/>

Pray that our Lord will give President Trump, Secretary Hegseth, and others His wisdom and guidance to make the right decisions for the chaplain corps.

Respectfully submitted,

John Eidsmoe, Chaplain, (Colonel Ret.) Mississippi State Guard

ASSOCIATION RETREAT CENTER (ARC)

INTRODUCTION

To the Annual Conference of the Association of Free Lutheran Congregations, assembled at Concordia College in Moorhead, Minnesota:

The Lord has deeply blessed the Association Retreat Center this past year. Once again, there has been no shortage of witnessing His presence, provision, and faithful guidance in the life and ministry of the ARC.

We give thanks to God for His continued faithfulness during the 2026 calendar year. The Lord has clearly gone before us, guiding, providing, sustaining, and growing His ministry at the ARC. We are humbled by His care and encouraged by the work He continues to accomplish through this place set apart for rest, renewal, discipleship, and Kingdom mission.

2026 THEME: ABUNDANT GROWTH

“You therefore, beloved, knowing this beforehand, take care that you are not carried away with the error of lawless people and lose your own stability. But grow in the grace and knowledge of our Lord and Savior Jesus Christ. To Him be the glory both now and to the day of eternity. Amen.”

- 2 Peter 3:17–18

The theme for the ARC in 2026 is Abundant Growth. This theme calls us not only to growth in numbers or facilities, but first and foremost to growth in grace, knowledge, faithfulness, and obedience to Christ.

Abundant growth begins in the heart, rooted in Christ, anchored in truth, and shaped by the Spirit. From that foundation, growth overflows into ministry, service, relationships, and stewardship. As we reflect on this past year, we see God growing His Kingdom both within His people and through the ministry of the ARC.

SUSTAINING AND FLOURISHING

God has called the ARC not only to remain, but to sustain and flourish. Throughout the years, we have utilized the ARC facilities to their fullest capacity while continuing to invest in renovations and necessary reconstructions. As we look ahead, the time has come once again to thoughtfully support the long-term growth and sustainability of the ARC’s mission.

Through generous gifts and prayerful financial stewardship, the ARC has continued to reduce debt while addressing growth opportunities and

much-needed physical upkeep across the property. We remain committed to wise management and faithful planning as we prepare for the next season of ministry.

The ARC is prayerfully considering the following goals:

Immediate Needs

- Tabitha Deck Replacement
- Tabitha Insulation

Long-Term Goals

- Funded Endowment for the Executive Director position
- Water Slide Remodel
- Road Reconstruction
- Youth Programming Endowment Fund
- Manna Inn Expansion / Remodel
- New Meeting Space Building

A YEAR OF THANKSGIVING & FINANCIAL OVERVIEW

We are deeply thankful for the many ways God has provided for the Association Retreat Center throughout the 2025 calendar year. We give thanks for the faithful prayers, generous support, and continued encouragement from individuals, congregations, and ministry partners across the AFLC.

Over the 2025 calendar year, the ARC experienced blessings totaling \$281,000 in donations. These gifts, given freely and prayerfully, have supported ministry operations, facility improvements, staffing needs, and long-term sustainability.

We were especially blessed by generous designated gifts supporting areas such as:

Debt Reduction, LED Upgrades, Technology Upgrades, Adult Programming, Water Fountains, Youth Programming, Camperships, New Furnaces, New Picnic Tables, Garage Doors, Electrical Upgrades

Each of these designated gifts reflects thoughtful partnership in the mission of the ARC and a shared desire to see the Kingdom of God strengthened through this ministry.

During 2025, the ARC reduced its debt by \$159,823.69, bringing the remaining balance at year-end to \$133,646.21 well under the \$140,000

mark. God is amazing.

The ARC Board and leadership remain committed to reducing monthly expenses, stewarding resources wisely, and seeking God's face for wisdom and guidance as we work toward full debt elimination. Our goal remains clear: to steward faithfully what God has entrusted to us and to position the ARC for abundant growth in ministry impact for generations to come.

A BRIEF HISTORY OF THE ARC

The Association Retreat Center was established nearly five decades ago with a clear vision: to provide a place where God's people could gather for rest, renewal, teaching, and fellowship, grounded in the Word and centered on Christ.

Through faithful leadership, sacrificial support, and God's sustaining grace, the ARC has grown into a year-round ministry serving churches, families, youth, leaders, and individuals seeking time away with the Lord. Countless retreats, camps, conferences, and gatherings have taken place here, shaping faith and strengthening the Church across generations.

FUTURE FOCUSED: PREPARING FOR THE NEXT GENERATION

As the ARC approaches a significant milestone, we are intentionally focusing on:

- Long-term facility stewardship
- Sustainable ministry growth
- Supporting retreat ministry excellence
- Preparing leadership and resources for future generations

Our desire is not growth for growth's sake, but abundant growth that serves the Kingdom of God both eternally and practically, here on earth.

LOOKING AHEAD: 50 YEARS OF MINISTRY (2029 VISION)

In 2029, the Association Retreat Center will celebrate 50 years of ministry, a testimony to God's faithfulness across generations.

As we approach this milestone, our vision is rooted in gratitude and preparation. We seek to honor the legacy entrusted to us while faithfully preparing facilities, leadership, and resources to serve future generations.

Our prayer is that the ARC will continue to be:

- A place where the Gospel is proclaimed clearly

- A refuge for rest, renewal, and spiritual formation
- A resource for churches, families, leaders, and ministries
- A well-stewarded property supporting Kingdom work for decades to come

KINGDOM IMPACT

The ARC exists for Kingdom impact. Every retreat hosted, every meal served, every prayer offered, and every volunteer hour given contributes to creating space for God to work in the lives of His people.

The fruit of this ministry is often unseen in the moment, but it is eternal lives encouraged, faith renewed, callings clarified, and relationships strengthened through Christ.

REFLECTION

Thank you to each of you who faithfully pray for the ARC. We are deeply grateful for your prayers and support. A phone call, email, text, or word of encouragement strengthens our staff each day as we serve together in this mission.

God has faithfully provided summer staff throughout the years. As we look toward the next 50 years of ministry, we recognize the need to intentionally build the next generation of core employees. We ask that you pray specifically that God would call, equip, and send the next generation of ARC staff.

I extend heartfelt thanks to our staff for their talents, hard work, and faithful service. We are stronger together.

I also thank our volunteers who generously give of themselves in support of the ARC. In 2025 alone, volunteer hours saved the ARC over \$33,000. Without those countless hours of service, we could not fully accomplish the mission entrusted to us.

To my wife and children, thank you for your support, sacrifice, love, and understanding. It is an honor to serve side by side with you.

As we reflect on the past year and look ahead, we are reminded that the work of the ARC is ultimately the Lord's work. We plan and prepare, but it is God who brings the growth.

The theme of Abundant Growth calls us to remain rooted in Christ, growing in grace and knowledge, faithful in obedience, and centered in the Gospel.

We ask for your continued prayers, for wisdom in leadership, strength

for staff and volunteers, provision for future needs, and that Christ would remain at the center of all we do.

“To Him be the glory both now and to the day of eternity. Amen.”

- 2 Peter 3:18

Respectfully Submitted in Jesus,

Kirk M. Rautio
Executive Director
Association Retreat Center

ASSOCIATION RETREAT CENTER, INC.

BUDGET

For the Year Ended December 31, 2024 and 2025 Budget

	Actual		Budget		Budget		Budget	
	Year Ending	Percent	Year Ending	Percent	Over (Under)	Year Ending	Percent	
	12/31/24	of Budget	12/31/24	of Budget	12/31/24	12/31/25	of Budget	
Revenues								
Contract Retreats Income	\$ 590,450	51.5%	\$ 550,000	61.6%	\$ 40,450	\$ 575,000	61.1%	
ARC Retreats Income	\$ 211,840	18.5%	\$ 150,000	15.8%	\$ 61,840	\$ 185,000	19.7%	
Canteen	\$ 37,265	3.3%	\$ 24,000	2.7%	\$ 13,265	\$ 27,000	2.9%	
Contributions	\$ 232,866	20.3%	\$ 165,000	18.5%	\$ 67,866	\$ 150,000	15.9%	
Designated Contributions	\$ 61,314	5.3%	\$ -	0.0%	\$ 61,314	\$ -	0.0%	
Debt forgiveness	\$ -	0.0%	\$ -	0.0%	\$ -	\$ -	0.0%	
Miscellaneous	\$ 12,701	1.1%	\$ 3,500	0.4%	\$ 9,201	\$ 3,500	0.4%	
Total Revenues	\$ 1,146,436	100.0%	\$ 892,500	100.0%	\$ 253,936	\$ 940,500	100.0%	
Expenses								
Advertising and Marketing	\$ 4,505	0.4%	\$ 2,000	0.2%	\$ 2,505	\$ 3,000	0.3%	
Automobile Expense	\$ 8,019	0.7%	\$ 4,000	0.4%	\$ 4,019	\$ 5,000	0.5%	
Canteen	\$ 18,153	1.6%	\$ 10,000	1.1%	\$ 8,153	\$ 10,000	1.1%	
Contract labor	\$ -	0.0%	\$ -	0.0%	\$ -	\$ 1,000	0.1%	
Development Department Overhead	\$ -	0.0%	\$ -	0.0%	\$ -	\$ 17,500	1.9%	
Employee Education / Appreciation	\$ 3,404	0.3%	\$ 500	0.1%	\$ 2,904	\$ 3,000	0.3%	
Equipment Rental	\$ -	0.0%	\$ 200	0.0%	\$ (200)	\$ 500	0.1%	
Equipment/New Capital	\$ 14,881	1.3%	\$ 5,000	0.6%	\$ 9,881	\$ 5,000	0.5%	
Food	\$ 123,816	10.8%	\$ 110,000	12.3%	\$ 13,816	\$ 140,000	14.9%	
Insurance	\$ 97,407	8.5%	\$ 65,000	7.3%	\$ 32,407	\$ 72,000	7.7%	
Interest expense	\$ 14,673	1.3%	\$ 17,000	1.9%	\$ (2,327)	\$ 14,000	1.5%	
Licenses/Permits/Subscriptions/Dues	\$ 15,408	1.3%	\$ 18,000	2.0%	\$ (2,592)	\$ 16,500	1.8%	
Miscellaneous	\$ 590	0.1%	\$ 1,500	0.2%	\$ (910)	\$ 1,000	0.1%	
Merchant/Bank Fees	\$ 5,266	0.5%	\$ 2,500	0.3%	\$ 2,766	\$ 6,000	0.6%	
Postage and office operations	\$ 14,182	1.2%	\$ 13,000	1.5%	\$ 1,182	\$ 14,200	1.5%	
Professional fees	\$ 19,789	1.7%	\$ 5,000	0.6%	\$ 14,789	\$ 30,000	3.2%	
Repairs and maintenance	\$ 81,713	7.1%	\$ 5,000	0.6%	\$ 76,713	\$ 10,000	1.1%	
Retreat expenses	\$ 30,276	2.6%	\$ 30,000	3.4%	\$ 276	\$ 32,000	3.4%	
Supplies	\$ 38,060	3.3%	\$ 20,000	2.2%	\$ 18,060	\$ 30,000	3.2%	
Taxes - Other	\$ 450	0.0%	\$ 3,500	0.4%	\$ (3,050)	\$ 2,200	0.2%	
Telephone/Internet	\$ 20,987	1.8%	\$ 20,000	2.2%	\$ 987	\$ 20,000	2.1%	
Tithe	\$ 4,156	0.4%	\$ 2,500	0.3%	\$ 1,656	\$ 2,500	0.3%	
Travel & entertainment	\$ 444	0.0%	\$ 500	0.1%	\$ (56)	\$ 500	0.1%	
Utilities	\$ 99,199	8.7%	\$ 120,000	13.4%	\$ (20,801)	\$ 110,000	11.7%	
Wages and Benefits	\$ 357,893	31.2%	\$ 375,000	42.0%	\$ (17,107)	\$ 375,000	39.9%	
Total Expenses Excluding Depreciation	\$ 973,272	84.9%	\$ 830,200	93.0%	\$ 143,072	\$ 920,900	97.9%	
CHANGE IN NET ASSETS FROM OPERATIONS								
	\$ 173,164	15.1%	\$ 62,300	7.0%	\$ 110,864	\$ 19,600	2.1%	
Loan Principal Payments								
Banks/Thrivent	(32,281)		\$ (33,000)		\$ 719	\$ (32,281)		
Individual notes	(51,000)		\$ (20,000)		\$ (31,000)	\$ -		
Total Loan Payments	(83,281)		\$ (53,000)		\$ (30,281)	\$ (32,281)		
NET CASH FLOW	\$ 89,883		\$ 9,300		\$ 80,583	\$ (12,681)		

DIRECTOR OF BUSINESS MANAGEMENT

To the 64th Annual Conference meeting June 10-13, 2026 at Concordia College in Moorhead, MN:

“And I am sure of this, that He who began a good work in you will bring it to completion at the day of Jesus Christ.” – Philippians 1:6

The theme verse for this year’s Annual Conference is one that fills us with hope; sure hope that Jesus is working through us and faithful to bring it to completion! I am so encouraged that when I am struggling or when I feel like I’m failing that Christ is there and working. I can fix my eyes on Him and find sure hope in Jesus, along with His never-failing love and faithfulness.

This past year we had a few different projects done on our buildings and grounds. Our biggest project took place this past Fall with the restoration of our drainage pond in front of the Administration Building. This project was to clean up the pond as well as fix drainage problems that we were experiencing year-round. At the President’s House, we undertook a larger project to re-do a larger portion of the backyard that was previously filled with rock. We also had some tree work done on both properties. I am thankful for Eric Christenson’s years of service as the Maintenance Director and grateful for his assistance!

Some other items to note that are in the works or completed this year: I’ve managed the implementation of the MN Paid Leave law to our payroll which also resulted in updated Employee Handbooks for the corporations. I have been assisting with the re-printing project for the Ambassador Hymnal. We’ve recently upgraded our database servers on campus. We also are updating our accounting and payroll software and should finish up this project sometime this summer. Kirstie Skogerboe, who is our Digital Communications Coordinator for some of our ministries, transitioned from full-time to half-time starting in January of 2026.

The next pages of my report include the 2025 year Balance Sheets and Income Statements for the following ministries: General Fund, General Fund Investments, Lutheran Ambassador, Benefits, Youth Ministries, Parish Education, Evangelism, Home Missions, FLAPS, World Missions, and Foundation. Previously, Development bookkeeping was under the General Fund but it has been moved to the Foundation’s own balance sheet and income statement. The Balance Sheet will show you how much assets each ministry has, as well as any debt or liabilities, and the worth of their ministry. The Income Statements will show you the expenses incurred and money received for each of the ministries. The income minus the expenses will show up as either a net income or loss. If you ever have questions about the financial reports, please contact me at katie.johnson@afic.org. You can also visit www.afic.org/give to see where each ministry is at with their subsidy gifts throughout the year.

I want to thank my faithful staff for their service and support to keep the business office running smoothly: Deb Nelson, Assistant Bookkeeper, and Liz McCarlson, Receptionist and Administrative Assistant. I am also thankful for my family. My girls, Grace & Kylie, keep me feeling young

and old at the same time! My husband, Aaron, supports and encourages me immensely, which allows me to serve in this position. I am truly blessed, and God deserves all the glory. Praise be to God for His love, faithfulness, and sure hope!

Respectfully Submitted,

Katie Johnson, Director of Business Management

General Fund Balance Sheet
 Twelve Months Ending December 31, 2025

	2025	2024
ASSETS		
CURRENT ASSETS		
CASH IN CHECKING	(43,002.00)	(127,635.89)
CASH IN SAVINGS	0.00	3,266.40
HYMNAL SAVINGS	65,277.96	77,856.76
TOTAL CURRENT ASSETS	22,275.96	(46,512.73)
RECEIVABLES & INVENTORY		
ACCOUNTS RECEIVABLE	41,054.60	85,539.63
HYMNAL INVENTORY	5,587.57	7,760.29
MINISTERIAL ACTS INVENTORY	10,453.05	11,679.02
TOTAL RECEIVABLES & INVENTORY	79,371.18	58,466.21
FIXED ASSETS		
ADMINISTRATION LAND	755,959.61	755,959.61
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	(931,098.85)	(893,360.10)
TOTAL FIXED ASSETS	1,065,434.64	1,103,173.39
TOTAL ASSETS	1,144,805.82	1,161,639.60
LIABILITIES & EQUITY		
LIABILITIES		
TOTAL LIABILITIES	0.00	6,535.25
EQUITY		
GENERAL FUND EQUITY	1,155,104.35	1,187,815.66
GENERAL FUND NET INCOME (LOSS)	(10,298.53)	(32,711.31)
TOTAL EQUITY	1,144,805.82	1,155,104.35
TOTAL LIABILITIES & EQUITY	1,144,805.82	1,161,639.60

General Fund Income Statement
 Twelve Months Ending December 31, 2025

	2025	2024
BUDGETED RECEIPTS & EXPENSES		
RECEIPTS		
GIFTS - CONGREGATIONS	\$412,569.81	\$408,988.46
GIFTS - INDIVIDUALS	67,692.05	29,610.70
GIFTS - PRESIDENT'S MINISTERIAL ASSOCIATE	5,583.61	10,814.52
GIFTS - PRESIDENT	5,501.50	8,693.00
TOTAL GENERAL GIVING	491,346.97	458,106.68
BUILDING SUBSIDY INCOME	67,364.04	50,547.96
OVERHEAD INCOME	211,028.16	209,630.12
OVERHEAD FROM OTHER FUNDS	278,392.20	260,178.08
DIRECTORY/HANDBOOK	1,534.00	3,014.50
CONFERENCE OFFERINGS	100.00	250.00
REGISTRATION - CONFERENCE	22,135.85	20,785.00
OIL ROYALTIES	56,757.18	7,556.80
DEVELOPMENT ENDOWMENT INCOME	0.00	149,137.49
DIGITAL COMMUNICATIONS COORD. INCOME	64,877.67	59,437.45
HYMNAL SALES	2,214.00	1,932.00
MINISTERIAL ACTS SALES	443.00	442.00
PROMOTIONAL INCOME	230.50	757.51

MISCELLANEOUS RECEIPTS	1,201.48	1,504.40
OTHER REVENUE & SUPPORT	149,493.68	244,817.15
TOTAL RECEIPTS	919,232.85	963,101.91

DISBURSEMENTS	2025	2024
SALARY - PRESIDENTIAL MINISTRY ASSOCIATE	92,120.08	90,210.00
SALARY - PRESIDENT	100,440.00	95,373.44
SALARY - SECRETARY ANNUAL CONFERENCE	2,000.00	2,000.00
SALARY - DIRECTOR OF DEVELOPMENT	0.00	113,059.48
SALARY - SECRETARY	52,010.00	53,385.91
SALARY - RECEPTIONIST	47,310.08	46,339.92
SALARY - DIRECTOR OF BUSINESS ADMINISTRATION	89,329.92	87,550.08
SALARY - ASSISTANT BOOKKEEPER	53,889.92	52,854.00
SALARY - DIGITAL COMMUNICATIONS COORDINATOR	57,230.00	52,341.90
401K CONTRIBUTIONS	24,623.52	29,784.81
LIFE INSURANCE	1,785.00	1,950.90
LTD INSURANCE	1,159.32	1,370.95
TAXES - PAYROLL	22,849.19	31,256.53
PAYROLL AND BENEFITS	544,747.03	657,477.92
DIRECTORY/HANDBOOK	1,169.82	2,404.84
PROMOTIONAL MATERIALS	3,450.38	4,329.03
HYMNAL EXPENSES	16,972.72	1,468.87
MINISTERIAL ACTS EXPENSES	1,225.97	1,225.98
CONFERENCE EXPENSES	28,087.99	17,209.32
PASTORS CONFERENCE	700.00	900.00
LUTHERAN AMBASSADOR SUBSIDY	13,980.96	12,513.96
TRAVEL	708.24	127.49
TRAVEL - PRES. MINISTERIAL ASSOCIATE	8,558.77	7,625.67
TRAVEL - PRESIDENT	13,526.55	11,802.86
NETWORKING - PRESIDENTS OFFICE	3,813.86	2,902.45
TRAVEL - CO-ORDINATING COMMITTEE	19,487.78	17,343.96
TRAVEL - AFLC BOARDS	2,504.42	3,944.41
TRAVEL - DIRECTOR DEVELOPMENT	0.00	29,778.53
PROGRAM AND PROMOTIONAL	114,187.46	113,577.37
ACCOUNTING	2,728.21	1,859.38
AUDIT/REVIEW	7,500.00	7,500.00
LEGAL	998.50	1,731.00
INSURANCE FEES	30,339.56	21,275.78
CAMPUS/STAFF EVENTS	270.19	200.25
MISCELLANEOUS	633.04	574.70
PASTORAL SCREENING	54.00	27.00
POSTAGE	1,780.71	3,771.66
SUPPLIES - OFFICE	733.74	1,081.59
OFFICE EQUIP - LEASES	8,731.95	8,424.41
SHARED OFFICE SUPPLIES	3,664.59	3,075.97
OFFICE EXPENSES - DEVELOPMENT	0.00	1,173.00
TELEPHONE	4,152.47	4,669.26
NEW EQUIPMENT	0.00	77.26
IT MANAGER OVERHEAD	8,359.70	0.00
DEVELOPMENT OVERHEAD	4,000.00	0.00
COMPUTER SUPPORT EXPENSES	47,619.06	55,586.65
GENERAL & ADMINISTRATIVE	121,565.72	111,027.91
MAINTENANCE CONTRACT	51,692.12	43,163.60
CAPITAL IMPROVEMENTS SUBSIDY	2,670.00	2,214.96
REPAIR & MAINTENANCE	13,496.82	9,252.27
MAINTENANCE - PRESIDENTS HOUSE	8,795.43	3,810.62
UTILITIES	27,834.46	25,628.54
UTILITIES - PRESIDENTS HOUSE	6,059.99	4,434.74
REPAIRS AND BUILDING MAINTENANCE	110,548.82	88,504.73
TOTAL DISBURSEMENTS	891,049.03	970,587.93
BUDGETED NET INCOME (LOSS)	28,183.82	(7,486.02)

NON-BUDGETED RECEIPTS & EXPENSES**RECEIPTS**

	<u>2025</u>	<u>2024</u>
SALARY REIMBURSEMENT - WMF	27,254.60	30,109.56
IN & OUT ARC GIFTS RECEIPTS	16,700.70	26,567.81
IN & OUT FOUNDATION GIFT RECEIPTS	0.00	12,672.36
IN & OUT RECEIPTS	4,077.98	3,129.11
GRANTS	7,550.00	3,870.00
SPECIAL PROJECTS	10,000.00	12,500.00
DEVELOPMENT GIFTS IN & OUT	0.00	300.00
LEGACIES	1,350.00	0.00
TRANSFERS FROM GEN FUND INVESTMENTS	7,146.52	2,903.27
INTEREST INCOME	54.33	126.50
TOTAL NON-BUDGET RECEIPTS	<u>74,134.13</u>	<u>92,178.61</u>

DISBURSEMENTS

SALARY - WMF SECRETARY	27,254.61	30,109.56
IN & OUT ARC GIFTS PAID	16,700.70	26,567.81
IN & OUT EXPENSES	4,077.98	3,129.11
IN & OUT FOUNDATION GIFTS PAID	0.00	12,672.36
CONTINUING EDUCATION	2,246.52	2,903.27
GRANTS PAID	1,999.39	3,000.00
SPECIAL PROJECT DISBURSEMENTS	15,070.53	4,958.10
DEVELOPMENT GIFTS IN & OUT	0.00	300.00
MEMORIALS	1,553.77	1,580.81
DEPRECIATION EXPENSE	37,738.75	37,738.75
TOTAL NON-BUDGET DISBURSEMENTS	<u>106,642.25</u>	<u>122,959.77</u>
NON-BUDGETED NET INCOME (LOSS)	<u>(32,508.12)</u>	<u>(30,781.16)</u>

PACCT

PACCT GIFTS/FUNDING	1,522.00	16,675.00
TOTAL PACCT INCOME	<u>1,522.00</u>	<u>16,675.00</u>
PACCT RESOURCES EXPENSES	2,442.08	1,652.38
PACCT TRAVEL EXPENSES	4,716.98	6,028.87
PACCT EVENTS EXPENSES	8.98	3,437.88
PACCT SUPPORT EXPENSES	328.19	0.00
TOTAL PACCT EXPENSES	<u>7,496.23</u>	<u>11,119.13</u>
PACCT NET INCOME (LOSS)	<u>(5,974.23)</u>	<u>5,555.87</u>
COMBINED NET INCOME (LOSS)	<u>(10,298.53)</u>	<u>(32,711.31)</u>

General Fund Investments Balance Sheet

Twelve Months Ending December 31, 2025

	<u>2025</u>	<u>2024</u>
ASSETS		
CASH IN CHECKING	\$415,563.03	\$19,560.62
CASH DESIGNATED - CAPITAL IMPROVEMENTS	2,907.47	4,444.96
SAVINGS DESIGNATED - CAPITAL IMPROVEMENTS	9,384.77	5,091.74
CASH IN SAVINGS	37,959.37	189,158.87
MANAGED INVESTMENT ACCOUNT	1,121,892.65	1,103,636.70
TOTAL ASSETS	<u>1,587,707.29</u>	<u>1,321,892.89</u>
LIABILITIES & EQUITY		
TOTAL LIABILITIES	<u>0.00</u>	<u>0.00</u>
EQUITY		
GENERAL FUND INVESTMENTS EQUITY	1,321,892.89	1,335,092.74

GENERAL FUND INVESTMENTS NET INCOME (LOSS)	265,814.40	(13,199.85)
TOTAL EQUITY	1,587,707.29	1,321,892.89
TOTAL LIABILITIES & EQUITY	1,587,707.29	1,321,892.89

General Fund Investments Income Statement

Twelve Months Ending December 31, 2025

	2025	2024
RECEIPTS		
INTEREST INCOME	\$50,461.25	\$58,608.59
CHANGE IN VALUE - INVESTMENT ACCOUNT	25,435.48	14,953.37
CAPITAL IMPROVEMENTS SUBSIDY	7,385.04	5,753.88
LEGACIES	419,437.83	0.00
TOTAL RECEIPTS	502,719.60	79,315.84
DISBURSEMENTS		
DISBURSEMENTS	88,988.21	70,963.34
CAPITAL IMPROVEMENTS	26,128.22	0.00
BANK FEES	4,542.25	4,358.70
TRANSFERS TO GENERAL FUND	2,246.52	16,378.91
GIFTS TO PARISH EDUCATION	15,000.00	0.00
GIFTS TO DEVELOPMENT	100,000.00	0.00
GIFTS TO LUTHERAN AMBASSADOR	0.00	814.74
TOTAL DISBURSEMENTS	236,905.20	92,515.69
GENERAL FUND INVESTMENTS NET INCOME (LOSS)	265,814.40	(13,199.85)

Lutheran Ambassador Balance Sheet

Twelve Months Ending December 31, 2025

	2025	2024
ASSETS		
CASH IN BANK	\$9,152.67	\$2,563.05
ACCOUNTS RECEIVABLE	7,533.97	11,311.75
TOTAL ASSETS	16,686.64	13,874.80
LIABILITIES & EQUITY		
TOTAL LIABILITIES	0.00	0.00
EQUITY		
LUTHERAN AMBASSADOR EQUITY	13,874.80	6,657.26
LUTHERAN AMBASSADOR NET INCOME (LOSS)	2,811.84	7,217.54
TOTAL EQUITY	16,686.64	13,874.80
TOTAL LIABILITIES & EQUITY	16,686.64	13,874.80

Lutheran Ambassador Income Statement

Twelve Months Ending December 31, 2025

	2025	2024
RECEIPTS		
GIFTS	\$71,239.88	\$80,452.68
SUBSIDY INCOME FROM MINISTRIES	84,999.96	79,999.96
SALARY REIMBURSEMENT	23,373.00	23,148.00
GRANTS	0.00	1,500.00
TOTAL RECEIPTS	179,612.84	185,100.64

	2025	2024
DISBURSEMENTS		
LUTHERAN AMBASSADOR POSTAGE	18,364.39	17,619.13
PRINTING	45,869.77	45,424.44
PRINTING & MAILING EXPENSE	64,234.16	63,043.57
SALARY - EDITOR	13,790.08	13,404.00
SALARY - ASSISTANT EDITOR	69,110.00	68,070.00
TAXES - PAYROLL	5,275.10	5,247.48
401K CONTRIBUTIONS	4,151.04	4,109.76
LIFE INSURANCE	234.00	234.00
LTD INSURANCE	180.12	178.32
PAYROLL & BENEFITS	92,740.34	91,243.56
INSURANCE	473.82	232.14
MISCELLANEOUS	785.20	948.94
POSTAGE	1,414.90	1,327.77
BUILDING SUBSIDY	5,088.00	3,807.00
SUPPLIES	758.57	848.20
TELEPHONE	292.61	304.31
TRAVEL	331.81	1,013.68
OVERHEAD EXPENSE	10,131.00	11,627.04
COMPUTER SUPPORT EXPENSES	550.59	3,486.89
GENERAL & ADMINISTRATIVE	19,826.50	23,595.97
TOTAL DISBURSEMENTS	176,801.00	177,883.10
LUTHERAN AMBASSADOR NET INCOME (LOSS)	2,811.84	7,217.54

Benefits Fund Balance Sheet
Twelve Months Ending December 31, 2025

	2025	2024
ASSETS		
CASH - BENEFITS	34,700.15	32,054.66
CASH - HIS FUND	177,618.70	169,397.26
ACCOUNTS RECEIVABLE		216.00
TOTAL ASSETS	212,318.85	201,667.92
LIABILITIES & EQUITY		
TOTAL LIABILITIES	0.00	0.00
EQUITY		
BENEFITS FUND EQUITY	201,667.92	187,523.37
BENEFITS FUND NET INCOME (LOSS)	10,650.93	14,144.55
TOTAL EQUITY	212,318.85	201,667.92
TOTAL LIABILITIES & EQUITY	212,318.85	201,667.92

Benefits Fund Income Statement
Twelve Months Ending December 31, 2025

	2025	2024
RECEIPTS		
401K ADMIN FEE	\$3,624.00	\$3,669.00
ADMIN FEE - HRA	0.89	972.00
ADMIN FEE - LIFE & LTD INSURANCE	2,982.00	3,051.00
TOTAL RECEIPTS	6,606.89	7,692.00
DISBURSEMENTS		
LEGAL	0.00	609.00
MISCELLANEOUS	33.40	0.00

ADMINISTRATION FEES	0.00	1,020.00
OVERHEAD TO GF	4,452.00	4,326.00
TOTAL DISBURSEMENTS	4,485.40	5,955.00
BENEFITS NET INCOME (LOSS)	2,121.49	1,737.00
HIS FUND RECEIPTS		
	2025	2024
GIFTS - HIS FUND	14,211.77	13,767.83
INTEREST INCOME	5,047.70	3,139.72
TOTAL RECEIPTS	19,259.47	16,907.55
HIS FUND DISBURSEMENTS		
TOTAL DISBURSEMENTS	10,730.03	4,500.00
HIS FUND NET INCOME (LOSS)	8,529.44	12,407.55
COMBINED NET INCOME (LOSS)	10,650.93	14,144.55

Youth Ministries Balance Sheet
Twelve Months Ending December 31, 2025

	2025	2024
ASSETS		
CASH IN BANKING	165,636.91	172,857.23
TOTAL ASSETS	165,636.91	172,857.23
LIABILITIES & EQUITY		
TOTAL LIABILITIES	0.00	0.00
EQUITY		
YOUTH MINISTRIES EQUITY	172,857.23	235,415.29
YOUTH MINISTRIES NET INCOME (LOSS)	(7,220.32)	(62,558.06)
TOTAL EQUITY	165,636.91	172,857.23
TOTAL LIABILITIES & EQUITY	165,636.91	172,857.23

Youth Ministries Income Statement
Twelve Months Ending December 31, 2025

	2025	2024
RECEIPTS		
GIFTS - CONGREGATIONS	\$96,367.92	\$105,722.39
GIFTS - INDIVIDUALS	11,612.00	12,361.04
GIFTS - UNDESIGNATED	33,509.96	28,997.63
TEACHING INCOME	19,090.92	0.00
FLY CONVENTION INCOME	44,076.13	0.00
FLY GIFTS - IN/OUT	941.20	600.00
SPECIAL PROJECTS	6,007.50	1,675.00
SALE OF BOOKS, VIDEOS, ETC.	96.08	409.32
FLY BEYOND REGISTRATION	0.00	59,715.00
YOUTH WORKERS RETREAT REGISTRATION	11,333.79	7,012.80
INTEREST INCOME	1,084.24	194.75
GRANTS	0.00	1,950.00
TOTAL RECEIPTS	224,119.74	218,637.93

DISBURSEMENTS	2025	2024
PROMOTIONAL EXPENSE	1,769.08	3,555.36
FLY GIFTS - IN/OUT	941.20	600.00
INSURANCE	740.43	291.17
FLY BEYOND EXPENSES	4,434.18	56,350.11
YOUTH WORKERS RETREAT EXPENSES	18,474.90	15,824.69
MISCELLANEOUS	907.88	536.18
POSTAGE & MAILINGS	178.25	175.50
PRINTING & COPYING	0.00	223.00
BUILDING SUBSIDY	8,903.04	6,661.92
SUPPLIES - OFFICE	5,910.51	7,852.51
TAXES - PAYROLL	9,682.76	9,512.72
TELEPHONE	758.76	608.62
TRAVEL- YOUTH DIRECTOR	2,987.44	5,384.01
TRAVEL - BOARD	510.29	532.78
MEALS & NETWORKING - DIRECTOR	400.73	829.04
SPECIAL PROJECTS	2,894.79	840.85
OVERHEAD EXPENSES	17,277.00	19,026.00
SALARY - YOUTH WORKER	85,000.08	85,500.08
SALARY - SECRETARY	21,585.50	18,109.50
SALARY - TRAINING COORDINATOR	3,118.50	3,886.25
SALARY - NETWORKING COORDINATOR	4,873.00	4,298.00
FLY COORDINATOR	17,454.07	16,649.00
FLY CONVENTION EXPENSE	9,774.65	3,681.06
CONTINUING EDUCATION	60.00	9,455.78
LUTHERAN AMBASSADOR SUBSIDY	4,458.00	4,349.04
401K CONTRIBUTIONS	5,764.85	5,575.06
LIFE INSURANCE	263.40	263.40
LTD INSURANCE	204.36	204.36
TECHNOLOGY UPGRADES	0.00	0.00
COMPUTER SUPPORT SERVICES	420.00	420.00
LEGACIES PAID	0.00	0.00
IN & OUT EXPENSES	1,592.41	0.00
TOTAL DISBURSEMENTS	231,340.06	281,195.99
YOUTH MINISTRIES NET INCOME (LOSS)	(7,220.32)	(62,558.06)

Parish Education Balance Sheet
Twelve Months Ending December 31, 2025

ASSETS	2025	2024
CASH IN BANK	56,279.37	87,769.14
ACCOUNTS RECEIVABLE	20.90	2,024.90
BULLETINS RECEIVABLE	2,903.78	3,597.60
BOOK INVENTORY	375,836.84	373,706.05
TOTAL ASSETS	435,040.89	467,097.69
LIABILITIES & EQUITY		
LIABILITIES		
ACCRUED INVENTORY	5,315.67	8,710.59
SALES TAX PAYABLE	57.31	
GIFT CERTIFICATES OUTSTANDING	405.83	303.68
TOTAL LIABILITIES	5,778.81	9,014.27
EQUITY		
PARISH EDUCATION EQUITY	458,083.42	444,342.72
PARISH EDUCATION NET INCOME (LOSS)	(28,821.34)	13,740.70
TOTAL EQUITY	429,262.08	458,083.42
TOTAL LIABILITIES & EQUITY	435,040.89	467,097.69

Parish Education Income Statement
Twelve Months Ending December 31, 2025

	2025	2024
RECEIPTS		
GIFTS - CONGREGATIONS	\$109,000.46	\$145,563.61
GIFTS - INDIVIDUALS	55,093.04	35,385.88
GIFTS - WMF	10,390.53	12,853.42
CONFERENCE OFFERINGS	0.00	0.00
BOOKNOOK MANAGEMENT	5,688.65	5,557.66
BOOKNOOK SALES	35,255.71	33,691.61
SALES - MINNESOTA	7,787.50	24,421.66
SALES - MINNESOTA TAX EXEMPT	16,557.40	27,305.57
FREIGHT INCOME	7,246.56	8,783.73
SALES - INTERSTATE	51,522.37	47,431.99
AMAZON SALES	258.63	690.83
BULLETIN RECEIPTS	51,748.59	50,451.85
LEGACIES	0.00	0.00
IN & OUT EXPENSES	0.00	0.00
GRANTS	24,449.73	9,890.02
TOTAL RECEIPTS	374,999.17	402,027.83
DISBURSEMENTS		
INSURANCE	890.44	409.22
MISCELLANEOUS	2,601.27	1,604.99
POSTAGE	11,918.75	12,863.97
COST OF BULLETINS	41,444.79	40,309.46
BUILDING SUBSIDY	19,716.00	14,751.00
SALARY - DIRECTOR	87,300.08	84,650.08
SALARIES - OTHER	71,839.82	69,930.88
RESOURCE	238.88	218.15
TEACHING AIDS	5,504.93	8,252.71
OTHER BOOKS	42,860.20	42,785.01
CURRICULUM PRINTING	7,142.33	6,675.16
OTHER PUBLICATIONS PRINTING	9,129.54	23,949.16
SUPPLIES - OFFICE	2,462.78	1,742.35
TAXES - PAYROLL	12,164.80	11,807.38
TELEPHONE	2,344.33	2,681.73
TRAVEL	9,857.97	6,627.41
PRINTING EXPENSE	16,408.67	12,090.92
OVERHEAD EXPENSES	28,409.04	30,300.96
LUTHERAN AMBASSADOR SUBSIDY	5,127.96	5,259.96
401K CONTRIBUTIONS	7,955.97	7,711.72
LIFE INSURANCE	516.90	497.40
LTD INSURANCE	337.25	328.80
NEW EQUIPMENT	2,291.53	2,115.41
COMPUTER SUPPORT EXPENSES	215.09	0.00
GRANTS PAID	13,537.00	2,973.18
CHANGE IN INVENTORY	1,604.19	(2,249.88)
COST OF GOODS SOLD	0.00	0.00
TOTAL DISBURSEMENTS	403,820.51	388,287.13
PARISH EDUCATION NET INCOME (LOSS)	(28,821.34)	13,740.70

Evangelism & Discipleship Balance Sheet

Twelve Months Ending December 31, 2025

ASSETS	2025	2024
CASH IN BANK	69,739.80	85,607.76
CERTIFICATE DEPOSIT	56,238.29	53,664.11
TOTAL ASSETS	125,978.09	139,271.87
LIABILITIES & EQUITY		
TOTAL LIABILITIES	0.00	0.00
EQUITY		
EVANGELISM & DISCIPLESHIP EQUITY	139,271.87	142,415.06
EVANGELISM NET INCOME (LOSS)	(13,293.78)	(3,143.19)
TOTAL EQUITY	125,978.09	139,271.87
TOTAL LIABILITIES & EQUITY	125,978.09	139,271.87

Evangelism & Discipleship Income Statement

Twelve Months Ending December 31, 2025

RECEIPTS	2025	2024
GIFTS	\$127,310.58	\$122,485.54
GIFTS - REKINDLE THE FIRE	5,435.00	108.00
TOTAL GENERAL GIVING	132,745.58	122,593.54
SALES OF MATERIAL	449.50	39.00
INTEREST INCOME	4,088.24	2,179.01
SPECIAL PROJECTS	0.00	20,000.00
GRANTS	4,849.73	4,890.02
OTHER REVENUE & SUPPORT	9,387.47	27,108.03
TOTAL RECEIPTS	142,133.05	149,701.57
DISBURSEMENTS		
SALARY - DIRECTOR	93,200.08	90,350.08
410K CONTRIBUTIONS	4,671.12	4,536.00
LIFE INSURANCE	263.40	263.40
LTD INSURANCE	204.36	204.36
TAXES - PAYROLL	0.00	0.00
PAYROLL & BENEFITS	98,338.96	95,353.84
PROMOTIONAL	1,594.11	2,165.50
PURCHASE OF BOOKS, ETC.	317.18	556.68
REKINDLE THE FIRE	6,617.97	7,077.85
DIRECTOR - TRAVEL	6,594.65	7,904.72
BOARD TRAVEL	655.88	0.00
CONTINUING EDUCATION	250.00	0.00
DURABLE GOODS	1,447.23	0.00
MEDIA DEVELOPMENT	1,790.00	1,700.00
SPECIAL PROJECTS	2,225.99	2,467.50
PROGRAM & PROMOTIONAL	21,493.01	21,872.25
INSURANCE	520.12	217.26
MISCELLANEOUS	406.57	322.48
POSTAGE	394.39	300.86
BUILDING SUBSIDY	4,452.00	3,330.96
SUPPLIES - OFFICE	367.25	479.80
TELEPHONE	292.61	304.31
OVERHEAD TO GENERAL FUND	25,245.96	26,919.00
LUTHERAN AMBASSADOR SUBSIDY	3,915.96	3,744.00
GENERAL & ADMINISTRATIVE	35,594.86	35,618.67
TOTAL DISBURSEMENTS	155,426.83	152,844.76
EVANGELISM NET INCOME (LOSS)	(13,293.78)	(3,143.19)

Home Missions Balance Sheet
 Twelve Months Ending December 31, 2025

	2025	2024
ASSETS		
HOME MISSIONS ASSETS		
CASH IN BANK - HOME MISSIONS	1,048,217.27	931,012.22
CASH IN BANK - ALASKA	(111,195.81)	38,503.41
RESTRICTED CASH	(217,529.18)	(110,729.68)
SPLIT GIFTS RECEIVABLE		1,468.75
CERTIFICATE DEPOSIT	262,136.80	250,000.00
TOTAL HOME MISSIONS ASSETS	981,629.08	1,110,254.70
BUILDERS FELLOWSHIP ASSETS		
CASH IN BANK	50,410.55	43,443.12
CERTIFICATE DEPOSIT	79,821.59	76,161.29
CASH IN SAVINGS	148,943.59	144,316.41
TOTAL BUILDERS FELLOWSHIP ASSETS	279,175.73	263,920.82
TOTAL ASSETS	1,260,804.81	1,374,175.52
LIABILITIES & EQUITY		
TOTAL LIABILITIES	0.00	0.00
EQUITY		
HOME MISSIONS EQUITY	1,110,154.70	953,237.65
HOME MISSIONS NET INCOME (LOSS)	21,073.60	159,675.39
ALASKA NET INCOME (NET LOSS)	(149,699.22)	(2,758.34)
BUILDERS FELLOWSHIP FUND EQUITY	264,020.82	252,157.48
BUILDERS FELLOW. NET INCOME (LOSS)	15,254.91	11,863.34
TOTAL EQUITY	1,260,804.81	1,374,175.52
TOTAL LIABILITIES & EQUITY	1,260,804.81	1,374,175.52

Home Missions Income Statement
 Twelve Months Ending December 31, 2025

	2025	2024
HOME MISSIONS RECEIPTS		
GIFTS - CONGREGATIONS	\$323,071.58	\$316,489.72
GIFTS - INDIVIDUALS	42,014.97	51,751.65
OVERHEAD FROM ALASKA	22,501.70	17,150.54
MISCELLANEOUS RECEIPTS	996.08	827.84
INTEREST INCOME	23,956.18	20,236.32
GIFTS - DIRECTOR TRAVEL	150.00	0.00
PASTOR TRAINING	0.00	0.00
SPECIAL PROJECTS GIFTS	0.00	16,274.49
LEGACIES	2,838.71	49,533.33
IN & OUT RECEIPTS	280.00	7,228.64
DIRECTOR - HONORARIUMS	420.00	1,129.29
GRANTS	24,283.08	23,939.73
TOTAL GENERAL RECEIPTS	440,512.30	504,561.55
CUMBERLAND, WI	76.32	37.55
GRANTS - CHURCH PLANTING INCOME	2,975.50	3,520.00
EMMANUEL - ANKENY, IA GIFTS (In/Out)	1,940.35	100.00
LIVING STONE GIFTS (In/Out)	42,185.03	11,582.44
HOPE FREE - KILLDEER, ND GIFTS (In/Out)	0.00	365.00
FARGO CHURCH PLANT GIFTS (In/Out)	2,551.00	0.00
FLANDREAU, SD CHURCH PLANT GIFTS (In/Out)	725.00	0.00

TOTAL NEW WORK RECEIPTS	50,453.20	15,604.99
PARISH BUILDERS	15,335.00	15,070.00
TOTAL PARISH BUILDERS RECEIPTS	15,335.00	15,070.00
TOTAL HOME MISSIONS RECEIPTS	506,300.50	535,236.54

HOME MISSIONS EXPENSES

	2025	2024
ACCOUNTING	59.59	0.00
LEGAL	0.00	404.50
PROMOTIONAL MATERIALS	7,557.06	3,919.68
INSURANCE	8,123.92	5,720.84
VEHICLE REGISTRATION	0.00	84.61
MISCELLANEOUS	2,728.27	1,968.58
POSTAGE	1,953.56	1,082.59
BUILDING SUBSIDY	9,540.00	7,137.00
VEHICLE REPAIR	0.00	1,602.48
SUPPLIES - OFFICE	704.57	2,806.06
OFFICE FURNITURE	2,174.46	0.00
TAXES - PAYROLL	9,551.17	6,382.87
TELEPHONE	520.42	508.24
TRAVEL - OTHER	6,083.54	558.24
TRAVEL - COMMUNICATIONS COORDINATOR	0.00	4,662.60
TRAVEL - DIRECTOR	8,940.19	15,765.73
TRAVEL - PASTORAL HOSPITALITY	47.71	0.00
TRAVEL - PLANTERS CONFERENCE	15,731.57	0.00
TRAVEL - MEALS	21.99	749.33
TRAVEL - BOARDS	1,978.24	4,746.81
OVERHEAD EXPENSES	54,834.00	53,491.00
DEVELOPMENT OVERHEAD	4,000.00	0.00
EXPENSES - COMMUNICATIONS COORD	0.00	211.50
SALARY - DIRECTOR	110,379.24	80,502.50
SALARY - OFFICE STAFF	37,321.55	17,441.88
SALARY - COMMUNICATIONS COORDINATOR	0.00	19,791.73
CONTINUING EDUCATION	220.00	1,411.75
LUTHERAN AMBASSADOR SUBSIDY	13,742.04	12,933.00
401K CONTRIBUTIONS & FEES	7,200.14	5,484.74
LIFE INSURANCE	370.65	0.00
LTD INSURANCE	314.48	0.00
NEW EQUIPMENT	267.61	2,312.21
COMPUTER SUPPORT EXPENSES	0.00	591.02
PASTOR TRAINING	1,068.34	4,712.36
PASTOR SUPPORT	1,377.73	1,574.32
HOME MISSIONS RETREAT	1,133.24	0.00
CHURCH RENEWAL EXPENSES	3,370.24	0.00
IN & OUT EXPENSES	100.00	7,202.84
HONORARIUMS	1,300.00	40.00
TOTAL GENERAL EXPENSES	312,715.52	265,801.01
THE SOURCE - MESA, AZ	0.00	2,494.80
EMMANUEL - ANKENY, IA GIFTS (In/Out)	1,940.35	100.00
LIVING STONE GIFTS (In/Out)	42,185.03	11,582.44
HOPE FREE - KILLDEER, ND GIFTS (In/Out)	0.00	365.00
FARGO CHURCH PLANT GIFTS (In/Out)	2,551.00	0.00
HOPE - ENDERLIN, ND	0.00	2,587.00
WAIKIKI BEACH GATHERING	0.00	2,217.60
TOTAL SUBSIDY EXPENSES	46,676.38	19,346.84
EMMANUEL, ANKENY, IA GRANT	20,000.00	0.00
LIVING STONE GRANT	25,000.00	0.00
LAMB OF GOD, FARGO, ND GRANT	50,000.00	0.00
GRANTS - CHURCH PLANTING	12,500.00	75,000.00
TOTAL NEW WORKS EXPENSES	107,500.00	75,000.00
PARISH BUILDERS PROMOTION	0.00	343.30
PARISH BUILDERS	18,335.00	15,070.00

TOTAL PARISH BUILDERS EXPENSES	18,335.00	15,413.30
TOTAL HOME MISSIONS EXPENSES	485,226.90	375,561.15
TOTAL HOME MISSIONS NET INCOME (LOSS)	21,073.60	159,675.39

ALASKA RECEIPTS

	2025	2024
ALASKA MISSION GIFTS	\$39,085.07	\$118,938.22
KAKN GIFTS	54,934.79	90,010.83
KAKN EXPANSION		375.50
SPECIAL PROJECTS	16,669.75	39,787.50
MAINTENANCE SALARY INCOME	2,115.00	600.00
MISSIONARY SUPPORT		100.00
COORDINATOR SUPPORT	1,600.00	15,338.50
VBS	33,501.49	3,120.00
THE NET	2,575.00	18,138.00
TOTAL ALASKA RECEIPTS	150,481.10	286,408.55

ALASKA EXPENSES

ALASKA MISSION	3,288.34	15,672.06
LEGAL	3,462.50	
MISSIONARY SUPPORT		
KAKN RADIO	12,000.00	17,465.07
SPECIAL PROJECTS	8,668.00	
KAKN EXPANSION	10,972.87	26,625.09
SALARY - AK ASSISTANT DIRECTOR	30,250.00	40,588.40
TRAVEL EXPENSES - PRESENTATIONS	4,897.99	1,952.51
TRAVEL EXPENSES	5,456.14	1,779.86
SALARY - AK MAINTENANCE DIRECTOR	57,050.08	55,550.08
KAKN SALARIES	93,249.83	82,777.32
EMPLOYEE BENEFITS	9,558.41	9,413.14
OVERHEAD DUE TO HOME MISSIONS	22,501.70	17,150.54
VEHICLE EXPENSES	15,000.00	
VBS EXPENSES	4,637.15	
THE NET EXPENSES	3,137.10	3,902.76
INSURANCE	16,050.21	16,290.06
TOTAL ALASKA EXPENSES	300,180.32	289,166.89
ALASKA NET INCOME (LOSS)	(149,699.22)	(2,758.34)

BUILDERS FELLOWSHIP RECEIPTS

GIFTS - CONGREGATIONS	\$4,455.03	\$1,380.00
GIFTS - INDIVIDUALS	100.00	0.00
INTEREST INCOME - SAVINGS	8,287.48	7,172.76
BUILDER'S FELLOWSHIP	2,460.00	3,356.00
TOTAL BUILDERS FELLOWSHIP RECEIPTS	15,302.51	11,908.76

BUILDERS FELLOWSHIP EXPENSES

MISCELLANEOUS	47.60	45.42
TOTAL BUILDERS FELLOWSHIP DISBURSEMENTS	47.60	45.42
BUILDERS FELLOWSHIP NET INCOME (LOSS)	15,254.91	11,863.34

COMBINED TOTAL NET INCOME (LOSS)	(113,370.71)	168,780.39
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FLAPS Balance Sheet

Twelve Months Ending December 31, 2025

	2025	2024
ASSETS		
CASH IN BANK	83,258.99	75,574.20
AIRPLANES	250,640.00	250,640.00
ACCUM DEPRECIATION - AIRPLANES	(250,640.00)	(250,640.00)
TOTAL ASSETS	83,258.99	75,574.20
LIABILITIES & EQUITY		
TOTAL LIABILITIES	0.00	0.00
EQUITY		
FLAPS EQUITY	75,574.20	64,827.36
FLAPS NET INCOME (LOSS)	7,684.79	10,746.84
TOTAL EQUITY	83,258.99	75,574.20
TOTAL LIABILITIES & EQUITY	83,258.99	75,574.20

FLAPS Income Statement

Twelve Months Ending December 31, 2025

	2025	2024
RECEIPTS		
INCOME	\$45,212.94	\$52,590.73
GRANTS	3,390.00	2,722.00
TOTAL RECEIPTS	48,602.94	55,312.73
DISBURSEMENTS		
EXPENSES	31,501.29	30,562.52
CESSNA 182 EXPENSES	2,276.23	4,289.50
CHEROKEE SIX	7,140.63	9,304.95
CHEROKEE 140	0.00	408.92
TOTAL DISBURSEMENTS	40,918.15	44,565.89
FLAPS NET INCOME (LOSS)	7,684.79	10,746.84

World Missions Balance Sheet

Twelve Months Ending December 31, 2025

	2025	2024
ASSETS		
CASH IN CHECKING	\$154,867.61	\$215,771.64
CASH IN SAVINGS	157,102.07	129,259.82
SPLIT GIFTS RECEIVABLE	0.00	4,140.66
DESIGNATED SAVINGS - SCHEDULE 51	1,130,398.79	1,108,329.31
TOTAL ASSETS	1,442,368.47	1,457,501.43
LIABILITIES & EQUITY		
TOTAL LIABILITIES	0.00	0.00

EQUITY

WORLD MISSIONS EQUITY	1,457,501.43	1,553,704.41
BUDGETED NET INCOME (LOSS)	(66,147.60)	(11,809.94)
NON-BUDGETED NET INCOME OR (LOSS)	(3,663.06)	(82,673.54)
PERSONAL SUPPORT NET INCOME (LOSS)	54,677.70	(1,719.50)
TOTAL EQUITY	1,442,368.47	1,457,501.43
TOTAL LIABILITIES & EQUITY	1,442,368.47	1,457,501.43

World Missions Designation Savings - Schedule 51

Twelve Months Ending December 31, 2025

	<u>2025</u>	<u>2024</u>
M.ROKENBRODT MISSIONARY SAVINGS	2,133.92	19,201.52
T.SCHIERKOLK MISSIONARY SAVINGS	39,733.36	36,557.56
J.LEE MISSIONARY SAVINGS	52,471.67	34,898.48
C.DYRUD MISSIONARY SAVINGS	8,734.74	8,734.74
P.ABEL MISSIONARY SAVINGS	81,367.16	77,594.24
B.RAAN MISSIONARY SAVINGS	1,999.39	1,999.39
J.ABEL MISSIONARY SAVINGS	25,509.96	21,063.21
N.JORE MISSIONARY SAVINGS	10,913.73	10,913.73
Z.RITLAND MISSIONARY SAVINGS	39,778.78	0.00
UNDESIGNATED MISSIONARY SAVINGS	45,383.73	45,383.73
J.SLIVER MISSIONARY SAVINGS	98,392.68	88,174.06
J.PILLMAN MISSIONARY SAVINGS	648.30	648.30
M.ABEL MISSIONARY SAVINGS	105,024.10	112,294.79
BRAZIL PROJECTS	2,943.80	2,961.80
AFRICA PROJECTS	29,853.56	29,853.56
SWITZERLAND PROJECTS	0.00	4,063.75
WORLD RELIEF SAVINGS	742.35	678.85
INDIA PROJECTS	2,362.52	1,286.02
INDIA - RELIEF/FOOD	644.48	2,664.48
PARAGUAY PROJECTS	6,089.54	7,598.67
INDIA CHILDREN	18,823.35	17,169.39
RAY J LEGACY - NEW MISSIONARIES *	5,807.74	5,807.74
LEGACIES	86,748.63	108,037.91
GRANTS *	38,599.15	44,954.11
BACON LEGACY	109,302.68	109,302.68
QUANBECK LEGACY	68,458.18	70,558.18
AMBASSADOR INSTITUTE SPECIAL PROJECTS	172.26	828.72
JOURNEY MISSIONS	10,179.19	4,867.46
JOURNEY MISSIONS SCHOLARHIPS	27,393.91	23,726.98
INTERNATIONAL STUDENT SCHOLARSHIPS	31,570.00	32,000.00
OPERATING RESERVE FUND	90,000.00	70,000.00
INTEREST EARNED SAVINGS	37,028.96	29,090.06
CASH IN SAVINGS*	17,873.08	57,396.23
MISSION VAN FUND	33,713.89	28,018.97
TOTAL DESIGNATED SAVINGS	1,130,398.79	1,108,329.31

* Denotes Funds With Board Restrictions Already In Place

Note: The current balance in the World Missions Project and Outreach Accounts as of 12/31/2025 is \$149,878.89

World Missions Budgeted Income Statement

Twelve Months Ending December 31, 2025

BUDGETED RECEIPTS	<u>2025</u>	<u>2024</u>
CONGREGATIONS GIFTS	\$286,568.62	\$292,119.75
INDIVIDUALS GIFTS	71,859.62	49,110.65
ADMINISTRATIVE REIMBURSEMENT	87,404.34	87,620.63
BRAZIL OUTREACH	7,315.00	0.00
MIRIAM CHILDRENS HOME	46,786.52	50,086.97
INDIA OUTREACH	3,556.60	4,005.00
STEER SUPPORT	4,665.65	3,167.52
AMBASSADOR INSTITUTE	3,120.00	5,565.00
MISCELLANEOUS - AMBASSADOR INSTITUTE	3,156.00	1,000.00
JOURNEY MISSIONS	38,363.79	33,991.44
MISCELLANEOUS - JOURNEY MISSIONS	20,586.06	22,673.83
MISCELLANEOUS - WORLD MISSIONS	2,150.00	4,997.48
VAN INCOME FROM PERSONAL SUPPORT	6,638.00	51,147.98
TOTAL BUDGETED RECEIPTS	<u>582,169.60</u>	<u>605,486.25</u>
BUDGETED DISBURSEMENTS		
BRAZIL OUTREACH		
TRAVEL ASSISTANCE	3,600.00	3,600.00
SETELL SUBSIDY	41,949.00	41,949.00
MIRIAM CHILDRENS HOME	26,400.00	26,400.00
MIRIAM CHILDRENS HOME STAFF	24,800.00	24,800.00
TOTAL BRAZIL DISBURSEMENTS	<u>96,749.00</u>	<u>96,749.00</u>
BRAZIL NET INCOME (LOSS)	<u>(42,647.48)</u>	<u>(46,662.03)</u>
MEXICO OUTREACH		
EVANGELISM	3,500.04	3,500.04
TOTAL MEXICO DISBURSEMENTS	<u>3,500.04</u>	<u>3,500.04</u>
MEXICO NET INCOME (LOSS)	<u>(3,500.04)</u>	<u>(3,500.04)</u>
INDIA OUTREACH		
WORKER SUBSIDY	12,204.00	12,204.00
INDIA NATIONAL CHURCH SUBSIDY	3,600.00	3,600.00
INDIA UNREACHED PEOPLE GROUPS	2,160.00	2,160.00
TOTL INDIA DISBURSEMENTS	<u>17,964.00</u>	<u>17,964.00</u>
INDIA NET INCOME (LOSS)	<u>(14,408.00)</u>	<u>(13,959.00)</u>
UGANDA OUTREACH		
TOTAL UGANDA DISBURSEMENTS	<u>0.00</u>	<u>0.00</u>
UGANDA NET INCOME (LOSS)	<u>0.00</u>	<u>0.00</u>
AMBASSADOR INSTITUTE		
PROMOTION	754.01	863.03
NGO EXPENSES	4,310.80	6,142.92
INDIA	2,400.00	2,400.00
AFLC OVERHEAD	548.40	534.96
TOTAL AMBASSADOR INSTITUTE DISBURSEMENTS	<u>8,013.21</u>	<u>9,940.91</u>
AMBASSADOR INSTITUTE NET INCOME (LOSS)	<u>(1,737.21)</u>	<u>(3,375.91)</u>
JOURNEY MISSIONS		
SALARY - DEPARTMENT HEAD	70,215.04	68,278.00
401(k)	3,736.40	3,522.00
LIFE INSURANCE	446.28	441.00
DEPARTMENT HEAD TRAVEL - INTERNATIONAL	8,826.55	3,371.38
DEPARTMENT HEAD TRAVEL - DEPUTATION	6,740.48	2,505.90
CONTINUING EDUCATION	1,024.95	1,969.10
PROMOTION	1,478.30	1,000.98

OFFICE EXPENSES	253.62	152.59
POSTAGE	898.44	272.78
OFFICE SUPPLIES	663.66	907.11
TELEPHONE / INTERNET	1,476.87	1,501.19
ON-SITE EXPENSES/PT STAFF	4,445.25	2,229.36
NEW EQUIPMENT	139.52	0.00
BUILDING SUBSIDY	5,579.88	5,151.72
AFLC OVERHEAD	9,870.12	9,628.44
TOTAL JOURNEY MISSIONS DISBURSEMENTS	115,795.36	100,931.55
JOURNEY MISSIONS NET INCOME (LOSS)	(54,104.36)	(42,207.76)

WORLD MISSIONS HOME OFFICE	2025	2024
BUILDING SUBSIDY	14,348.16	13,247.28
AFLC OVERHEAD	44,415.60	43,327.72
DEVELOPMENT OVERHEAD	4,000.00	0.00
LUTHERAN AMBASSADOR SUBSIDY	13,742.04	12,933.00
BANK FEES	7,511.57	5,705.87
LEGAL	3,000.00	8,690.01
ABUSE PREVENTION	600.00	0.00
PROMOTION	5,130.95	2,452.73
VEHICLE OPERATION / MAINTENANCE	735.55	4,553.02
INSURANCE / BONDS	7,663.24	7,724.52
VEHICLE REGISTRATION	108.53	346.13
EXPENSES / OFFICE	954.85	1,410.73
POSTAGE	2,316.77	1,848.38
REPAIR / MAINTENANCE	0.00	0.00
SUPPLIES / OFFICE	2,719.47	3,812.69
SUPPLIES / COMPUTER	414.78	245.24
TAXES / PAYROLL	9,324.70	8,190.40
TELEPHONE	1,815.22	1,808.62
DIRECTOR TRAVEL - DEPUTATION	5,115.34	6,713.29
EXPENSES / WM CORPORATION	217.00	2,976.37
EXPENSES / COMMUNICATIONS COORDINATOR	531.00	45.00
EXPENSES / OFFICE MANAGER	4,828.31	2,438.19
DIRECTOR TRAVEL - INTERNATIONAL	8,639.79	10,668.40
EXPENSES / DIRECTOR	2,033.70	1,591.86
EXPENSES / BOARD	8,812.24	8,350.22
SALARY - DIRECTOR	111,000.00	107,870.08
SALARY - OFFICE MANAGER	75,250.00	73,161.92
PART TIME STAFF	210.00	0.00
SALARY - COMMUNICATIONS COORD	42,629.92	32,248.71
STEER	1,175.15	1,423.57
CONTINUING EDUCATION	1,278.37	2,287.20
401(k) RETIERMENT & FEES	11,765.16	10,993.41
LIFE INSURANCE	731.40	633.90
LTD INSURANCE	511.08	455.44
NEW EQUIPMENT	2,657.18	1,299.97
EXPENSES / COMPUTER SUPPORT	138.75	89.75
MISSION HOME OPERATION	9,969.77	8,667.07
TOTAL HOME OFFICE DISBURSEMENTS	406,295.59	388,210.69
HOME OFFICE NET INCOME (LOSS)	50,249.49	97,894.80
TOTAL BUDGETED NET INCOME (LOSS)	(66,147.60)	(11,809.94)

World Missions Non-Budgeted Income Statement

Twelve Months Ending December 31, 2025

	2025	2024
NON-BUDGETED RECEIPTS		
MISCELLANEOUS RECEIPTS		
LEGACIES	\$9,640.72	\$49,533.33
INTEREST INCOME	17,996.87	19,614.23
IN & OUT	14,700.00	6,100.00
GRANTS - WM	32,739.01	30,131.63
INTERNATIONAL STUDENT SCHOLARSHIPS	50.00	50.00
WORLD RELIEF	635.00	1,303.76
WORLD RELIEF - WM	2,463.50	2,530.38
WYCLIFFE	29,476.22	16,110.40
LUTHERAN BIBLE TRANSLATORS	0.00	100.00
THEY NEED THE BIBLE	17,044.72	16,525.56
TOTAL MISCELLANEOUS RECEIPTS	124,746.04	141,999.29
 AMBASSADOR INSTITUTE - RECEIPTS		
TOTAL AMBASSADOR INSTITUTE RECEIPTS	0.00	0.00
 JOURNEY MISSIONS - RECEIPTS		
ISRAEL	3,718.99	25.00
MEXICO	57,292.07	30,150.00
BRAZIL	20,182.00	13,832.65
MISSIONARY ASSISTANTS	25,693.34	19,740.93
SCHOLARSHIPS/LUGGAGE	3,559.93	7,771.53
GRANTS	1,000.00	1,000.00
MISSIONARY ASSISTANT SCHOLARSHIP	657.00	0.00
TOTAL JOURNEY MISSIONS RECEIPTS	112,103.33	72,520.11
 BRAZIL PROJECTS - RECEIPTS		
SPECIAL PROJECTS	124,965.66	54,843.78
STUDENT WORK FUND	275.00	300.00
STUDENT SCHOLARSHIP	1,200.00	3,948.46
FAZENDA RURAL RETREAT	5,760.00	5,025.00
ARCA	975.00	9,772.00
TOTAL BRAZIL PROJECTS	133,175.66	73,889.24
 MEXICO PROJECTS - RECEIPTS		
SPECIAL PROJECTS	3,501.05	5,199.54
CAPITAL INVESTMENTS	0.00	1,000.00
TOTAL MEXICO PROJECTS	3,501.05	6,199.54
 INDIA PROJECTS - RECEIPTS		
SPECIAL PROJECTS	6,980.00	38,368.00
INDIA CHILDREN	13,248.38	12,830.00
RELIEF / FOOD	1,200.00	0.00
BIBLES / LITERATURE	2,400.00	1,600.00
TOTAL INDIA PROJECTS	23,828.38	52,798.00
 AFRICA PROJECTS - RECEIPTS		
SPECIAL PROJECTS	5,350.00	2,098.10
TOTAL AFRICA PROJECTS	5,350.00	2,098.10
 SWITZERLAND PROJECTS - RECEIPTS		
RECEIPTS	3,500.00	4,063.75
TOTAL SWITZERLAND PROJECTS	3,500.00	4,063.75

PARAGUAY PROJECTS - RECEIPTS		
SPECIAL PROJECTS	67,338.21	41,477.84
TOTAL PARAGUAY PROJECTS	67,338.21	41,477.84
TOTAL NON-BUDGETED RECEIPTS		
	473,542.67	395,045.87
NON-BUDGETED DISBURSEMENTS		
	2025	2024
MISCELLANEOUS DISBURSEMENTS		
LEGACIES	23,030.00	49,445.00
MISCELLANEOUS	18.00	781.80
IN & OUT	14,700.00	6,100.00
GRANTS PAID	39,093.97	42,221.14
INTERNATIONAL STUDENT SCHOLARSHIPS	530.00	0.00
WORLD RELIEF	635.00	1,371.26
WM - WORLD RELIEF	2,400.00	2,400.00
WYCLIFFE	29,476.22	16,110.40
THEY NEED THE BIBLE	17,044.72	16,525.56
CAPITAL INVESTMENT EXPENSES	0.00	83,383.57
TOTAL MISCELLANEOUS DISBURSEMENTS	126,927.91	218,338.73
AMBASSADOR INSTITUTE DISBURSEMENTS		
SPECIAL PROJECTS	656.46	0.00
TOTAL AMBASSADOR INSTITUTE DISBURSEMENTS	656.46	0.00
JOURNEY MISSIONS DISBURSEMENTS		
ISRAEL	13,329.58	0.00
BRAZIL	18,157.65	20,836.65
MEXICO	55,775.30	30,917.06
MISSIONARY ASSISTANTS	19,853.11	25,419.15
SCHOLARSHIPS/LUGGAGE	550.00	1,536.00
GRANTS	0.00	1,000.00
TOTAL JOURNEY MISSIONS DISBURSEMENTS	107,665.64	79,708.86
BRAZIL PROJECTS DISBURSEMENTS		
SPECIAL PROJECTS	124,965.66	54,843.78
STUDENT WORK FUND	275.00	300.00
STUDENT SCHOLARSHIP	1,200.00	3,948.46
FAZENDA RURAL RETREAT	5,760.00	5,025.00
ARCA	975.00	9,772.00
TOTAL BRAZIL PROJECTS	133,175.66	73,889.24
MEXICO PROJECTS DISBURSEMENTS		
SPECIAL PROJECTS	3,501.05	5,199.54
CAPITAL INVESTMENTS	0.00	1,000.00
TOTAL MEXICO PROJECTS	3,501.05	6,199.54
INDIA PROJECTS DISBURSEMENTS		
SPECIAL PROJECTS	7,130.00	38,850.00
INDIA CHILDREN	11,594.42	11,700.00
RELIEF / FOOD	3,220.00	3,220.00
BIBLES / LITERATURE	1,573.50	1,410.00
TOTAL INDIA PROJECTS	23,517.92	55,180.00
AFRICA PROJECTS DISBURSEMENTS		
SPECIAL PROJECTS	5,350.00	2,098.10
TOTAL AFRICA PROJECTS DISBURSEMENTS	5,350.00	2,098.10
SWITZERLAND PROJECTS DISBURSEMENTS		
DISBURSEMENTS	7,563.75	0.00
TOTAL SWITZERLAND PROJECTS - DISBURSEMENTS	7,563.75	0.00

PARAGUAY PROJECTS DISBURSEMENTS	2025	2024
SPECIAL PROJECTS	68,847.34	42,304.94
TOTAL PARAGUAY PROJECTS DISBURSEMENTS	68,847.34	42,304.94
TOTAL NON-BUDGETED DISBURSEMENTS	477,205.73	477,719.41
TOTAL NON-BUDGETED NET INCOME	(3,663.06)	(82,673.54)

World Missions Non-Budgeted Income Statement

Twelve Months Ending December 31, 2025

	2025	2024
PAUL ABEL		
TOTAL SUPPORT	113,068.06	113,828.34
TOTAL EXPENSES	109,295.15	106,108.63
PAUL ABEL NET SUPPORT	3,772.91	7,719.71
MATTHEW ABEL		
TOTAL SUPPORT	106,326.25	116,545.68
TOTAL EXPENSES	113,596.95	87,262.10
MATTHEW ABEL NET SUPPORT	(7,270.70)	29,283.58
CONNELY DYRUD		
TOTAL SUPPORT	0.00	0.00
TOTAL EXPENSES	0.00	2,872.67
CONNELY DYRUD NET SUPPORT	0.00	(2,872.67)
JOHN LEE		
TOTAL SUPPORT	112,550.41	125,608.99
TOTAL EXPENSES	94,977.22	107,691.81
JOHN LEE NET SUPPORT	17,573.19	17,917.18
BRENT RAAN		
TOTAL SUPPORT	0.00	95,304.01
TOTAL EXPENSES	0.00	118,839.12
BRENT RAAN NET SUPPORT	0.00	(23,535.11)
TODD SCHIERKOLK		
TOTAL SUPPORT	96,483.02	96,283.75
TOTAL EXPENSES	93,307.22	95,684.85
TODD SCHIERKOLK NET SUPPORT	3,175.80	598.90
JONATHAN ABEL		
TOTAL SUPPORT	97,600.95	80,280.96
TOTAL EXPENSES	93,154.21	90,754.97
JONATHAN ABEL NET SUPPORT	4,446.74	(10,474.01)
NATE JORE		
TOTAL SUPPORT	0.00	59,247.23
TOTAL EXPENSES	0.00	75,520.03
NATE JORE NET SUPPORT	0.00	(16,272.80)
JONNI SLIVER		
TOTAL SUPPORT	75,264.31	57,202.57
TOTAL EXPENSES	65,045.69	56,607.37
JONNIE SLIVER NET SUPPORT	10,218.62	595.20

	<u>2025</u>	<u>2024</u>
MICHAEL ROKENBRODT		
TOTAL SUPPORT	22,310.56	25,756.86
TOTAL EXPENSES	39,378.18	30,436.34
MICHAEL ROKENBRODT NET SUPPORT	<u>(17,067.62)</u>	<u>(4,679.48)</u>
ZACHARIAH RITLAND		
TOTAL SUPPORT	138,364.49	0.00
TOTAL EXPENSES	98,535.73	0.00
ZACHARIAH RITLAND NET SUPPORT	<u>39,828.76</u>	<u>0.00</u>
TOTAL PERSONAL SUPPORT RECEIPTS	761,968.05	770,058.39
TOTAL PERSONAL SUPPORT EXPENSES	707,290.35	771,777.89
PERSONAL SUPPORT NET INCOME (LOSS)	<u>54,677.70</u>	<u>(1,719.50)</u>

Foundation Balance Sheet
Twelve Months Ending December 31, 2025

	<u>2025</u>
ASSETS	
Checking	\$24,670.45
Development	3,533,599.45
Unrestricted	181,227.53
Capital Improvements	29,823.20
ARC (Director Endowment)	42,515.73
Christian Education	99,932.77
Brandt Legacy	606,427.79
Hansen Memorial (WM Missionaries)	297,003.39
Calvary Free	125,814.73
Missions	35,287.38
Thorsgard for Missions	65,215.65
Accounts Receivable	2,000.00
TOTAL ASSETS	<u>5,043,518.07</u>
LIABILITIES & EQUITY	
TOTAL LIABILITIES	<u>0.00</u>
EQUITY	
FOUNDATION EQUITY	4,686,605.67
FOUNDATION NET INCOME (LOSS)	356,912.40
TOTAL EQUITY	<u>5,043,518.07</u>
TOTAL LIABILITIES & EQUITY	<u>5,043,518.07</u>

Foundation Income Statement
Twelve Months Ending December 31, 2025

	<u>2025</u>
RECEIPTS - Foundation	
GIFTS - FOUNDATION	\$11,706.10
INTEREST INCOME	50,449.98
TOTAL RECEIPTS - Foundation	<u>62,156.08</u>

RECEIPTS - Development	2025
GIFTS - DEVELOPMENT	35.00
INTEREST INCOME	91,392.59
CHANGE IN VALUE	402,427.93
DEVELOPMENT OVERHEAD INCOME	120,000.00
TOTAL RECEIPTS - Development	613,855.52
DISBURSEMENTS - Foundation	
LEGAL FEES	829.50
BANK FEES	7,023.58
DISTRIBUTIONS	51,064.18
TOTAL DISBURSEMENTS - Foundation	58,917.26
DISBURSEMENTS - Development	
SALARY - DIRECTOR	51,819.13
SALARY - VICE PRESIDENT	82,273.41
SALARY - ADMINISTRATIVE ASSISTANT	42,287.08
INSURANCE	564.89
MISCELLANEOUS	1,623.08
POSTAGE	146.85
BUILDING SUBSIDY	4,452.00
RESOURCES	
OFFICE SUPPLIES	1,727.10
OFFICE SUPPLIES - DIRECTOR	992.89
TAXES - PAYROLL	13,507.52
TELEPHONE	1,645.93
TRAVEL - VP	9,586.14
TRAVEL - DIRECTOR	17,660.76
TRAVEL - ADMINISTRATIVE ASSISTANT	1,805.71
OVERHEAD EXPENSES	5,184.96
PENSION & INSURANCE	8,853.45
LIFE INSURANCE	270.75
LTD INSURANCE	206.31
COMPUTER SUPPORT EXPENSES	2,182.18
BANK FEES	13,391.80
TOTAL DISBURSEMENTS - Development	260,181.94
NET INCOME (LOSS) Foundation	3,238.82
NET INCOME (LOSS) Development	353,673.58
COMBINED NET INCOME (LOSS)	356,912.40

**FREE LUTHERAN BIBLE COLLEGE
AND SEMINARY FINANCIALS**

Free Lutheran Bible College and Seminary
Balance Sheet
For the Twelve Months Ending Thursday, July 31, 2025

	2024	2025
ASSETS		
Cash & Equivalents	\$147,131.52	\$55,116.17
Accounts Receivable	462,997.70	642,394.10
Total Current Assets	610,129.22	697,510.27
Investments	3,540,703.28	3,359,851.29
Total Long-Term Assets	3,540,703.28	3,359,851.29
 FIXED ASSETS	 12,945,123.58	 12,945,123.58
Net Fixed Assets	12,945,123.58	12,945,123.58
Total Assets	\$17,095,956.08	\$17,002,485.14
 LIABILITIES AND EQUITY		
Accrued Expenses	(\$3,746.58)	(\$9,176.56)
Due To/Accruals/Pre-paid Tuition	405,405.04	524,290.27
Notes Payable	5,792,781.53	5,915,008.66
Total Current Liabilities	6,194,439.99	6,430,122.37
Total Liabilities	6,194,439.99	6,430,122.37
Equity	9,641,097.65	10,881,848.58
Current Year Net Income	1,260,418.44	(309,485.81)
Total Equity	10,901,516.09	10,572,362.77
Total Liabilities and Equity	\$17,095,956.08	\$17,002,485.14

Free Lutheran Bible College and Seminary
All Funds
For the Twelve Months Ending Thursday, July 31, 2025

	2024	2025
INCOME		
Revenue		
Program Fees	\$2,988,918.33	\$2,855,669.01
Maintenance & Facility Revenue	92,682.53	59,329.05
AFLC Annual Conference	29,532.44	150.00
Total Revenue	3,111,133.30	2,915,148.06
Contributions		
General Gifts	1,112,259.12	869,735.08
SLC Debt Reduction Gift	1,000,000.00	0.00
Ministry Team Related	182,723.42	202,311.71
Other	26,901.82	100.00
Total Contributions	2,321,884.36	1,072,146.79
Non-Budgeted Income		
Legacy Gifts	0.00	0.00
Special Appeal Gifts	60,456.78	45,807.12
Other	51,718.05	52,444.21
Total Non-Budgeted Income	112,174.83	98,251.33
Other Income		
Other	89,291.98	210,931.72
Scholarship Contributions	(314,394.29)	(117,594.00)
Interest & Change In Investments	489,932.61	(100,722.90)
Restricted Funds Released	293,012.50	542,672.01
Total Other Income	557,842.80	535,286.83
TOTAL INCOME	6,103,035.29	4,620,833.01
EXPENSES		
Salaries & Wages		
Teachers	572,006.83	651,032.28
Maintenance	292,859.62	295,329.40
Food Service	211,814.26	151,326.63
Library	55,077.72	64,308.07
Office	1,261,280.73	1,341,815.58
Athletics	6,499.98	6,499.98
Honorariums	5,776.03	11,430.00
Residence Staff	97,235.25	71,108.10
Total Salaries & Wages	2,502,550.42	2,592,850.04

Free Lutheran Bible College and Seminary
All Funds
For the Twelve Months Ending Thursday, July 31, 2025

Benefits

Insurance Premiums	103,204.47	109,438.12
Other Premiums/Fees	19,935.51	18,540.72
Employee Education	16,128.12	23,417.23
Staff Appreciation	0.00	0.00
Total Benefits	139,268.10	151,396.07

Program Expenses

Food Service	240,584.14	238,203.98
Student Activities	40,647.20	27,962.15
Ministry Teams	366,162.53	51,175.36
Music Education	14,424.59	9,253.69
Library	16,513.41	11,450.40
Mission Conference/J-Term	19,325.18	11,119.04
Educational Materials/Supplies	32,164.50	27,605.70
Athletics	44,758.03	34,630.36
Total Program Expenses	774,579.58	411,400.68

Utilities

Student Center	465.00	0.00
Gas, Electric, Water	188,240.27	209,981.30
Phones & Internet	23,899.13	21,791.63
Total Utilities	212,604.40	231,772.93

Insurance

Commerical/Umbrella	80,623.31	127,738.98
Automobiles	16,468.79	4,163.53
Worker's Compensation	14,053.08	12,746.37
Total Insurance	111,145.18	144,648.88

Overhead

AFLC	20,908.40	35,159.96
Office Expense	48,787.03	42,104.49
Travel	139,552.26	145,342.31
Computer Support	136,727.57	108,077.91
Accounting	32,329.05	38,031.45
Legal	6,076.51	3,829.61
Miscellaneous	6,710.09	13,081.77
Promotional	104,464.82	94,413.47
Refunds & Write-Offs	33,818.13	250.00
Total Overhead	529,373.86	480,290.97

Free Lutheran Bible College and Seminary
All Funds
For the Twelve Months Ending Thursday, July 31, 2025

Repairs & Maintenance

Buildings	110,910.95	105,307.06
Supplies	24,248.10	18,337.77
Grounds	14,035.02	11,577.70
Equipment Purchases & Repairs	21,759.43	200,685.78
Contract Services	36,791.76	28,482.74
Total Repairs & Maintenance	207,745.26	364,391.05

Interest Expense

Interest on Loans	239,425.85	227,932.95
Total Interest	239,425.85	227,932.95

Scholarship Disbursements

General		153.92
Other	(71,621.05)	99,194.65
Total Disbursements	(71,621.05)	99,348.57

Taxes

Payroll	121,167.92	121,858.92
Real Estate	3,837.52	3,827.15
Total Taxes	125,005.44	125,686.07

Non-Budgeted Misc.

General	74,634.10	104,515.77
Total Miscellaneous	74,634.10	104,515.77

TOTAL EXPENSES

4,844,711.14 **4,934,233.98**

NET CHANGE

1,258,324.15 **(313,400.97)**

AFLC CAMP REPORTS

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

**AFLC Family Camp
Lake Bronson, MN**

2025	
Beginning Balance:	\$9,691.51
Income:	
Registration	\$5,651.00
Offering	\$2,270.00
Coffee & Meals	\$215.11
Canteen	\$567.25
	\$8,703.36
	\$18,394.87
Expenses:	
Salaries	\$2,150.00
Food	\$2,478.29
Camp Rental	\$2,835.00
	(\$7,463.29)
Balance on Hand:	\$10,931.58

Respectfully Submitted,

Sonia Balmer, Treasurer

AFLC Wilderness Bible Camp
Lake Park, MN

Balance Sheet—Year Ending 2025

Beginning Balance	22,783.08
Income:	
Gifts/Camp Offering	17,144.75
Total Income:	17,144.75
Plus Beginning Balance:	20,983.28
Grand Total:	39,927.83
Disbursements:	
Wild Rice Electric	2094.58
Camp Speakers/Teachers	2211.40
Licensing 2024 (MN Dept of Health)	683.00
Licensing 2025 (MN Dept of Health)	1,068.00
Supplies/Gas/Mail	604.64
Mosquito Joe's	676.46
Ballard Sanitation	358.03
Benchmark Builders (Camp Repairs/Upgrades)	13,326.00
Dewey's Septic Service	330.00
Buffalo River (Mower)	1,500.00
Playset Supplies	893.28
Insurance	1,000.00
Total Disbursements	24,745.39
Grand Total (Income)	39,927.83
Less Total Disbursements	-24,062.39
Ending Balance	15,182.44

Respectfully submitted,
Amy Dalager, Treasurer

For camp information, contact Amy Dalager— amydalager@yahoo.com or 218.242.5075
Find us on Facebook: Wilderness Bible Camp
Camp Dates for 2026: July 14-19. Speakers: Jarrod Hylden and Aaron Olson

Bethany Bible Camp

Bemidji, MN

Bethany Bible Camp had a unique year! After hosting elementary camp and middle school camp, on the last night of middle school camp straight line winds severely damaged a girls cabin and the cooks cabin, blew down many trees and branches, and left many damaged roofs in the process. All campers were guided to the storm shelters and were all safe! We praise God for his protection of all the campers and staff! This was the last night for middle school camp and high school camp was supposed to begin the next day. Because we were just assessing the damage and weren't entirely sure what was safe and what wasn't safe in the time we had before the start of high school camp, a decision was made to cancel senior high camp. The next weeks were spent clearing trees and brush, and assessing the damage to all the roofs.

We didn't have to cancel any of the other stays for the summer. Our experience with the insurance company was great, we spent a lot of time learning new terms and words we hadn't heard before, along with an education on how insurance works in depth. All of the roofs were fixed and tree stumps have been ground.

We are currently working on lining up building permits and beginning to replace the 2 cabins. All glory to God!

In 2025 our operating receipts were \$81,381.44. Our operating expenses were \$77,332.99 for a operating income of 4,048.45.

We appreciate all the prayers and generous contributions to our camp. We are looking forward to the coming summer! The dates for camp this summer 2026: elementary cam p-June 12-16, middle school camp 16-20, high school camp 20-25.

Bethany Bible Camp Board

AFLC BUDGET ANALYSIS COMMITTEE

To the Sixty-Fourth Annual Conference of the Association of Free Lutheran Congregations assembled at Concordia College, Moorhead, MN June 10-13, 2026.

The Budget Analysis Committee (hereinafter “BAC”) assembled at the AFLC Headquarters on March 5 and 6, 2026 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. Leo Brackel from Trinity Lutheran Church in Mott, ND, Mrs. Paige Moan from Redeemer Free Lutheran Church in Ontonagon, MI, Mrs. Danielle Joyce from Solid Rock Lutheran Church in Anoka, MN, Mrs. Samantha Ritter from King Of Glory in Shakopee, MN, and Mr. Daniel Aichele from Solid Rock Lutheran Church in Anoka, MN.

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 guidelines of the BAC are:

1. Each corporation/ministry develops its priorities, plans, and budgets. The BAC invites the ministries to share their long-term priorities and plans with the BAC for their review, in order to make the BAC’s best recommendation to the Annual Conference.
2. Each corporation/ministry subsidy request is evaluated by the BAC to ensure that the needs of essential work of that corporation/ministry continue to be met, guarding from “new” efforts overshadowing ministry priorities already affirmed by the Annual Conference.
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 such funding source for the increase. Securing new funding sources influences future budgeting efforts.
4. The BAC recommends that the priority for legacy/estate gifts should be a source of funding for new ministry/projects or as a means of funding budgets over longer periods of time. Reliance on these legacy/estate gifts to cover accumulated deficits or to meet significant gaps in the annual operating budget is not a strategy the BAC recommends.
5. Working together, thinking of the local congregation, and considering the entire AFLC are expectations of each of the

corporations/ministries in budget planning and in making subsidy requests.

We were blessed by all those who met with our committee and shared their vision and insights into the on-going work of their respective ministries. We are also thankful to Katie Johnson for assisting the BAC with gathering financial information and 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 for each ministry. Following is an explanation of the source of subsidy receipts.

1. Undesignated gifts (excluding undesignated estates and bequests) given to the AFLC are allocated one third to the Coordinating Committee Corporation, one third to the Schools Corporation, one sixth to the Home Missions Corporation and one sixth to the World Missions Corporation. 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 are 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 more specifically designated 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 portion of receipts which each ministry has determined they need to accomplish their specific goals for the fiscal year. If the subsidy request is not met, then the ministry must determine other means to meet their budget. 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 depleting cash reserves supports a long-term strategy.

Based on the approved Budgeting Guidelines from 2019, the budget subsidy requests should be based on historical actual subsidy receipts. The BAC used an average of actual receipts over the past three years increased by 5% to establish the benchmark for subsidy requests.

Individual Ministry Subsidy Receipt Requests

The subsidy request of each ministry represents their budgetary need to meet their 2027 plans. In our discussions with ministry representatives we

heard about additional opportunities they could accomplish as more funds and/or resources become available.

The BAC is supportive of the overall vision of all 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.

The Lutheran Ambassador magazine and www.aflc.org/giving-subsidy provide monthly giving updates on progress toward Conference approved subsidies for each of the ministries.

Following is a summary of the BAC discussion with each ministry. The BAC reviewed financials and subsidy requests and discussed the information presented to evaluate 2027 subsidy requests. After meeting with the ministries, the BAC is comfortable that the ministries have provided budgets and subsidy requests in line with the needs of the essential work of their corporation/ministry.

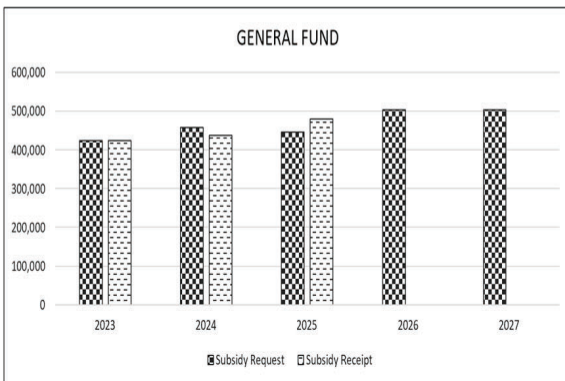
General Fund

The BAC met with Pastor Micah Hjermstad, President of the AFLC, David Olson, Chairman of the Coordinating Committee, Mark Presteng, Treasurer of the Coordinating Committee, and Katie Johnson, Director of Business Management.

The General Fund 2027 subsidy request of \$504,000 is 7.2% over the BAC benchmark. The reason given for the deviation from the benchmark is the pro-rata costs of adding staff to the development department and higher computer support expenses due to software and subscription fees. While this request is higher than the benchmark, it is slightly less than the 2026 subsidy request.

After the BAC review and discussion with the General Fund representatives, we find the 2027 subsidy request is reasonable and our recommendation is that it be accepted by the Annual Conference.

	2023	2024	2025	2026	2027	3YR Average (3YA)	Benchmark (3YA + 5%)	2027 Subsidy Request	2027 Request - Benchmark	% +/- Benchmark
Subsidy Request	424,000	459,000	446,000	504,600	504,000					
Subsidy Receipt	424,138	438,599	480,262	0	0	447,666	470,050	504,000	33,950	7.2%
Difference	-138	20,401	-34,262	504,600	504,000					



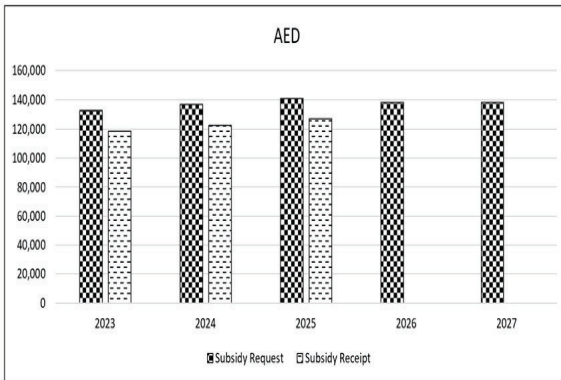
Evangelism and Discipleship (AED)

The BAC met with Pastor Randy Nelson, Director, and Micah Johnson, Chairman.

The AED 2027 subsidy request of \$138,184 is 7.1% over the BAC benchmark. However, this subsidy is equal to the amount requested in 2026. AED has noted their need to increase the travel budget as more congregations have requested in-person evangelism workshops.

After BAC review and discussion with the Evangelism and Discipleship representatives, we find the 2027 subsidy request is reasonable and our recommendation is that it be accepted by the Annual Conference.

	2023	2024	2025	2026	2027	3YR Average (3YA)	Benchmark (3YA + 5%)	2027 Subsidy Request	2027 Request - Benchmark	% +/- Benchmark
Subsidy Request	132,500	136,475	140,569	138,184	138,184					
Subsidy Receipt	118,802	122,486	127,311	0	0	122,866	129,010	138,184	9,174	7.1%
Difference	13,698	13,989	13,258	138,184	138,184					



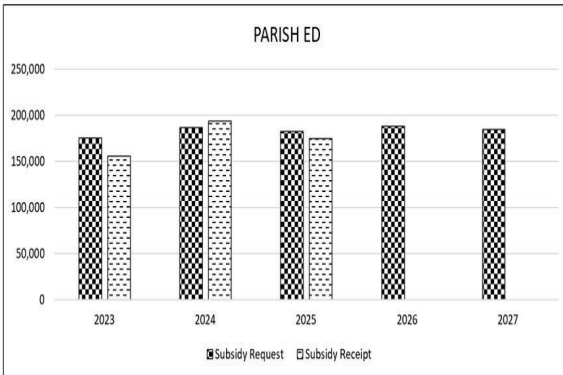
Parish Education

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

The Parish Education 2027 subsidy request of \$184,560 is .7% over the BAC benchmark. While this ministry does receive some receipts for the sale of its publications, production costs are not fully recuperated. Therefore, Parish Education relies heavily on their subsidy request to meet their ministry objectives including administrative and staffing needs. While this request is higher than the benchmark, it is slightly less than the 2026 request.

After BAC review and discussion with Parish Education representatives, we find the 2027 subsidy request is reasonable and our recommendation is that it be accepted by the Annual Conference.

	2023	2024	2025	2026	2027	3YR Average (3YA)	Benchmark (3YA + 5%)	2027 Subsidy Request	2027 Request - Benchmark	% +/- Benchmark
Subsidy Request	175,265	187,000	182,500	187,840	184,560					
Subsidy Receipt	155,571	193,803	174,484	0	0	174,619	183,350	184,560	1,210	0.7%
Difference	19,694	-6,803	8,016	187,840	184,560					



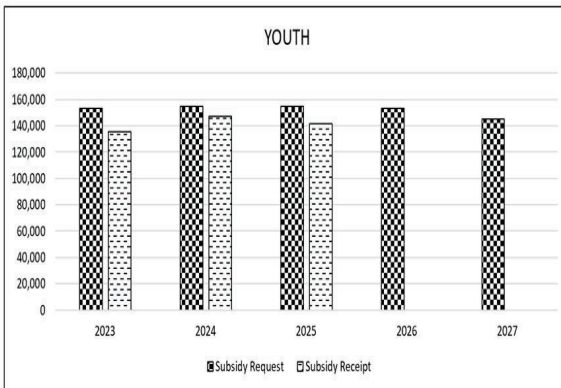
Youth Ministries

The BAC met with Pastor Ryan Tonneson, Chairman, and Michele Smith, Financial Secretary.

The Youth Ministries 2027 subsidy request of \$145,000 is 2.3% lower than the BAC benchmark. Youth Ministries is budgeting a fiscal loss in 2027. The BAC noted the board is working to close this gap by changing the director position to three quarter time and having board members take on additional responsibilities. Any operating loss that might be incurred will be covered by cash savings from previous years.

After BAC review and discussion with the Youth Ministries representatives, we find the 2027 subsidy request is reasonable and our recommendation is that it be accepted by the Annual Conference.

	2023	2024	2025	2026	2027	3YR Average (3YA)	Benchmark (3YA + 5%)	2027 Subsidy Request	2027 Request - Benchmark	% +/- Benchmark
Subsidy Request	153,000	155,000	155,000	153,030	145,000					
Subsidy Receipt	135,252	147,081	141,490	0	0	141,274	148,338	145,000	-3,338	-2.3%
Difference	17,748	7,919	13,510	153,030	145,000					



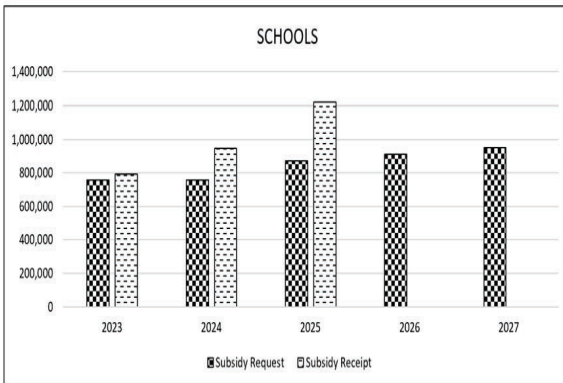
Schools - Seminary and Bible College

The BAC met with Pastor Wade Mobley, President and Larry Myhrer, Chief Financial Officer. The Free Lutheran Seminary and the Free Lutheran Bible College are hereinafter referred to as “Schools”.

The Schools total 2027 subsidy request is \$949,758 and is 9.1% lower than the BAC benchmark. The subsidy request is an important component of the budget in order to keep tuition costs as low as possible. The lower request from the benchmark goal is largely due to the Schools having a different fiscal year end than other ministries in order to align with the school year cycle.

After BAC review and discussion with the Schools representatives, we find the 2027 subsidy request is reasonable and our recommendation is that it be accepted by the Annual Conference.

	2023	2024	2025	2026	2027	3YR Average (3YA)	Benchmark (3YA + 5%)	2027 Subsidy Request	2027 Request - Benchmark	% +/- Benchmark
Subsidy Request	757,238	757,238	872,377	913,230	949,758					
Subsidy Receipt	793,905	945,516	1,221,265	0	0	986,895	1,036,240	949,758	-86,482	-9.1%
Difference	-36,667	-188,278	-348,888	913,230	949,758					



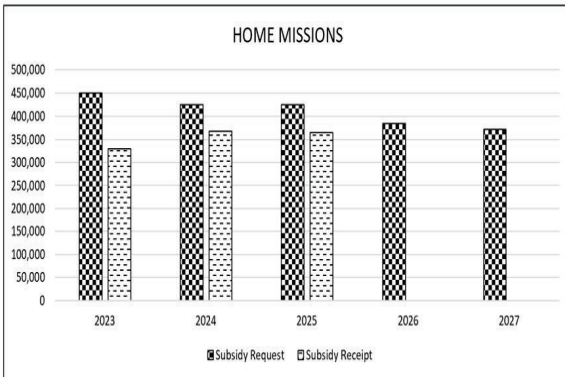
Home Missions

The BAC met with Dana Hagen, President, Jeremy Zeltinger, Treasurer, and Pastor Andy Coyle, Director of Home Missions.

The Home Missions 2027 subsidy request of \$371,825 is equal to the BAC benchmark. The Home Missions 2027 budget shows a deficit attributed mainly to anticipated grants for potential new church plants. Deficit is mitigated by available funds set aside for this purpose.

After BAC review and discussion with the Home Missions representatives, we find the 2027 subsidy request to be reasonable and our recommendation is that it be accepted by the Annual Conference.

	2023	2024	2025	2026	2027	3YR Average (3YA)	Benchmark (3YA + 5%)	2027 Subsidy Request	2027 Request - Benchmark	% +/- Benchmark
Subsidy Request	450,000	425,000	425,000	384,900	371,825					
Subsidy Receipt	329,028	368,242	365,087	0	0	354,119	371,825	371,825	0	0.0%
Difference	120,972	56,758	59,913	384,900	371,825					



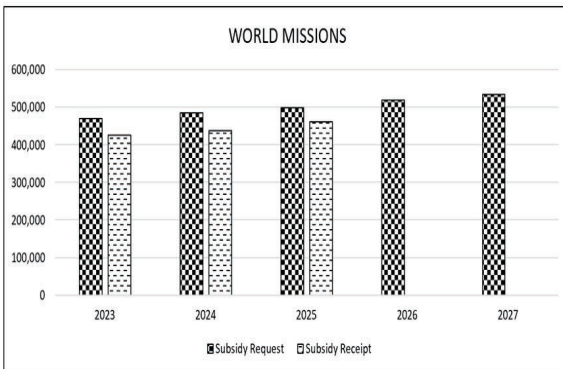
World Missions

The BAC met with Pastor Earl Korhonen, Director, Pastor Craig Johnson, Chairman, and Wanda Jacobson, Office Manager.

The World Missions 2027 subsidy request of \$535,117 is 15.3% over the BAC benchmark. The 2027 subsidy request is 3% (\$15,585) greater than the 2026 approved subsidy request. The requested and approved subsidy was not met in 2025. World Missions does utilize a small portion of the designated gifts (ex. personal support receipts) to help offset administrative costs. Consequently, increased designated giving proportionally improves resources available to compensate for the shortfall and the Lord provided in these ways. The 2027 subsidy request is reflective of ministry needs.

After BAC review and discussion with the World Missions representatives, we find the 2027 subsidy request is reasonable and our recommendation is that it be accepted by the Annual Conference.

	2023	2024	2025	2026	2027	3YR Average (3YA)	Benchmark (3YA + 5%)	2027 Subsidy Request	2027 Request - Benchmark	% +/- Benchmark
Subsidy Request	471,000	485,000	499,550	519,532	535,117					
Subsidy Receipt	425,404	438,046	462,235	0	0	441,895	463,990	535,117	71,127	15.3%
Difference	45,596	46,954	37,315	519,532	535,117					



World Missions - Personal Support

World Missions 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 directly 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. When subsidy receipts are less than what has been planned, the ministries struggle to pay the routine expenses such as utilities, overhead, and staff salaries. For the year ended 2025 most of the ministries saw a shortage between the approved giving requests and the actual giving received.

The Annual Conference should know every ministry has additional goals to expand their mission should they receive more funds 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

Leo Brackel, Paige Moan, Danielle Joyce, Samantha Ritter, Daniel Aichele

**2026 AFLC ANNUAL CONFERENCE
BUDGET ANALYSIS COMMITTEE
ADDENDUM**

AFLC Budgeting Guideline, Pages 98-101

The following pages provide the Budget Analysis Committee (BAC) definitions and guidelines for AFLC service. This BAC summary presents a shorthand for use at AFLC Annual Conference.

Purpose:

The BAC studies the financial budgeting of AFLC ministries and provides a recommendation to the AFLC Annual Conference on each ministry's subsidy request.

Reminder:

Subsidy does not mean budget. The BAC reviews subsidy requests. Each ministry sets its budget and makes a subsidy request to the Annual Conference, which the BAC reviews and makes recommendations on, in order to position the AFLC to make an informed decision.

Distinction:

The Annual Conference does not approve budgets – the committees, boards, and the corporations the ministries serve under have the legal fiduciary responsibility for overseeing the ministries and the overall finances of those ministries. However, the Annual Conference, when approving subsidy requests, is affirming the direction of that ministry. In this way, the Annual Conference approval constitutes agreement to support that ministry financially and to prioritize sharing with congregations the need to support that ministry's subsidy requests financially.

Timeline:

Jan/Feb: AFLC ministries develop and set their budgets including a subsidy request.

March: The BAC reviews requests and meets individually with the AFLC ministries.

April: The BAC submits its report with recommendations to the Conference Report.

June: AFLC Annual Conference receives the BAC report and votes on each subsidy request.

Guidelines:

- 1) Each corporation/ministry develops its priorities, plans, and budgets. The BAC invites the ministries to share their long-term priorities and plans with the BAC for its review, in order to make the BAC's best recommendation to the Annual Conference.
- 2) Each corporation/ministry subsidy request is evaluated by the BAC to ensure that the needs of essential work of that corporation/ministry continue to be met, guarding from "new" efforts overshadowing ministry priorities already affirmed by the Annual Conference.
- 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 such funding source for the

increase. Securing new funding sources influences future budgeting efforts.

4) The BAC recommends that the priority for legacy/estate gifts should be a source of funding for new ministry/projects or as a means of funding budgets over longer periods of time. Reliance on these legacy/estate gifts to cover accumulated deficits or to meet significant gaps in the annual operating budget is not a strategy the BAC recommends.

5) Working together, thinking of the local congregation, and considering the entire AFLC are expectations of each of the corporations/ministries in budget planning and in making subsidy requests.

for a ministry without clearly establishing such funding source for the increase. Securing new funding sources influences future budgeting efforts.

4) The BAC recommends that the priority for legacy/estate gifts should be a source of funding for new ministry/projects or as a means of funding budgets over longer periods of time. Reliance on these legacy/estate gifts to cover accumulated deficits or to meet significant gaps in the annual operating budget is not a strategy the BAC recommends.

5) Working together, thinking of the local congregation, and considering the entire AFLC are expectations of each of the corporations/ministries in budget planning and in making subsidy requests.

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.

CHAIRMAN OF THE WORLD MISSION BOARD OF DIRECTORS

To the 64th Annual Conference of the Association of Free Lutheran Congregations, assembled June 10-13, 2026, in Moorhead, Minnesota.

We have a sure hope because of Jesus, crucified and risen again. That sure hope inspires us to care about missions. Only Jesus offers a firm and certain hope. Other religions offer principles to live by. The gospel offers hope for life abundant and eternal. To a world longing for hope, we go and proclaim the good news that hope can be found in Christ.

The hope available in the gospel is not just for a certain ethnic group. It is for all people throughout the world. We are all in need of hope, and we can all find hope in Jesus. We go to all the world with the good news: "... you were separate from Christ ... without hope and without God in the world. But now in Christ Jesus you who once were far away have been brought near through the blood of Christ" (Ephesians 2:12-13).

We come this year with the same request we have every year: pray for more missionaries. "Ask the Lord of the harvest, therefore, to send out workers into his harvest field" (Matthew 9:38). Many of our mission fields long for ones who will respond to God's call and go to the world with the message of hope.

We are thankful for Zachariah and Carey Ritland saying, "yes" to God's call and going to Paraguay to serve as lay missionaries. It has been encouraging to see the prayer and financial support that has come from congregations and individuals, enabling the Ritlands to go. The Ritlands going to Paraguay demonstrates two things. One is our congregations are generous and faithful in supporting people God calls and raises up to serve as missionaries. The second is a reminder that we are open to having lay missionaries. Some areas of service may be best done by an ordained pastor, but there is much that can be done by called lay people. The World Missions Board has been, and continues to think through some of the details of calling lay missionaries, in particular the type of training and preparation that is helpful.

Our Executive Director, Rev. Dr. Earl Korhonen, is regularly encouraging congregations and individuals to consider the call to missions and pray for more missionaries. Pastor Jon Nelson's work in teaching at Free Lutheran Bible College, advising the Student Missions Fellowship, leading Journey Missions trips and advising Missionary Assistants, is another important part of this effort to encourage more missionaries.

We are thankful for contacts we have had with possible future missionaries. God's call on their life may involve a call on us to begin work in new areas of the world. We appreciate your prayers for them in their time of preparation and for them and our Board as we seek to discern God's call

and leading.

We rejoice in the fulfillment of a long-time goal: the beginning of new congregations in Uganda. Our relationship with the congregations in Uganda is changing some as we do not have resident missionaries serving there year-around. We want to encourage these congregations and are seeking God's direction on ways we can continue to do that. In similar ways in India, Chile and Switzerland we want to encourage and build up congregations that are being served by national pastors and leaders and do not have resident missionaries. This is, in some ways, a growing aspect of the work of World Missions.

We have been blessed by the generous and gracious prayer and financial support from our AFLC congregations and individuals. Giving toward missionaries' personal support has been especially good. The World Missions general fund pays for the variety of support and care given to missionaries, communication about what is going on in World Missions, along with various other expenses. Giving to the that fund is also appreciated.

Trusting God's ability to provide, we are requesting a budget subsidy for 2027 of \$535,117.00 for World Missions and \$700,000.00 for Personal Support.

We give thanks for our executive director, Rev. Dr. Earl Korhonen and his wife Joan. Their faithful, dedicated service to our missionaries and to the work of world missions is a true blessing. We give thanks for our office manager, Wanda Jacobson, who goes far beyond her job description in the many ways she serves. We give thanks for Journey Missions Department Head, Pastor Jon Nelson, and the work he does with mission trips, advising missionary assistants, serving at the Free Lutheran Bible College and being a great asset to our department. We give thanks for our communications coordinator Shelby Greven and the creative and effective ways she helps to communicate with congregations and individuals about good work God is doing on the mission fields.

We deeply appreciate our missionaries and their families as well as national workers around the world, as they serve at planting and building up free and living Lutheran congregations. Please continue to pray with hope for God to continue to do good and gracious work.

Thank you for your support of AFLC World Missions as we strive to build up His church and share the good news of hope in Christ with the world.

Respectfully submitted,

Rev. Dr. Craig Johnson
World Missions Board of Directors Chairman

WORLD MISSION EXECUTIVE DIRECTOR

To the sixty-fourth Annual Conference of the Association of Free Lutheran Congregations meeting June 10-13, 2026, at Concordia College in Moorhead, MN.

Our conference theme, "Sure Hope" (Philippians 1:6), give us the assurance the God has given us all we need to not only be established in faith, but to be sustained and grow in that faith in Jesus Christ. We need to be reminded often that our ministry is not really 'our' ministry—rather it is God who starts the work in us, and it is only God that will complete the work in us through the Word! May all we consider success be rooted in the reality that it is God's work in and through us.

Here is a summary of what God has been doing through your prayer and support of AFLC World Missions in 2025.

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.

Rev. Eilzeu Boza (from Maringa) is serving as the president of the AFLC-Brazil (AILLB), Rev. Iran Goes is the academic dean, and Silvio Paes is dean of the school.

In 2025, the Brazil Field Conference (our AFLC missionaries) approved changes to the constitution to allow for Brazilian leadership to hold offices to care for the Mission's land and property and manage projects from the USA for the benefit of AILLB ministries.

At the Brazil national level, the Brazil Annual Conference approved opening a one-year Bible school for laypeople and a one-semester Mission Training school proposed by Michelle Abel. The Bible school lacked the minimum five students, so it did not start in March 2026. At SETELL, our seminary in Brazil, the school board has changed from a four-year format to a three-year format. Plans are also being made to start a distance education program called, 'Online Theology Course'.

Thanks to various supporters in the States, there were several special projects completed and building projects started in Brazil. Specifically, we are grateful for a generous gift from the Northwest Minnesota District to fund the rebuilding of the Jardim Esperanca (Garden of Hope) church building near Campo Mourão. The congregation was started and served by the Central congregation, but now it has its' own constitution. A building project team has been elected and ground-breaking is planned for late 2026. Another project, the Cohapar Church rebuild in Campo Mourão, is funded but is awaiting city approval to break ground.

Paul and Becky Abel were in the States from June-November 2025 on their final furlough. They stepped back to $\frac{3}{4}$ time on February 1, 2026, but continue to keep a full ministry schedule. They intend to take three months off each year. They serve groups at the ARCA Bible Camp and assist their pastor at two congregations: Bateias (near the ARCA Bible Camp) and Mighty Fortress (in Curitiba). We are grateful for their continuing ministry in helping host and advise many visitors from the States who travel to Brazil with our Journey Missions teams, as our missionary assistants, and others on various mission visits. Paul and Becky were especially instrumental in helping raise funds for the Cohapar church rebuild.

Jonathan and Tamba Abel serve the congregation they planted in Maringá, and are active in the Bible camp ministry of the Fazenda near Campo Mourão. Jonathan and Tamba lead VBS, children's ministry, special outreach events like the annual Kid's Day program at the church (400 kids!), Bible studies, and the discipling ministry. Jonathan also continues to teach at our seminary in Campo Mourão. Jonathan and Tamba are rejoicing in God's answer to prayer for the successful removal of Tamba's non-malignant brain tumor in 2025, and they are grateful for the continuing therapy and healing God is providing.

Jonni Sliver was home in the States on furlough April – September 2025. She continues to serve as 'Tia' (auntie) at the Miriam Home, which is located on our Campo Mourão Bible school and Bible Institute campus. She reports that the Lord entrusted the Miriam Home with 76 children in 2025, and provided adoptive parents for 13 of those children! Jonni has a renewed passion for speaking to the Sanctity of Life issues in Brazil and has developed materials to present and train the pastors in Brazil to address this critical issue! Please pray specifically for Jonni as she presents these seminars in our AFLC Brazil congregations over the next year—it is discouraging, as most pastors do not see the Life Issues as something the church is charged with speaking about—please pray for Jonni as she seeks to speak the truth! She continues to minister not only to the children at the Miriam Home but also to the Miriam Home staff, the young ladies on campus, visitors from the States, her Sunday school class at the Lar Parana congregation, and by encouraging the women's ministries.

John and Hannah Lee live in the mission house on the Campo Mourão campus and are a part of the AILLB (AFLC-Brazil) Central Church. John's calling is primarily to disciple and teach at the Bible school and seminary. He is gifted in helping the young people navigate life choices through the ministry of the Word of God. He continues to work with seminary professor Pastor Fernando in the Free Lutheran publishing department (DRELL) to provide Portuguese resources for the congregations. John and Hannah are grateful for the healing of their son's broken leg, and for the many partners in the Gospel that they have ministered alongside in 2025. They look forward to being in the States during the first half of 2027 for a 6-month furlough.

Mexico

Our AFLC World Missionaries, Todd and Barb Schierkolk, are now in their 25th year in Jerez and their 30th year in Mexico! They continue to faithfully serve the people in the congregation who need the encouragement and stability that only the truth of Jesus Christ can bring. Todd and Barb are encouraged by the ongoing gifts of AFLC congregations to their ministry. They share stories of how the quilts and funds given for the School Supplies Project have been used time and time again to open doors for the Gospel. Pray for Todd and Barb as they seek to rescue people from the grip of Satan and the darkness that infects humanity. The reality of the darkness of sin is magnified in places like Jerez, where drug trafficking has brought so much violence to the community. Our only lasting hope is in Jesus. Let's uphold Todd and Barb in their ministry in the name of Jesus.

Also in Mexico, we continue to be blessed by our fellowship with the Central Mexican Lutheran Church (CMLC). Pastor Milton Flores and Assistant Pastor Giovanni serve the Getsemani congregation in Celaya. There are opportunities for our congregations in the United States to support Mexico Outreach through our World Missions General Fund, which enables Pastor Milton, his sons, and Pastor Giovanni to conduct monthly outreach services in the cities of León, Querétaro, and southern Celaya. Another affiliated congregation, St. Paul the Apostle Lutheran church, is in León and is served by Pastor Israel Flores. Pastor Israel reports that they are searching for a larger facility to hold services as they are outgrowing their current rented building. Much of this growth is attributed to Pastor Israel's witnessing to university students.

Uganda

Michael Rokenbrodt is our seasonal missionary to Uganda. He attended Free Lutheran Seminary through May 2025, then served in Uganda June-October, and Switzerland October-December 2025. The AFLC mission in Uganda (established in 2007) is now being led entirely by nationals. During his time in Uganda, Michael led several groups through studies in the Augsburg Confession, and the Fundamental Principles of the AFLC. The result of Michael's teaching has been a hearty agreement from several pastors to establish the Ambassador Free Living Church of Uganda ('AFLC'- but not to be confused with 'Association of Free Lutheran Congregations'). The congregations have taken steps to register as a new Christian denomination in Uganda and subscribes to our Creeds, Fundamental Principles, Luther's Small Catechism, and the Unaltered Augsburg Confession.

On October 19, 2025, we officially welcomed two congregations into the AFLC-Uganda. We are grateful for pastor Godfrey and Alexander at Ambassador Church Jinja, and for Pastor Henry and Pastor Rob in Nabakosi. And we pray that the influence of the Ambassador Institute and these congregations will eventually draw more graduates of the

Ambassador Institute together to form free and living congregations that subscribe to our Lutheran convictions.

Our AFLC World Missions Ambassador Institute (est. 2009) continues in Uganda under national leadership and is funded by our World Missions general fund. In 2025, Missionary Michael helped the Ambassador Institute add three more zones, and the country was blessed to celebrate 128 graduates from the two-year program. Special projects through AFLC World Missions and micro-loans managed by the national leadership provide additional funding to enable the ministry to continue.

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 Fiuri, a full-time truck driver, continues to serve the congregation in Geneva on a volunteer basis. In 2025, the congregation was blessed to host two Journey Missionary Assistants- Kyle Gorman and Isaiah Floan. Kyle and Isaiah were an encouragement to the congregation during the summer months. The congregation also hosted AFLC Missionary Michael Rokenbrodt from October through December. Michael assisted Pastor Augusto by leading some Bible studies, ministering to the cell groups, and directing the first congregational Christmas drama. We are grateful for Kyle, Isaiah, and for Michael's willingness to answer the call for helpers to assist Pastor Augusto in 2025. Please continue to pray for more workers for Switzerland to help Pastor Augusto.

Paraguay

Rev. Matthew and Ednay Abel have been ministering in Villarrica, Paraguay since 2019. Since planting the Esperanza Viva congregation in 2021, they have now held the first new member class! Matthew and Ednay maintain the regular schedule of worship services, prayer meetings, women's Bible Studies, men's group, and the Saturday Kid's club. Special events throughout the year included youth gatherings, couple meetings, Dad's and Mom's nights, church at the park, mission trip team activities and hosting missionary assistants.

Generous gifts from congregations and individuals in the States continue to make it possible to work on the Pavilion. The storm drainage system and the concrete floor are now complete, and there is a large cross on top of the roof of the Pavilion!

Our newest missionaries, Zachariah and Carey Ritland, from Radcliffe, Iowa, spent the first 5 months of their call with World Missions visiting congregations seeking prayer and financial partners. Thank you to everyone who is faithfully supporting the Ritlands! They arrived on the Paraguay mission field September 18th. We praise the Lord for all of those who

have committed to their personal support as they serve as missionaries. They have joined Matthew and Ednay in Villarrica and are spending these first two years primarily learning the Spanish language and Paraguayan culture.

Chile

Since, 2025, the work in Chile has been a labor of love by one family: Pastor Patricio and Isabella. Pastor Patricio, a full-time engineer, had his heart set on gathering a group of believers together under the umbrella of a pietistic, Lutheran, fellowship. He reached out to AFLC Missionary Matthew Abel in Paraguay and was eventually introduced to, and vetted by, our AFLC national leadership in Brazil. Pastor Patricio, now on the AFLC Brazil clergy roster, is seeking other like-minded pastors in Chile to join him in fellowship. His efforts to keep a regular worship schedule in Santiago have been challenging. Please pray for his family, extended family from Venezuela, and his neighbors whom he so desperately desires to reach with the Gospel. Please also pray for Pastor Patricio and his family as they consider a possible future in Venezuela, Isabella's home country.

Journey Missions

For the past eleven years, our AFLC Journey Missions department has been taking AFLC groups and individuals to our AFLC mission fields. I highly encourage you and your congregations to utilize our Journey Missions department to help with the logistics and cross-cultural sensitivities unique to international travel and mission trips. Pastor Jon Nelson, our Journey Missions department head, also serves as a helpful buffer between you and the missionary families, ensuring their time is better utilized and they don't have too many groups visiting back-to-back in one season.

Our Journey Missions department is also a means to help you apply and become a missionary assistant, to live cross-culturally for three months to two years on one of our fields. Jon is eager to help you prepare to be a missionary assistants to make the most of your time abroad.

We are grateful for our partnership with FLBC, which utilized Pastor Nelson in 2025 to teach the Cross-Cultural Ministries classes I and II, and the Cross-Cultural Practicum courses. Beyond the classroom activity, students in these classes have the opportunity to interview our missionaries and participate in the spring class mission trip.

2025 JM Ministry Trips: Brazil (Feb./Mar.); Oaxaca, Mexico (March); Israel (June); Oaxaca, Mexico (August); Puerto Rico (Oct./Nov.).

2025 JM Missionary Assistants: Shelby Greven (Brazil/Paraguay);

Kelly Greven (Brazil/Paraguay); Isaiah Floan (Switzerland); Kyle Gorman (Switzerland); Joey Richardson (Paraguay); Michelle Abel (Brazil).

STEER, Inc.

STEER, Inc. is a unique way for ranchers and growers to multiply funds for missions. The ministry unites farmers and ranchers in the cause of global missions. In 2025, various AFLC ranchers and growers participating in the program designated \$23,825.91 to the missionaries of their own choosing. Yet more can be done! We have funds for 17 additional head of cattle that we are looking for ranchers to raise. Find out more on the Steer, Inc. website: steerinc.org.

2025 Special Projects Completed

Thank you for contributing to our World Mission Board Approved Special Projects. The projects that were completed in 2025 were:

Brazil: Miriam Home Follow Them Home (\$3,000), Miriam Home Camps and VBS Fund (\$500), Miriam Home Easter and Christmas Celebrations for the kids (\$750), the ARCA Bathrooms-Complete Renovation (\$15,000), Primavera Project Church Building for Jardim Esperança (\$21,628); DRELL Translation and Publication Fund (\$3,500). Cohapar Church Reconstruction in Campo Mourão (\$52,958.80).

Mexico: Bibles -"Help Me Hear God's Voice" (\$1,000). Christmas Gift Boxes (\$1,026.70).

Paraguay: Emergency food Baskets (\$3,500), Pavilion Phase 3-Gym Floor (\$20,000), Pavilion Phase 4-Walls and perimeter fence (\$12,438.53), Pavilion Phase 5- Gutters and drains (\$7,431.84), Ministry Van (\$30,000).

India: Training Materials for Pastors and Bible Women (\$1,200).

Uganda: Ambassador Institute Teacher Workshops (\$1,300), Ambassador Institute Micro Loans (\$2,200).

Statistics 2025 AFLC Missionaries

Called Missionaries

Rev. Paul and Becky Abel	Brazil
Rev. Jonathan and Tamba Abel	Brazil
Rev. John and Hannah Lee	Brazil
Miss Jonni Sliver	Brazil

Rev. Matthew and Ednay Abel
Zachariah and Carey Ritland

Paraguay
Paraguay (called March 1, Arrived in
Paraguay Sept. 18)

Mr. Michael Rokenbrodt

Uganda and Switzerland

Rev. Todd and Barb Schierkolk

Mexico

On-Loan Missionaries

Mr. Steve and Glenda Kvale
Rev. Andrew and Alexis Olson

Wycliffe Bible Translators, USA
They Need The Bible, USA

National Leaders

Rev. Eilzeu Boza - President of AILLB	Brazil
Rev. D. Luther Sastry - President of AFLC-I	India
Rev. Milton Flores - President of CMLC	Mexico
Rev. Augusto Fiuri- AFLC Switzerland	Switzerland

Thanks

I am humbled by God's provision for our department and our missionaries. Thank you for sacrificially giving to meet the needs of our World Missions General Fund, the personal support of our missionaries, and our special projects. Joan and I thank each of our congregations who have welcomed us for AFLC World Mission presentations this past year—it is a blessing to partner with you in the Gospel!

The 2025 World Missions Board has shared the responsibilities of directing the ministry of AFLC World Missions: Rev. Dr. Craig Johnson, chairman, Rev. David Johnson, Dr. Lyle Mattson, Rev. Jerry Nelson, Mr. Mark Riley, Mr. Bill Sheldon, and Mr. Ken Sletten. Thank you, men, for your love for the Lord and desire to see His Kingdom spread worldwide by casting the vision for free and living Lutheran congregations.

Thank you, Joan, for supporting AFLC World Missions and me. It is a joy to travel with you to our congregations and mission fields. Thank you for the encouragement and for sharing the Gospel and mission stories in Sunday schools and women's meetings.

Thank you, Pastor Jon Nelson, for your continuing passion as department head of AFLC Journey Missions. I appreciate your passion for making our mission fields and opportunities available to the FLBC students and our AFLC congregations.

Thank you, Wanda Jacobson, our world missions office manager, for the sacrifices you make to check over every detail of our finances, policies, and office procedures. Your historical perspective in the department is a

blessing to me and the entire board.

Thank you, Shelby Greven, for how you have promoted our missionaries through social media as our communications coordinator.

Thank you, Liz McCarlson, for your help as our part-time office assistant.

Thank you, congregations, individuals, and the WMF, who support us in prayer and give to our work as you are able. Please continue to pray for our department as we strive to responsibly use the resources God provides in ministry to the nations.

Respectfully Submitted,

Rev. Dr. Earl Korhonen, Executive Director
AFLC World Missions

CHAIRMAN OF THE HOME MISSION BOARD OF DIRECTORS

Your Home Missions Department is deeply grateful for the opportunity to serve our Lord and Savior through the three unique ministries to which we have been called. In partnership with the Home Missions Board, our Director continues to shape and clarify our mission and vision for Alaska Ministries, Church Planting, and Church Renewal. Although each of these ministries carries its own unique needs, challenges, and opportunities, they share one common mission: developing and renewing Free, Living, and Lutheran Congregations.

The Alaska Ministries have seen some of the most significant changes in the past few years, marked by departures and retirements. While change is often challenging, it also brings new perspectives and opportunities that God uses to grow and stretch His people. This is certainly true in Alaska. With the diligent support of the FLAPS Board, the BBC Board, and Alaska Coordinator Loren Tungseth, the Alaska Ministries have continued to serve in Naknek and the surrounding communities through worship, Bible studies, the radio station, The Net coffee shop, VBS, and much more. We are grateful for those serving in Naknek and for willingly taking on additional responsibilities. These ministries have received steadfast support from volunteers and generous donations of supplies and financial gifts. Thank you to all who have volunteered and served in Alaska this past year. Please prayerfully consider serving this coming year. While the summer fishing season presents the greatest need, opportunities to serve exist year-round through special projects and pulpit supply. You are encouraged to contact Loren Tungseth at (218) 205-6987 or loren.tungseth@gmail.com for more information.

It is with concern that we note a declining trend in financial support for the Alaska Ministries, which has resulted in an ever-increasing deficit. We humbly ask for your prayers and continued support in reversing this trend.

The Call Committee and HM Board continue to seek a Missionary Pastor to serve full-time in Naknek. It cannot be overstated how vital this position is to all the Alaskan ministries. It certainly feels as though God is testing our patience in this matter while we confidently seek the man He has chosen. Let us all join in earnest prayer that this critical position will soon be filled.

Church Planting continues to see new opportunities as we develop a clear pipeline built around a well-defined process. While no two church plants are identical, a structured process—with distinct phases, clear markers, and leadership and resource needs tied to specific priorities—benefits every plant. Under the leadership of Rev. Andy Coyle, we have established three distinct phases of church planting. We currently have congregations in each of these phases, and I encourage you to read our Director's report for further details.

Church Renewal has steadily become a growing focus of Home Missions. We now hold regional Renewal Conferences each spring and fall, which have been very well received and well attended. The fall Renewal Conference is tentatively scheduled for October 24 at Abiding Savior Free Lutheran Church in Sioux Falls, SD.

One significant initiative we are excited to share is the creation of a new Renewal Director position under the Home Missions umbrella. We have become increasingly aware of the growing need within our AFLC family to provide dedicated support to churches and pastors seeking renewal. This strategic addition will allow our Director to continue focusing his full attention on church planting while strengthening our ministry of Church Renewal.

It would be remiss not to acknowledge the transformative change Home Missions has experienced in the past year with the addition of a full-time Director and Executive Assistant on campus. The synergy, communication, and cooperation between the schools and other departments have been phenomenal—an overwhelming blessing. Home Missions is incredibly blessed to have Rev. Andy Coyle and Diane Brubakken serving with dedicated focus and purpose, providing clear leadership and mission clarity.

A quote from Clarence Carlson, written in 1942 and found in the book *The Years of Our Church*, captures this transformative change and what we aspire it to become:

“We can develop a more effective program of Christian higher education and do more and better work in the field of charities and foreign missions only if we launch out upon a vigorous home missions program. The growth which the Lutheran Free Church has enjoyed in the past is attributable chiefly to its home mission enterprise. Our future growth will depend in even greater measure upon our home mission work.”

The past year your Home Missions Department and Board has been faithfully served by the following people:

- Rev. Andy Coyle – Director
- Dana Hagen – Chair
- Rev. Matthew Ballman – Vice Chair
- Jeremy Zeltinger – Treasurer
- Hans Tanner – Secretary
- Rev. Jonathan Langness
- Rev. Nicholas Schultz
- John Greven
- Diane Brubakken – Executive Assistant

Alaska designated receipts for 2025 totaled \$150,481 against expenses of \$300,180, resulting in a net loss of \$149,699. Alaska’s budgeted expenses

are \$300,180 for 2026 and \$377,507 for 2027.

Home Missions total receipts (including Alaska) for 2025 were \$656,781.60 against expenses of \$785,407, resulting in a net loss of \$128,625.62. Excluding the Alaska deficit, Home Missions would have ended the year with a positive net of \$21,074. Budgeted expenses for Home Missions total \$817,931 for 2026 and \$985,501 for 2027.

As you can see, we are boldly leaning into ministry in anticipation of God's provision and your continued partnership.

The Home Missions Board respectfully submits a 2027 budgeted subsidy request of \$371,825.22.

Respectfully submitted,

Dana Hagen, Chairman
AFLC Home Missions

HOME MISSION EXECUTIVE DIRECTOR

To the 64th Annual Conference of the Association of Free Lutheran Congregations assembled at Concordia College, Moorhead, MN on June 10-13, 2026.

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 1:4-6)

In Philippians 1:5–6, Paul expresses deep gratitude for the believers “*partnership in the gospel from the first day until now.*” The word partnership reminds us that the work of the gospel has always been shared work. God calls His people to labor together so that the good news of Jesus Christ may reach new communities. This truth speaks directly to the calling of Home Missions. When our Association prays, gives, sends, and encourages new ministries, they are participating in the same kind of gospel partnership Paul celebrated. No single individual or congregation carries the mission alone; the whole body shares in it. Paul’s confidence also anchors this work: “*He who began a good work in you will bring it to completion.*” The mission ultimately belongs to God. He is the one who begins the work in hearts, in congregations, and in new mission fields. He is faithful to finish what He has started. That’s such good news.

Organizational Clarity

This past calendar year, AFLC Home Missions has intentionally pursued organizational and mission clarity which we believe will assist in gospel impact. We want to faithfully steward the calling entrusted to us by the Association. We are committed to pursuing our mission and purpose with disciplined focus and unmistakable clarity. What is this mission? AFLC Home Missions exists to “***Plant and Renew Free, Living, and Lutheran Congregations across America.***” This of course is nothing new. It is simple, focused, and faithful. Anything less is poor stewardship and mission drift.

Our assessment has also allowed us to hone in our beliefs and values that shape everything we do. At the heart of our identity is our shared historic confession: we are **Free, Living, and Lutheran**. These words summarize the theological and historical foundation of the AFLC.

To be **Free** is to treasure the Gospel and the biblical conviction that congregations are the primary instruments God uses for ministry and mission. We believe the Gospel creates living congregations that proclaim Christ and extend His kingdom.

To be **Living** reflects the spiritual vitality we seek through personal faith, discipleship, and mission. The Christian life is not merely doctrinal

agreement but a living relationship with Christ that bears fruit in evangelism, service, and the transformation of lives.

To be **Lutheran** means we are grounded in the historic teachings of the Reformation, especially the centrality of God's Word and the means of grace. Our theology shapes our confidence that God Himself builds and sustains His church through the Gospel.

Our values describe how we carry this mission forward. They shape the priorities, practices, and ministry culture we pursue.

Our first value is **Mission Clarity**. We believe the Great Commission is best pursued through Christ-centered congregations. The local congregation is not merely one ministry among many, it is God's primary instrument for evangelism and discipleship. Because of this, Home Missions focuses on planting, strengthening, and renewing congregations so that the Gospel may take root in communities and multiply through healthy churches.

Our second value is **Word–Spirit–Sacrament**. Faithful mission must always remain grounded in the means God has given for the life of His Church. The proclamation of Scripture, dependence on the Holy Spirit, and the life-giving gifts of the sacraments form the foundation of genuine spiritual growth. This commitment ensures that our mission efforts remain deeply biblical, historically Lutheran, and spiritually vibrant.

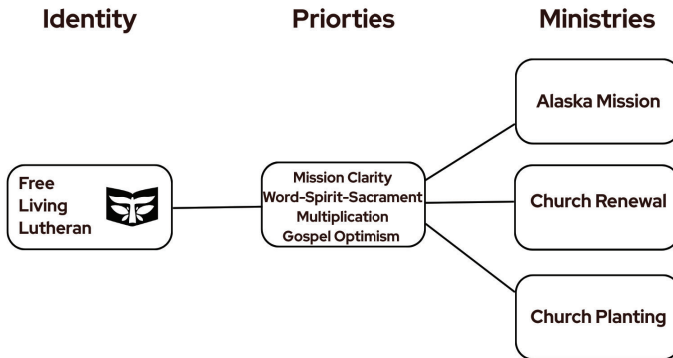
Our third value is **Multiplication**. The goal of mission is not simply maintaining ministries, but reproducing them. This means intentionally discipling believers, equipping emerging leaders, and cultivating congregations that themselves become sending and planting congregations. In this way, church planting becomes not an occasional effort but a natural expression of healthy congregational life.

Finally, our ministry is marked by **Gospel Optimism**. We move forward with confident hope because the Gospel truly transforms lives. Our confidence does not rest in human ability, but in God's sovereignty, goodness, and mercy. The same Gospel that created the church in dark places continues to renew hearts, raise up leaders, and advance Christ's kingdom today.

Together, these convictions provide both stability and direction. Our beliefs anchor us in the rich heritage of the AFLC, while our values mobilize us for the mission ahead. Because we are Free, Living, and Lutheran, we pursue a clear mission, grounded in God's means of grace, committed to multiplication, and filled with confident hope in the power of the Gospel. This vision calls the whole AFLC family to participate in the ongoing work of seeing Christ-centered congregations planted, strengthened, and multiplied for generations to come.

Ministry Departments

Within the scope of AFLC Home Missions are three specific ministry areas: Church Planting, Church Renewal, Alaska Mission. While each of these areas have their unique aspects, we firmly believe that our mission, beliefs, values should shape and direct our efforts to faithfully steward these works. Our desire is alignment and synergy between these distinct ministries.



AFLC Home Missions: Alaska Mission

Across Alaska’s vast landscapes, opportunities abound for the Gospel to take root and flourish. The Alaska Mission of the Association of Free Lutheran Congregations exists to pursue this opportunity with faith, patience, and a steadfast commitment to the work of Christ. Our overarching vision for this mission is to “*plant and renew Free, Living, Lutheran congregations.*” At the heart of this vision is the conviction that enduring mission grows from local congregations. We desire to focus on cultivating vibrant congregations that serve as hubs for ministry and discipleship. Hilltop Christian Fellowship in Naknek is an example of this. Hilltop is a place where believers grow in faith, leaders are mentored, and ministry naturally extends into surrounding communities. A healthy congregation creates the spiritual and relational environment necessary for long-term Gospel impact. We desire to replicate this work in many other communities. To do this well, we need to have a strategy to develop indigenous leadership. Our plan is as old as it gets. We hope to identify emerging leaders, invest in their spiritual formation, and equip them for service in evangelism, teaching, and congregational leadership. Through discipleship and mentorship, local believers will step into roles that strengthen the congregation and multiply its witness. Over time, this builds sustainable ministry deeply rooted in community life. This has always been how God has worked. We believe this is possible even in the most remote and challenging villages (Gospel Optimism).

We firmly believe that the ministry infrastructure that the Lord has built over time within the mission is a major asset in this vision. Our adjacent boards (Bay Broadcasting, FLAPS) serve as vital and experienced teams overseeing a growing KAKN ministry as well as key transportation within the Bristol Bay region. We believe that the faithful service of countless missionaries over the years allows us to think big and dream about gospel multiplication. We are so thankful for God using Lutheran Mission Society to establish this gospel outpost. Our hope is that we build off the work done into the future. This certainly is a “long-game” vision. Healthy ministry always is.

Another aspect of our vision is greater organizational clarity for this Mission. At the center of this vision is the role of the Alaska Mission Director, who will serve both as pastor of Hilltop Christian Fellowship and as primary leader for the development and execution of the broader vision described above. This onsite role will serve as a vital bridge to the wider AFLC, clearly communicating the work in Alaska and strengthening prayer, partnership, and financial support. The Alaska Mission Director will work closely with a newly formed Alaska Mission Committee under AFLC Home Missions. At the same time, our existing boards (BBC & FLAPS) will continue to focus on the technical oversight of their ministries: KAKN radio and aviation. These are areas that demand specialized expertise to lead, develop, and maintain compliance with the Federal Communications Commission and Federal Aviation Administration.

The Alaska Mission Committee will carry a broader focus, shaping overall mission strategy in outreach, congregational health, and leadership development. It will also serve as the primary advisory team for the Director. We believe this simple structure will bring greater clarity, strengthen stewardship and communication, and sharpen our mission focus for increased development and gospel impact.

The Alaska Mission is not an isolated effort. It relies on the partnership of congregations across the AFLC through prayer, encouragement, and financial support. We desire to expand this mission, plant congregations, and train new leadership. But we can't do this without your partnership. The sober reality is that the Alaska Mission continually operates from a deficit. From 2010–2025, our Alaska mission work has faced a total financial shortfall of \$939,183.55, averaging \$58,698.97 per year. Only two years (2010 and 2021), ended without a deficit. Every other year has required drawing from other resources to sustain the work. These figures do not diminish the Gospel's impact in Alaska, but they reveal a sobering reality: our current model is not sustainable stewardship. To sustain, let alone expand this work, we must embrace it together as partners. We believe the Lord has set before us a clear opportunity. But vision alone is not enough. If we want this mission to flourish, we must support it, generously and faithfully.

AFLC Home Missions has gradually moved toward a missionary support

model for staffing. This approach expands the number of partners, not only in prayer and interest, but also in consistent financial support. By connecting supporters directly with missionaries, it builds a broader base of engagement while also creating more predictable, sustainable budgeting. The result is stronger long-term stability for the ministry in Alaska. Our current staff include Josh Fish, Maggie Johnson, Heather Hansen, David Perkins, and Loren Tungseth. They are each gifts to the ministry and serve the Lord faithfully and tirelessly in their respective roles. We praise God for them. They each need your prayer and support.

AFLC Home Missions: Congregational Renewal

Across the AFLC, we thank God for the many congregations that faithfully proclaim the Gospel, disciple believers, and serve their communities. For generations, God has used our churches to plant new congregations, nurture believers, and extend the mission of Christ. This legacy of Gospel faithfulness is something we celebrate with deep gratitude. At the same time, many pastors and church leaders recognize that sustaining spiritual vitality and missional clarity has become increasingly challenging. Recent internal assessments indicate that roughly half of our congregations are experiencing measurable decline. These numbers do not necessarily represent failure. In many cases, they reflect the natural life cycle that congregations experience over time. Churches can lose momentum, leadership structures can become strained, and ministry vision can gradually become unclear. Left unaddressed, however, these patterns can lead to discouragement or long-term decline. For that reason, AFLC Home Missions is launching a Congregational Renewal Initiative designed to help churches rediscover their mission, strengthen leadership, and cultivate long-term spiritual vitality.

At the heart of this effort is a simple conviction: renewal ultimately comes from the Spirit of God who works through His means of Grace. Sverdrup called them the “*wellsprings of life.*” This is the gospel foundation we must cling to. Yet scripture also reminds us that our choices, leadership, and priorities matter. In our personal lives, we know that spiritual growth can be hindered by sin, passivity, or poor decisions. The same dynamics can exist within congregations.

The goal of this initiative is not to impose programs on churches, but to come alongside congregations as a trusted partner, helping leaders evaluate their current ministry realities and identify practical pathways toward renewed health.

At the center of this vision will be the development of a **Renewal Director** whose calling will be to serve AFLC congregations through assessment, coaching, training, and pastoral encouragement. The goal is to provide practical tools and relational support specifically designed for the needs of AFLC churches.

This ministry will focus on several key areas.

1. Congregational Assessment: Renewal begins with honest evaluation. Guided assessments help congregations understand their strengths, challenges, and stage of life—clarifying priorities and shaping practical, context-specific next steps.
2. Training for Pastors and Congregational Leadership: Regional Renewal Conferences and local seminars provide theological encouragement, practical training, and accessible development in areas like leadership, discipleship, and mission clarity.
3. Pastoral Coaching and Encouragement: Coaching cohorts foster regular encouragement, prayer, and shared learning among pastors and leaders, supported by mentoring and congregational visits from the Renewal Director.
4. Ongoing Learning Resources: A growing library of resources equips congregations for continued learning and discipleship beyond events. Check out our Youtube channel: Church and Mission.

The establishment of a Renewal Director represents a proactive and hopeful investment in the future of our congregations. Through assessment, training, coaching, and pastoral encouragement, this role will help churches rediscover their mission, strengthen leadership, and experience renewed vitality in Gospel ministry. By God’s grace, this effort can strengthen existing congregations while also supporting the broader mission of planting and renewing free and living Lutheran congregations.

Home Missions believes that this represents a high-impact investment providing a structured opportunity to strengthen the long-term health of the AFLC. We pray that you would invest in this with an eye toward Gospel impact. We firmly believe that the investment needed is small compared to the potential long-term impact. If even a portion of plateaued or declining congregations regain health, the result could include: stronger leadership pipelines (FLBCS), renewed evangelistic engagement, increased congregational stability, and greater participation in AFLC mission work.

AFLC Home Missions: Church Planting

Church planting has always been central to the mission of the Church. From the book of Acts onward, the Gospel has advanced as new congregations are formed where believers gather around the Word, receive the Sacraments, and live together in Christ. For AFLC Home Missions, church planting is not simply one ministry among many, it is a natural expression of our commitment to plant and strengthen Free, Living, and Lutheran congregations across the country. A key part of our strategy is culture creation. We seek to inspire a renewed vision for the Kingdom impact that new congregations can have in communities across America. Studies continually confirm that church planting is the #1 form of evangelism. This is the heart beat of church planting. Our theological

identity and ministry values (mission clarity, dependence on Word and Sacrament, multiplication, and gospel confidence) shape this vision and give it direction.

Key in our Planting strategy is our Plant Pipeline. This Pipeline is a clear process that guides potential church planters through stages of calling, assessment, training, and deployment. This helps ensure that those sent out to plant churches are spiritually mature, theologically aligned with the AFLC, and equipped with the practical skills necessary to lead a new congregation. This pipeline identifies potential planters from several places: within AFLC congregations, our College and Seminary, among current AFLC pastors sensing a call to plant, and from outside networks such as seminaries and ministry organizations where theological alignment with the AFLC is strong. We believe there are pastors today looking for a church body that is biblically grounded, mission-focused, historically rooted, and congregationally free. These qualities uniquely position the AFLC as a healthy home for church planters. Once a planter is identified, they enter a season of assessment and training. This might include a planting internship (Residency), planter training events, and coaching relationships that provide both encouragement and practical guidance. Finally, planters are deployed with ongoing support. Coaching, peer cohorts, grants, and relational care help ensure that new congregations have the support they need during their early years.

Through this strategy, AFLC Home Missions seeks to cultivate a growing movement of church planting so that more communities across America can experience vibrant congregations centered on Christ and His means of grace.

Church Planting Category Review

Phase	Key Markers	Leadership	Resources Needed	Focus/Priority
Mission Gathering	Exploring vision and congregational DNA; informal gatherings; prayer and Bible study	Emerging group	Minimal financial support	Discern God’s calling, spiritual growth, explore feasibility
Mission Congregation	Clear ministry plan, public Word and sacrament ministry begins; developing governance	Trained shepherd and support team	High investment of people and resources	Implement ministry plan, strengthen governance, grow committed membership

Established Congregation	Thriving, largely self-sustaining; fully governed; markers of stability	Shepherd with team; fully functioning governance	Minimal external support	Deepen roots, grow commitment, maintain sustainability, expand gospel impact
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Mission Gatherings

Bismarck, ND

This is a good example of a mission gathering that the Lord has not allowed to develop yet. There continues to be a Bible study of faithful believers two times a month which is meaningful to this small group. Bismarck remains a wonderful and strategic place for a Church Plant. If you are a Pastor that would love to be a part of a new work in a growing city, we would love to visit with you.

Epiphany Lutheran Church

“We are looking forward to planting Epiphany, a new AFLC congregation in the Minneapolis metropolitan area, out of a conviction that new church plants both reach the unchurched and revitalize the witness of existing congregations. Our mission is to receive the light of Christ in Word and Sacrament and to manifest His glory in our world, inviting all to behold the King and be transformed by His grace. As we move toward weekly worship, we will spend most of 2026 pursuing our immediate goals include training and equipping a core group of seed families and developing a prayerful network through local outreach and community events. We are deeply grateful for the doors the Lord has opened thus far and ask for your continued prayers and support for this new mission and all whom He will bring into it.” (Pastor Adam Osier)

Flandreau, SD

God has been faithful in the Flandreau Mission and we are encouraged by seeing His hand at work in our lives as planters and in the lives of others. Over the past year we have seen our numbers grow from about fifteen adults and fifteen kids to around twenty-five adults and twenty kids. Many people have joined our group that were underchurched or dechurched and they've been drawn to the light and truth of the Lord (Psalm 43:3). For a key milestone, we have neared critical mass for starting a church and now we are telling people it is not only a Bible study gathering but hopefully an up and running church plant within the year (end of 2026, start of 2027). Also, in my (Owen Parsley) stepping away from being a

high school teacher and now starting online seminary classes, I have really stepped into the role of church plant leader, all while relying on the grace and strength of Christ. We have seen what it means to live out Romans 12:15 where it says "rejoice with those who rejoice, weep with those who weep," as moments in our group have been times of celebration (a White Elephant Christmas party, soup potlucks, new friendship and fellowship, etc.), and others were times to pray for one another through loss of life and other personal struggles. We have been nourished by God's Word and in fellowship as our studies dove into the Psalms, Jonah, James, Advent themed studies, and now the I Am statements of Jesus. In the coming year, we hope to nail down a church name and then continue to share the church plant through individual and group meetings, along with a social media and website presence. Church systems and teams are what we also hope to put into place as we develop leadership and outreach structures for the plant to both feed the flock and fish for men. And though there are many unknowns in the days ahead for church planting, we can rest in the fact that Jesus is our saving Good Shepherd guiding us forward (Psalm 23) and that the joy of the Lord is our strength (Nehemiah 8:10)! Though church planting seems like a herculean task, Christ will build His church and the gates of hell will not prevail against it (Matthew 16:18). May we be faithful to His call and continue to abide in the vine, bearing much fruit for His glory (John 15:5,8). (Owen Parsley)

Mission Congregations

Emmanuel Lutheran, Ankeny, IA

"God continues to be faithful to His church here in Ankeny, IA. This January marked one year since Emmanuel Lutheran launched weekly Services. We have seen our people grow in depth and understanding of God's Word. This was evidenced as we welcomed the children of four families in Holy Baptism on Resurrection Sunday. Structurally, we continue to develop Service Team volunteers and systems. In order to make best use of our volunteers, we now pay a childcare worker (3 times a month) and a pianist (once a month). In the coming year, we look to further develop a beautiful church culture as our people grow in love and hospitality. Church planting is not easy, but we are convinced that planting congregations is central God's good plan to storm the gates of Hell!" (Pastor Matthew Pillman)

Lamb of God Lutheran, Morehead, MN

A key milestone that Lamb of God reached this year was to gather and meet as a core team. We have been meeting weekly since late October. We have around 20 adults and 16 kids. For our core team meetings we studied through the traditional worship service, asking what scriptures the parts of the service come from and what it teaches us in our daily lives as disciples. As a result of our study together we have grown together as the family of God. Having been rooted together in that family we hope to grow

outward in the year ahead. The top ministry priority for the coming year is reaching out. We hope to have more people from the community joining us. We also hope to have regular Sunday Services sometime this year. Something important that happens in Church Planting is that established churches are also renewed. I believe that we've seen that in St. Paul's this year. (Pastor Brandon Marschner)

Living Stone Lutheran, St. Paul, MN

“Over the past year, our church reached a significant milestone by expanding our outreach beyond Chinese students and scholars to include local Chinese families who are permanent residents or U.S. citizens. Spiritually, we have grown through consistent weekly small-group Bible studies and also in 2025, our Adult Sunday School focused on Martin Luther's Small Catechism, providing a strong foundation in sound doctrine and spiritual formation. These steady rhythms of teaching and fellowship have deepened our faith and strengthened our unity as a church. It has been especially encouraging to see the Chinese brothers and sisters who grew up in mainland China under communist teaching—and who had never heard the gospel—now openly praise God and give thanks for His salvation. Their transformed lives remind us that church planting is a powerful work of God's grace and a blessing not only to our congregation, but also to all who support this ministry in prayer and partnership!” (Pastor Holmes)

Established Congregations

Hope Free Lutheran, Killdeer, ND

“We continue to see God working to establish and stretch us in positive ways. In 2025 we made a few changes to our ministry endeavors. For example, we opted to step back from Sunday School ministry for our children and, instead, chose to focus more on our mid-week children's ministry, which was seeing more growth with more opportunities. That mid-week ministry has flourished this year with an average of 25 students (both from our church and outside our church). We look forward to pressing in on that ministry more next year and the years to come as this has been one means of drawing families to join us in Sunday worship and even church membership. As for adults, we also pulled back on a few mid-week/weekend studies and instead refocused on a Sunday morning study. This too has drawn a decent number of attendees where some good conversations and growth is taking place. Youth ministry also became a focus of ours this past year, which we will continue to focus on and, we pray, grow in, in the years to come. One of the goals of the next year(s) is to get some of our laymen even more involved in the work of ministry, particularly in the area of public preaching. That said, we continue to look for and encourage the use of all the spiritual gifts of our members and friends. These are some of the positive ways that God is establishing

and stretching us more as a congregation. Through this we pray that God would continue to work to establish each of us more in the faith and that He would stretch us further for continued faithful ministry as members of His Congregation.” (Pastor Gideon Johnson)

Trinity, San Antonio, TX

“This past year, one of the clearest signs of God’s work among us has been the number of unchurched individuals we have been able to reach and welcome into the life of the church. We have seen several young families and single adults—many of whom were not previously Christians or had no consistent church involvement—begin to come to faith and take meaningful steps into Christian community. What has been especially encouraging is not just initial attendance, but ongoing participation: these individuals are now regularly present on Sunday mornings, serving, engaging in our Table Groups, and committing to intentional discipleship. Through these rhythms, we are watching people move from passive interest to active formation in Christ. One of our ministry priorities this year has been to create intentional opportunities for men to be discipled, formed, and shaped into spiritual leaders in their homes, workplaces, and within the church. As part of this effort, we recently organized a men’s trip to a conference focused on the book of Leviticus—a text often overlooked, but rich with theological depth. We were grateful to have ten men attend, many of whom are early in their faith. It was especially encouraging to see relationships deepen and meaningful spiritual conversations emerge as the Lord used that time to shape and strengthen them. Our most pressing prayer request is that the Lord would continue to raise up strong, mature spiritual leaders from within our congregation—men and women who will help disciple others and faithfully shepherd this growing community.” (Pastor Matthew Ballmann)

Call to Partnership

- 1. Pray:** Lift up your Home Missions board and staff, Renewal initiatives, the Alaska Mission. Pray for new planters, lay leaders, and the courage and persistence needed to grow healthy congregations.
- 2. Give:** Your gifts fund church planting, Renewal programs, and the Alaska Mission. One-time or recurring support directly connects you to the spread of the Gospel.
- 3. Encourage:** Adopt a planter or congregation, including those involved in Renewal or Alaska Mission work. Send letters, care packages, or organize mission teams to strengthen and bless our workers.
- 4. Learn:** Use our videos & podcasts to grow in your theological, practical, and philosophical understanding of ministry.
- 5. Plant & Connect:** Consider if God is calling you to plant or support new work. Share news of mission gatherings, connect with people in those areas, and help open doors for the Gospel.

Gratitude

Thank you, AFLC, for the opportunity to help foster more free, living, and Lutheran congregations. I am deeply aware of the weight of this responsibility.

Thank you Diane Brubakken, our administrative assistant, who makes sure the various aspects of Home Missions run smoothly. Thank you to the Home Missions Board who ask the hard questions, engage in tough conversations, and are passionate about the health and development of the AFLC.

I also want to thank my wife, Monica, the behind-the-scenes engine in my life. Her wisdom, patience, “go for it support,” and willingness have been a constant necessity as we’ve transitioned our family to life in MN.

Finally, I thank my Savior, Jesus Christ, for His grace, mercy, and life. Gifts I so richly need, yet do not deserve.

With deep gratitude for our Lord and each of you,

Rev. Andrew Coyle, Director AFLC Home Mission

FREE LUTHERAN ASSOCIATION OF PILOT SUPPORTERS, INC.

To the 64th Annual Conference of the Association of Free Lutheran Congregations gathered at Concordia College in Moorhead, Minnesota June 10th to 13th, 2026.

“For we are his workmanship, created in Christ Jesus for good works, which God prepared beforehand, that we should walk in them.” Ephesians 2:10

Over the years FLAPS has strived, with God’s help, to be attentive to the “good works” that He has laid out for us to serve in. Before the Alaska Mission became a part of the AFLC, the FLAPS airplanes were based in Minneapolis to serve the needs of AFLC leadership as they visited congregations throughout the lower 48 states. Since 2019 the three FLAPS airplanes have all been based in Naknek, Alaska. Within 100 miles of Naknek, there are many villages, none of which are accessible by roads, but all have airports. God has blessed the Alaska Mission with many opportunities to share the good news of Jesus in these villages.

This year marks 27 years of service to the AFLC by FLAPS. We are so thankful to have three planes with different capabilities to meet the various mission needs. Many, many, flights, without a single accident, spreading the Word of God in remote Alaska now, and before that in the lower 48 states. It has been a joy and an honor to help serve in whatever way we could.

Summer brings the most opportunities for God’s work at the Alaska Mission. We will again be reaching out to the people of southwest Alaska with the good news of God’s grace and salvation. The Alaska VBS team will be flying to remote villages to hold summer Vacation Bible School. The children there are excited to learn about God from loving volunteers as they share the reasons for the hope they hold so dearly. Older youth are flown to Port Alsworth for weeklong summer Bible camp. KAKN Christian radio station sends out God’s good news twenty-four hours a day over the airwaves as the only station that can be heard in Naknek and the surrounding villages. Numerous flights are also made setting up and maintaining remote radio station transmitters in the villages that are out of reach of the main KAKN signal. During the winter months, worship services and Bible studies continue as flying weather permits in three locations, but the long sunshine filled days of summer are when people come the most to Alaska, and ministry opportunities abound.

Josh Fish is in his fifth year of piloting the majority of the Mission flights in Alaska. His flying experience, commercial/instrument pilot ratings, and servant heart make it plain to see why God called him to this position. When not flying, Josh leads Bible studies, preaches when needed, and is the maintenance director for the Alaska mission. We are so thankful for

his always pleasant manner, God given abilities, and willingness to do whatever is needed to help further the Lords' work in Alaska.

All registered U.S. aircraft are required to have thorough yearly inspections that take about two days for each plane. The FLAPS airplanes are maintained to professional standards by faithful volunteer certified aviation mechanics who sense the Lord's calling to serve in this way. This takes place in the heated FLAPS hangar that was built and maintained by other willing volunteers. It is so encouraging to be a part of something when others also feel led to help in whatever way they can.

Over the years there has been a great response from AFLC volunteers to help serve the Alaska mission in every way. Some bake treats in our Naknek coffeehouse, "The Net". Here they can share Gods' love with some of the thousands of commercial salmon fishing workers who come to Naknek every summer. Others come as work teams to complete needed construction or maintenance projects. The past three years there have been volunteer lay leaders and pastors who have helped with preaching the word and leading Bible studies. We continue to pray that God will call a Pastor to lead the Alaska Mission in it's many areas of outreach.

"And I am sure of this, that he who began a good work in you will bring it to completion at the day of Jesus Christ." Philippians 1:10

This year's conference theme verse is a true blessing in that we can have full confidence knowing that this work that God has begun will be brought to completion in His time. Maybe God is calling you to help serve him in some way up in Alaska this year. Please allow yourself to be open to the blessings and opportunities God has waiting for you.

In closing, I would like to thank the FLAPS Board of Managers, the Home Missions Committee, and Alaska Mission Coordinator Loren Tungseth 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 prayers and gifts. May God be honored in all that we do.

In Christ,

Dr. Kevin Lee
FLAPS Director

ALASKA MISSION COORDINATOR

To the 64th Annual Conference of the Association of Free Lutheran Congregations, gathered at Concordia College, Moorhead, MN, June 10-13, 2026, under the theme “Sure Hope” based on Philippians 1:6.

“And I am certain that God, who began the good work within you, will continue his work until it is finally finished on the day when Christ Jesus returns.”

We have watched God work in bringing souls into His kingdom and expanding the AFLC Alaska Mission over the past 18 years since it became an AFLC mission. The mission statement of the AFLC Alaska Mission is **“Bringing Christ’s message of saving grace to people in Alaskan villages through congregational worship, radio and aviation.”** Our mission is to bring that “sure hope” to the people of Bristol Bay, Alaska. God has also amazingly provided opportunity to bring that hope to people around the world through the AFLC Alaska Mission.

Hilltop Christian Fellowship – Hilltop is the local mission congregation, serving as the worship center of the AFLC Mission in Naknek. Hilltop has been served by several AFLC pastors over the years, even prior to it becoming an AFLC Mission, most recently served by Pastor Jeff Swanson. The past few years have been difficult as one by one God called away the three pastors who were serving in Naknek. The Alaska call committee has prayed and worked hard and made many contacts as they have sought but haven’t found a pastor open to accepting this call. As God has opened so many doors for ministry in Alaska, we know that in His perfect timing, He is preparing the right man to serve there. We are thankful to those pastors who have gone up to serve on a short-term basis and for Joshua Fish as he has faithfully led services and Bible studies in addition to his regular duties. We pray that until God provides the much-needed full-time pastor/missionary, that others will be willing to volunteer to go to Naknek to serve on an interim basis, if only for a few weeks.

KAKN – Christian radio station KAKN 100.9 FM is run by Station Manager Maggie Johnson and Station Director David Perkins. As a new chapter of KAKN begins, we are taking steps to promote and market KAKN throughout the Bristol Bay area. We have designed promotional materials with KAKN’s logo, listening and contact info, such as banners to go up in both gymnasiums at the local school, business cards, mugs, and road signs. KAKN has received the go ahead to add another remote Class D station in Koliganek, one of the villages where VBS teams have visited each summer. This station, along with our other remote stations, rebroadcasts the KAKN signal to areas that our main tower can’t reach. In addition, one big goal this year is to give people in these remote villages the means to listen to the radio by providing radios to them. These radios are on the Alaska Mission gift registry for \$40 dollars. Would you or your congregation prayerfully consider joining us in spreading God’s Word by helping us buy many of these radios that we can hand out this summer with our VBS team outreach?

Another way to join us in that is through sponsorships. We are looking for congregations and individuals to sponsor programs that we air, like hourly

news and weather reports, programs like Focus on the Family, Unshackled, children's programs such as Adventures in Odyssey, etc. You could do this anonymously or give us your name or group and we will mention you on the air as the sponsor for that programming segment. Contact us via info@kagn.org or call 907-246-7492 and we would love to chat with you about sponsorship options.

KAKN not only broadcasts over the airwaves but we are streaming online as well at KAKN.org, Tune-in Radio (and many other streaming radio sites) as well as on Alexa devices. We have listeners all over the world with a monthly average of 1600 people streaming online with an average listening time of 40 minutes. Praise the Lord for all of those who are hearing God's word shared 24 hours a day.

The Net – Last summer, 40 people from our AFLC congregations travelled to Naknek, AK to avail themselves of an opportunity share the Gospel of Jesus Christ with visitors in our internet café and coffee shop that we call The Net. Thousands of fishermen and cannery workers arrive in Naknek every summer to work in the commercial salmon fishing industry. On their time off, they drop in at The Net to enjoy a free cup of coffee or hot chocolate and a cookie or cupcake. As our volunteers engage them in conversation, they are offered a Bible or other Christian literature. Many of these visitors are open to sharing needs that we can pray with them about. One person who volunteered at The Net last summer said that it gave him opportunity to love, testify to, and disciple many that he would never have had the opportunity to meet were it not for the work of the Alaska Mission. We are grateful that at the time of writing this report, over 30 have signed up for this opportunity for God appointments in Naknek again this summer. Those who have given of their time to serve at The Net have been richly blessed as they have been used of God to proclaim His Word in a personal way. Maybe your congregation will send a team next year. It's a great opportunity for a mission trip within the United States!

VBS – God continues to bless and open doors for Vacation Bible School ministry in the remote villages of the Bristol Bay Borough. In previous years, we have had a team of 4 individuals who travel to a different village each week. Summer 2025, we were blessed to have 9 individuals serve on the VBS team. This gave us flexibility to go to more than one village at a time and also to have a larger team at the villages where there are more kids.

The team is flown out to a village on Monday and they stay in the village until Friday to conduct VBS and just generally hang out with the kids of the village. Most of these villages are not served by a pastor on a regular basis so this is often the only time out of the year that the gospel is shared in person with these kids. Many kids have prayed to receive Christ at Vacation Bible School.

This past summer in the village of Manokotak, the kids were asked to write any question they wanted to ask on a piece of paper and hand them in to the team. Some were general questions such as “where were you guys born?” or “what’s it like in North Dakota?” but others were very substantive and were a great indication that God was working in their hearts. Some of them were, “how do we let our sin go to God?” or “how

do you take away sin?”.

Besides Bible lessons, it’s a time to show these kids that someone cares and to be a light for Jesus in their lives. In her report at the end of last summer, one team member (who has volunteered to serve again on Alaska VBS team 2026) wrote, “Life is a precious gift. Kids sometimes just need a friend. Being a friend is worth it.”

Missionary Support – We are so grateful for those who have continued to faithfully support the AFLC Alaska Mission over the years. However, designated financial support for the Alaska Mission has usually come up short of direct expenses and has been supplemented by general Home Mission funds. Giving was disappointingly low in 2025. As Home Missions moves toward a missionary support model of staffing, it is our prayer that individuals and congregations will join the support team of Radio Station Manager, Maggie Johnson, Pilot and Maintenance Director, Joshua Fish or Youth and Children’s Missionary, Heather Hansen. Or perhaps you would consider designating your support specifically for the operation of KAKN radio. We pray that God will cause His people to catch the vision of what He is doing through this work in Alaska and move them to join Him by giving generously in prayer and financial support.

Pray with us:

- That a pastor/missionary would soon respond to the call to serve in Alaska. This is a unique mission outreach, rich in opportunity and blessing.
- For the Bay Broadcasting Board and manager of KAKN radio, Maggie Johnson as they continue to expand the broadcast area of KAKN and take steps to publicize the radio station.
- That God would continue to provide the 30 or so people needed to volunteer at The Net each summer.
- That God would continue to provide a VBS team to minister in the remote villages, a ministry with generational impact, the full effect of which will only be known in eternity.
- That His people will be generous financially, specifically in missionary personal support, support of KAKN radio, The Net, and the VBS ministry.

May our Lord continue to bring souls to a saving faith in Him through the ministry of the AFLC in Alaska!

Loren D. Tungseth
Coordinator of the AFLC Alaska Mission

PRESIDENT WOMENS MISSIONARY FEDERATION

To the 64th Annual Conference of the AFLC, meeting at Concordia College in Moorhead MN, June 10-13, 2026, with the theme Sure Hope from Philippians 1:6: “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”.

Our WMF theme for 2026 “**I Believe; Help my Unbelief**” from Mark 9:24b is taken from our 2026 Bible Study, *I Believe: Who God Is*. Our author, Joyce Erickson, takes us through 11 lessons about the character of God who tells us He is a Good Father, attentive, Righteous, preserving us, Creator who give us purpose, our provider, sanctifier and more, then challenges us so our beliefs are acted out in our daily life. This study be used monthly or weekly as your women’s group sees fit. The Bible study books are available to order from our Executive Secretary Jenn Thorson at wfmcomm@afcl.org.

During National WMF Day on June 10, 2026, held at Concordia College, we learned how our faith can be lived out because of the God we believe in. The WMF Board structured the day around our goal to continue the lessons from the Bible Study of knowing and sharing our faith with confidence...“to be prepared to give an answer of the reason of the HOPE within us,” I Peter 3:15. Our selection of music, devotions, speakers, memorial service, prayer time and business meeting all focused on seeing the character of God from His Word so we can say, *I Believe*, then we see we are lacking and we say, *Help my Unbelief*. We desire that women will continue serving within the WMF at home so more women, at home and abroad, can confidently say, “I Believe” in the God of the Bible.

The reason the WMF was formed and continues, is to encourage women to meet for Bible Study, fellowship and support our AFLC ministries. The WMF is a unique arm of the AFLC in that three of our four projects support the ministries of the AFLC: Home Missions, World Missions, and Christian Education. This year, the National WMF Board met with our Advisory Board in February and presented the possibility of expanding our giving projects to include Youth Ministries and Evangelism. At the time the WMF constitution was written, these two departments did not exist, so we presented this option to the women of the WMF at our annual business meeting direction on whether to include them in our giving projects.

Since the M in WMF is for Missionary, the gifts we receive for World Missions are sent on and distributed as the World Missions board deems necessary. The WMF also has a Missionary Assistant Fund for individuals approved by the AFLC Missions Board who help our missionaries in the field. We also have a Mission Scholarship available for seminarians and their wives approved as missionary candidates for AFLC World Missions who desire to continue their spiritual education. The local and national WMF spends much time in prayer for our missionaries.

The WMF also supports Home Missions, and 2026 gifts supported Home

Missions Conferences and church plants with emphasis on the Chinese Church. The Alaska Registry and The Net are part of the giving for Home Missions.

Under the category of Christian Education, gifts received in 2026 are divided between:

1. Parish Education: reprinting of the elementary Sunday School curricula and the Ambassador Publications online store redesign.
2. Free Lutheran Seminary: support for each full-time seminarian of \$100 per semester for books, a subscription to the Lutheran Ambassador, and study books for seminary wives. Extra funds if available are used to give love gifts to both seminarians and wives at Christmas and may be used for improvements to the seminary housing playground.
3. Free Lutheran Bible College: undesignated support goes to continued men's dorm improvements.

The WMF Board meets with the FLBC student body each fall when we are on campus for All-Boards. We explain the WMF to these young people with the desire that the young women would join the WMF in an AFLC congregation. We also send them back to their dorms with treats and a WMF pen!

Our fourth project is the General Fund, and it is the only project that is budgeted each year. Giving to the General Fund covers operating expenses, printing, mailing, salaries, stipends, and travel expenses.

The WMF projects are supported solely by gifts given and passed on to these ministries. In 2026 the women of the WMF of the AFLC gave over \$100,000 to these projects. Your gifts combined with gifts from all over the AFLC make a significant impact.

Currently we do not currently have a Women's Outreach Coordinator. As a result, the WOC fund finances National WMF board members' visits to local meetings and district gatherings. We are always willing to come to your local meeting to support your WMF or to encourage your district rallies with planning, sharing information and speaking. Please contact President Karen Pederson (wmfpres@gmail.com) or any of our other officers for assistance.

We would like to see more women's Bible study groups that meet in local churches develop into an organized WMF to be part of the vision of giving to World Missions, Home Missions, Christian Education through FLBC and FL Seminary and Parish Education through the WMF ministries of the AFLC. Could we be of assistance to your Bible study group in forming a WMF in your local church? Contact us, we'd love to help.

Our goal to save printing costs and reach individual women with WMF

devotional material, WMF Projects and news from women who are a part of each of those projects as grown this year. Our digital presence is reaching more than 500 women's email inboxes through our newsletter, the WMF E-News. This bi-monthly email includes a president's devotional and focuses on the projects we support. Writers include women who are directly involved in each of our ministries; Sunday School teachers, seminary wives, short term missionaries, home mission pastor wives and FLBC students and missionary wives-plus it looks pretty! Thank you to Jenn Thorson and our writers who have continued to share their involvement in Parish Education, FLBC, FL Seminary, Home Missions, and World Missions!

Our Communications Secretary, Linda Fugleberg, asked how we could get to know more women from our WMF's across the country and so a **WMF Spotlight** is being created to come out bi-monthly through our email opposite our WMF E-News. Our first Spotlight featured what may be our newest WMF formed in Kalispell Mt. We would love to hear about your WMF, have you been around all 60 years, 20 or 5? We can interview you or you can send a note sharing how you meet. We hope this draws us closer as a body of Christ and provides ideas for your local group!

Our Resource packet is sent out to 243 local WMF's with a prayer cover, information on our projects, and a transmittal form for your local treasurer to use when sending gifts. It also contains a form for local officers when positions change but look to be able to complete that form digitally next year. Each church or WMF has a resource binder from years ago, and you can still use the resources that are included in the booklet such as organizational tips and seasonal programing ideas. Look for the purple WMF binder in your church.

Thank you to our Executive Secretary, Jenn Thorson, who completes so many functions for us as a WMF. When it comes to many digital things, we count on her. She is the person who gets our Bible Study to look good after the edits, then fills all orders. Our monthly WMF E-News goes through Jenn's capable hands to each of our subscribed members, and our goal is to increase those numbers. Our WMF website (aflc.org/women) contains wealth of information, is also thanks to Jenn. One feature I really appreciate is the daily visual Bible verse Jenn posts on Instagram and Facebook: a verse from God's Word for us to meditate on while browsing social media.

Thank you to our outgoing WMF board members:

- Elizabeth McCarlson, our 2nd Vice President, who has been a wealth of knowledge thanks to her familiarity with people of the AFLC, from headquarters to people in churches. Liz keeps our WMF Board informed on our AFLC missionaries as we pray for them at each meeting. Liz has been the board member who this year oversaw the review of our Constitution, and is very detailed orientated for which I'm grateful! Thank you, Liz!

- Margie Lee, our Treasurer, has also served six years in her position. Margie has been invaluable with keeping our financials before us, sending on your gifts to each department and saying, “We can do this, God has given us the funds to bless them, to give them this gift and meet this need.” Margie also keeps record of giving from local WMF’s who have graciously entrusted their gifts to us. Thank you, Margie!

It is so interesting to see how women from various locations, ages and skills have been willing to serve the Lord within the WMF and it has been a treasure to work with these capable ladies of multiple talents. We pray you will say **YES** when you are asked to serve withing the WMF. “For we are His workmanship, having been created in Christ Jesus for good works that God prepared beforehand that we should walk in them.” Ephesians 2:10

Thank you to Concordia College and all the area WMF’s who have helped host WMF Day activities which have made such a special day, Thank You again!

Gratefully Submitted,
Karen Pederson National WMF President

CHAIRMAN, BOARD OF PUBLICATIONS AND PARISH EDUCATION

To the Annual Conference of the Association of Free Lutheran Congregations gathered in Moorhead, MN, on the campus of Concordia College, June 10-13, 2026.

Philippians 1:6 “And I am sure of this, that he who began a good work in you will bring it to completion at the day of Jesus Christ.”

All sorts of things shake our confidence. A friend or fellow church member does something or says something that makes us unsure of where we stand with them. An employer calls us for a meeting that makes us wonder if we will lose our jobs. A news report speaks about battles and wars which make us wonder if, and to what extent, our nation might be involved in military actions. Paul’s letter to the Philippians comes about when he had been imprisoned which would shake the world for most of us.

In his letter, he exudes joy. Not because of his circumstances, but despite them. He can and does proclaim a message of joy in this letter because the situations that we encounter can and do change. One day things all seem to be falling into place and the next day they all seem to be falling apart. Paul’s sure hope, and the hope of each of us as believers, is the unchanging character of our Savior Jesus Christ and the promises given to us in the living and enduring word of God which has been entrusted to us (1 Peter 1:23).

The opportunities for us to share the message of the Gospel keep coming to us. We have been working, through the various means which we have available to us, to provide materials and resources for use in our churches and beyond. We strive for these materials to be faithful in their teaching, adaptable in their presentation, and focused in their content. We understand that there are many things competing for your time and attention when you are preparing to share the Word of God in various contexts.

With that in mind, we have spent a significant amount of time, money, and effort on making an update to our online bookstore. We have wonderful materials that have been produced through our department, as well as many others that have come to our attention through the schools, when they choose their textbooks, and through churches and individuals sharing what they have used and found helpful. We want our online bookstore to make finding and ordering the right materials as simple and intuitive as possible. We are looking forward to seeing how this update allows everyone to find what they might be looking for and even to find things that they did not know they were looking for at the same time.

Our department is thankful for many volunteers who have given of their time and talents to contribute to the resources we make available. We have many projects that are in various stages of development and preparation which I am looking forward to seeing completed. Along with those, we have been bringing to completion a couple of projects that are of a new type for us. The

first is the production of Pastor Lee's book, From Freedom to Life, into the audiobook format. The second is the publication of a board book on the Ten Commandments for young children. We look forward to hearing from our congregations how these types of materials are used in the home and church.

We continue to be thankful for our partnerships with other ministries of the AFLC and look forward to participating with them in the year to come. I am thankful for God's provision of our director and staff. We have had a few changes in staff over the last year or so and continue to thank God for Diane Brubakken's service to the department and help in training in Jaelynn Kozicky as she began her work in the office. Aaron Arneson is continuing his preparations for pastoral ministry by beginning his internship and we thank him for his time serving our department and pray that the Lord might continue to strengthen and shape him for faithful ministry in the future.

Each year our board wrestles with how to best support our director and staff. We know that they carry a heavy workload and we would like to add additional staff to alleviate that and increase what we are able to do in the department. We have spent time as a board praying and discussing how this can happen. We are asking you as a conference to also pray for the department and consider giving so that we can add additional staff. We have not put the cost of another staff member into our budget because we are working to try and stay within the guidelines given to us by the Budget Analysis Committee. We are so thankful for the generosity of congregations and individuals and simply pray that the Lord will make clear the path for us in this area.

We are presenting a budget for 2027 in the amount of \$405100.00 with a budget subsidy request of \$184,560.

Currently serving on the board of Publications and Parish Education are: Rev. Dennis Norby, Chair; Rev. Erin Tormanen, Vice-Chair, Mrs. Leeanna Lunn, Secretary; and Mrs. Gwen Berge and Mrs. Rachel Mattson.

I am completing my second term and am not eligible for reelection so a pastor position will need to be elected for the board. I am thankful for the opportunity I have had to participate in this portion of the ministry of Publications and Parish Education and am glad to have been able to work along the other board members I have served with, as well as the staff and volunteers through these years. I would like to especially thank Marian Christopherson who has been using her gifts and skills for this ministry with great love for the Word of God and the people who will benefit from the various resources which are made available through this ministry.

May God's Word give us confidence and peace as we endeavor to proclaim the greatness of Jesus and His redemptive work until He comes again.

Respectfully submitted,

Rev. Dennis Norby, Chairman
Board of Publications and Parish Education

THE DIRECTOR OF PUBLICATIONS AND PARISH EDUCATION

To the Annual Conference of the Association of Free Lutheran Congregations assembled at Concordia College, Moorhead, Minnesota, June 10-13, 2026, under the theme “Sure Hope” based on Philippians 1:6.

When the Apostle Paul affectionately wrote to his brothers and sisters in Christ, “the saints” in Philippi, he encouraged the congregation by expressing his confidence that “He who began a good work in you will perfect it until the day of Christ Jesus.” God is the one who begins His good work through the Word and Spirit in baptism. He initiates, and He will complete His gracious work of salvation and sanctification. Great is His faithfulness! In Christian education, this confident hope enables and frees us to do the work of teaching and let the results rest with God.

AFLC Parish Education serves our congregations by providing biblical Lutheran educational and devotional resources. One of our most significant projects in 2025 was a collaborative effort with AFLC Youth Ministries to produce a 31-day devotional booklet for teens, with a specific goal of encouraging spiritual life and growth after the 2025 FLY convention. Youth Ministries Director Adam McCarlson and his team solicited devotional writings from a variety of individuals across the AFLC and added reflection questions to each meditation. We worked together on design elements and editing, with Ambassador Publications responsible for final production, copyright, and printing. *Alive in Christ: 31 Days in the Word* is appropriate for personal devotions and small group discussion. Thanks to a generous donor, we were able to provide a gift copy at the FLY Convention to all youth and youth leaders attending. Our hope is that *Alive in Christ* will help the Word of Christ to dwell richly in teens: “So faith comes from hearing, and hearing through the word of Christ” (Romans 10:17). The Gospel-centered readings point to the unchanging Word of God as the foundation for faith and life and can help instill the value of a daily devotional time—reading God’s Word, praying, and memorizing Scripture—giving youth a practical tool to make devotions a daily habit. Though geared toward teens, adults can profit from the devotional, too, and there are many ways to share *Alive in Christ*:

- Read it for personal or family devotions.
- Discuss it in a small group, youth group, or discipleship group.
- Give the booklet to friends and family.
- Mail the devotional to students away at college to encourage them in Christ.
- Provide copies for members of a sports team, drama club, or music group you have connections with in a high school or college in your community. Show hospitality by inviting them into your home and sharing a brief devotional time.

Consider additional ways you or your congregation could share God’s Word and encourage someone in your circles of influence through this devotional.

Another way that we provide biblical Lutheran resources for our congregations is by producing and publishing Bible teaching materials. Centered on the Gospel of Jesus Christ, the Ambassador Sunday School Series can be life transforming. The eight levels of graded curriculum Preschool through Level 6 provide a complete overview of the Scriptures and Luther's Small Catechism as students move through the series. Our Level 5 curriculum, *Journey Through the Old Testament*, was republished in 2025. We are continually updating and redeveloping various facets of the Ambassador curriculum. Level 1 student materials (*Teach Me God's Word* focusing on Old Testament Bible lessons) are currently being redesigned. The first quarter or unit is scheduled for release summer 2026, with the second and third units following over the next several months. Instead of a saddle stitch book, the new format for Level 1 is a student leaflet with Bible story, activities, memory verse, and a Parent Page similar to our Preschool curriculum. This same format will be used in the future redevelopment of the Kindergarten curriculum. The leaflet is to be sent home with the students each week. Parents are encouraged to review the lesson again at home and use the creative ideas on the Parent Page to reinforce the biblical truths. In homes where parents may not be Christian, the student leaflet can serve as a valuable evangelism tool.

Note that we are transitioning a change in titling from "quarters" to "units" for our elementary curriculum, which seems to be more common modern terminology. There are three quarters of lessons correlating with the school year for Preschool through Level 4. We have never had a summer quarter as most AFLC churches do not have regular Sunday school in the summer months (we are aware of only two AFLC churches that have had graded summer Sunday school classes). Going forward, we will have three units instead of quarters, and new curriculum will reflect this adjustment.

Our elementary curriculum translated into Spanish is free to download and receives broad usage. Former missionary to Mexico, Dan Giles, reports he regularly receives emails in response to our Spanish Ambassador Sunday School curriculum website. He recently received emails from Mexico, Peru, Spain, and other places "thanking us so much for providing the wonderful Bible teaching material that they are using in their church or mission plant." One lady in Mexico asked how she could be baptized and wished there was a Lutheran church near her. Dan sent her Milton Flores' phone number. Thanks be to God for the work He continues to accomplish through our Spanish Sunday school curriculum.

Looking ahead to 2029 and the 500th anniversary of Luther's Small Catechism, the Board of Publications is planning several projects. The first to be published is a board book for young children on *The 10 Commandments*, incorporating illustrations from our Level 2 curriculum on the same topic. This project has been funded by a generous donor. Our intention is to publish subsequent board books on the Lord's Prayer, the Apostles' Creed, and the Sacraments (Means of Grace), in order to provide resources for families and congregations to strengthen catechetical teaching with young children.

Our visual mission story project is progressing well. We are adapting short stories from our *Missionary Chronicles* book for classroom use. We have secured an artist to create eight visual flashcards for our first story, Freedom from Bondage by Paul and Becky Abel, and we hope to publish this visual story in 2026.

We began audio recording sessions in 2025 with Pastor Robert L. Lee reading his recent AFLC Heritage Series book, *From Freedom to Life: A History of the Association of Free Lutheran Congregations*. As of the writing of this report in March, we have completed recording of fifteen chapters with Pastor Lee, as well as the reading of the foreword by Loiell Dyrud. Two or three more recording sessions will likely be needed for the two remaining chapters and appendices, followed by many hours of audio editing before the audiobook will be released hopefully in 2026.

We requested Dr. Phil Haugen to write a devotional commentary on a New Testament book of his choice. Dr. Haugen is a longtime faculty member at our Schools, with expertise in New Testament and Greek. Though semi-retired, he continues to teach Greek part-time at the seminary. We are grateful he has consented to write on the book of Galatians and has completed a substantial amount of study and writing during the past year.

The most visible aspect of the ministry of Parish Education may be publications, but a greater majority of staff time is spent serving customers, responding to inquiries and questions by phone and email, processing inventory and sales, providing educational information, managing on-site and online bookstores, and preparing presentations and resources for events such as Christian education workshops, conferences and camps, WMF rallies, and AFLC and FLBCS campus happenings.

Our online and on-site bookstores are a significant means by which our congregations have access to valuable resources like Sunday school curriculum, Bible studies and Bible reference books, devotional and educational materials. With this in mind, the Board of Publications made the decision to begin a much-needed overhaul and upgrade of our online bookstore, contracting with professionals in the industry who have expertise in systems and e-commerce. This is an expensive investment, and maintaining an online store requires significant staff and financial resources. In one board meeting, we briefly discussed the option of discontinuing an online store so that more staff time could be focused on producing resources, educating, and training. The reality is that technology has changed the world, and in practical ways we must change with it to serve its people in our congregations. Our original online store was set up and maintained with free or low-cost software, but the site has been clumsy and difficult to navigate on the customer end and inefficient on the back end. To better serve our congregations, it seems essential to invest in key infrastructure improvements. The upgrade is being implemented in three phases. The first phase involves a new e-commerce website and POS (point of sale) system, with improved navigation and functionality

for the customer. This phase began in the fall of 2025 but will take several months to complete. Phase 2 will implement barcode scanning to increase efficiency and streamline on-site operations and transactions. The third phase will focus on integrating the inventory system with AFLC accounting software. This third phase is complicated and extended by the fact that the AFLC will be moving to new accounting software in the summer of 2026.

We also continue to make significant updates to our website with the assistance of Digital Communications Coordinator Kirstie Skogerboe. A blog has been established on our site with sections for book reviews and articles, as well as Education Spotlights that focus on creative educational ministry opportunities in our congregations. We also launched a new quarterly newsletter in 2025 (digital and print editions) to encourage education leaders in their roles and to inform our congregations about Parish Education.

The national WMF (Women's Missionary Federation) has had a strong partnership with Parish Education throughout its history. Each year the WMF selects a particular project to promote in women's ministry groups in our AFLC congregations, and many local groups pray and give financial support. We are grateful to the WMF for helping to fund many publication projects, most recently *From Freedom to Life* Heritage Series book, *Journey Through the Old Testament* Bible curriculum, visual mission stories, and now in 2026, new Level 1 *Teach Me God's Word* elementary curriculum. Thank you, women of the AFLC, for your ongoing encouragement, prayers, and financial support.

Thanks be to God for providing faithful staff, board members, and volunteers who generously give in service to our Lord. This has been and continues to be a year of significant transition with our support staff. Diane Brubakken resigned in April 2025 to accept a new role as executive assistant with AFLC Home Missions. We are incredibly grateful for Diane's fourteen years of dedicated service! The Board of Publications hired Jaelynn Kozicky to fill this full-time office role of Administrative Assistant. Our part-time Customer Account Specialist, Aaron Arneson, will be leaving to begin a seminary internship in May 2026. Thank you, Aaron, for your diligent service, and God's blessings to you as you continue your seminary training! Will Stromstad, who begins seminary classes in the fall, has been hired to fill this part-time role. Please pray for our staff, as well as our devoted board members, Pastor Dennis Norby (chairman), Pastor Erin Tormanen, Gwen Berge, Leeanna Lunn, and Rachel Mattson. Also pray for God's wisdom and guidance as we seek to be faithful stewards of all that He provides.

Respectfully,

Marian J. Christopherson
Director of Publications and Parish Education

YOUTH BOARD CHAIRMAN

To the sixty-fourth Annual Conference of the Association of Free Lutheran Congregations, gathered at Concordia College in Moorhead, Minnesota on June 10-13, 2026.

Grace, mercy, and peace to you from Jesus Christ -- who is our sure and steadfast anchor of the hope set before us, to Whom we hold fast as the refuge in every trouble.

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.

2025 was a good year of ministry for AFLC Youth Ministries. You may hear some of those blessings through the reports of the Director of Youth Ministries and the FLY Convention President, so I won't rehash those here. Sufficient to say: The Lord continues to work faithfully through His Word in the hearts and lives of students and those whom He has called to serve them.

2025 was also a unique year. Beginning June 1, 2025, our director, Mr Adam McCarlson, started his seminary internship. I'd like to thank the Coordinating Committee and Faith Free Lutheran (Minneapolis, MN) for facilitating this partnership. This was a hybrid internship that allowed him to continue to serve Youth Ministries part-time, while also fulfilling the requirements from the Coordinating Committee regarding ordination (pending the acceptance of a congregational call). Per the request of the Coordinating Committee, Mr McCarlson took a three-month leave-of-absence from Youth Ministries during the months of February, March, and April and dedicated himself fully to the congregation. By the time this report is read, he will, Lord willing, have been ordained into ministry at Annual Conference.

Additionally, this year, the Youth Board is making the difficult decision to move our director position from full-time to three-quarter time, effective July 1, 2026.

This is a financial decision. Lately, our budget has not been in line with the historic giving of our AFLC -- and we need to be faithful with the resources that the Lord (and you) have provided. Over the years, we've "trimmed the fat" and gotten rid of as much excess as we can. We've been able to float a deficit for a number of years; yet, the reality is that it is becoming increasingly more difficult to make ends meet.

A natural question to ask is something along the lines of: "Why are you cutting your director's time while you have four paid staff members -- three of whom were directly hired to reduce the director's workload?"

First, we have intentionally invested heavily in “human capital” (as a member of the BAC put it). Each of our “in-field” coordinators (FLY Convention, Training, and Networking) and our “on-site” coordinator (Administration) bring unique gifts, talents, and abilities to Youth Ministries. Without these folks serving the Lord and the AFLC, we would be significantly less than we are. We praise the Lord for them.

Additionally, the reality is that our director has been three-quarter time since we hired him in 2023. During Adam’s time in Seminary, we encouraged him to use 10 hours a week as continuing education. During his internship year, he has also been less than full-time for Youth Ministries. The change from full to three-quarter time reflects the recent situation and is fiscally responsible.

As always: we are thankful for our current Youth Ministries staff: Mrs Chris Rasmussen (Administrative Coordinator), Mr Daniel Keinanen (FLY Convention Coordinator), Mr Jordan Langness (Training Coordinator), Rev Dr Dan Hurner (Networking Coordinator), and Mr Adam McCarlson (Director of Youth Ministries). Beyond our paid staff, we are blessed to have countless other volunteers serving the Lord and our congregations as part of Youth Ministries. We are thankful for all of those who serve on planning teams, as event volunteers, and in many other ways. As I write this, these words seem hollow and anemic. Mere words on a piece of paper cannot adequately convey the gratitude that I have for these folks. So, again: Thank you, all.

Your Youth Board consists of Mrs Michele Smith (Financial Secretary & Schools liaison), Mrs Wendy Greven (Vice-Chair & Small Groups liaison), Rev Matthew Nelson (Secretary & FLY Beyond liaison), Mrs Michelle Olson (Member & FLY Convention liaison), and myself (Chair & Youth Workers’ Weekend liaison). Mrs Greven's term is up for reelection, and she is willing to run again.

Thank you for your continued support of Youth Ministries—both prayerfully and financially. In keeping with historic giving trends for the last handful of years, the Youth Board requests a subsidy of \$145,000 for 2027. This request is a notable decrease from prior years, yet it is in alignment with the historic giving of individuals and congregations within the AFLC, as well as reflecting the reduction in the director’s salary.

Respectfully submitted,

Rev Ryan Tonneson
Youth Board Chair

FREE LUTHERAN YOUTH (FLY) PRESIDENT

To the 64th Annual Conference of the Association of Free Lutheran Congregations, assembled at Concordia College in Moorhead, MN, June 10th-13th, 2026.

The purpose of the Free Lutheran Youth Convention is to provide congregations with a tool to: WIN the lost, BUILD the believer, and ENCOURAGE student discipleship in the local congregation. It is our hope, goal, and prayer that the 2027 FLY Convention will accomplish what God wills in the lives of the students and ministry leaders who attend, as well as the congregations and youth groups they represent.

The 2027 FLY Convention will be held at the YMCA of the Rockies, July 5-10, under the theme: OVERCOME, taken from John 16:33, "I have said these things to you, that in me you may have peace. In the world you will have tribulation. But take heart; I have **overcome** the world." What gives us strength, boldness, and courage is that Jesus has overcome the world! True peace comes from the victory He has already accomplished on the Cross. Jesus has conquered death. The grave is empty. He has risen! So as we live from victory in Him, we have nothing to fear, for we have overcome!

The 2027 FLY Committee is composed of 6 voting members and 3 advisors: President: Rev. Nick Dyrud; First Vice President: Micah Moan; Second Vice President: Ignacio Davalos, Devotional Life Secretary: Brett Erickson; Secretary: Abby Smith; FLY Convention Coordinator: Daniel Keinanen; Youth Ministries Administrative Coordinator: Chris Rasmussen; and Youth Board Liaison: Michelle Olson.

In addition to our committee, there is an incredible team of volunteer leaders who oversee and direct 40 different areas of need for our convention. Each leader assembles and directs a group of volunteers to support our students, ranging from safety and security to dorm Room Leaders, to activities and games during the convention. Without these volunteers, the FLY Convention would not be possible. Thank you for serving the Lord and our AFLC in this way.

As we have met as a committee every six to eight weeks since September 2025, we have been seeking the Lord in prayer and devotion in order to lead, develop, plan and coordinate the 2027 FLY convention which includes daily sessions with morning Bible study, electives that teach and train our students on important biblical and relevant topics they are facing in their lives, afternoon activities from team sports and hiking to music and drama, evening sessions for worship with music and messages from God's Holy Word. Our evening session speakers include: Pr. Jason Holt, Pr. Gideon Johnson, Pr. Alex Woodworth, Pr. Adam Erickson, and Pr. Andy Coyle.

We are so excited to see what the Lord will do in the hearts and the lives of our students at OVERCOME 2027. As costs have continued to rise over the years, we want you to be aware that the committee is doing everything we can to keep registration costs as low as possible. Even the increasing costs are still a bargain for a week in the Rocky Mountains of Estes Park. We encourage AFLC churches to fundraise and support our youth. Registration opens November 3rd, 2026. You can find registration deadlines and the lowest rates on our website, flyconvention.org. Keep checking our social media pages and the Lutheran Ambassador Publication for the latest news and updates. Further information regarding the convention, resources for your church, registration information, and important convention policies can be found on our website.

Following the Annual Conference, we ask you to share with your local congregations the following prayer requests:

1. Pray that the Word of God and His Holy Spirit will guide the committee and the week of FLY 2027 OVERCOME, that His work will go unhindered.
2. Pray for protection and peace for our FLY 2027 Convention.
3. Pray for the next generation of students who will attend the conference in 2027 and beyond.
4. Pray for our leaders, counselors, speakers, and staff.

Rev. Nick Dyrud
FLY President

YOUTH MINISTRY DIRECTOR

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.

This work to win, build, equip, and multiply teens is most effective at the local level—in a teen’s congregation and home. And so, we want to see congregations, parents, and youth workers cooperate with one another to disciple teens for life-long faith in Christ.

As we carry out this mission to local congregations, we place a high priority on God’s inerrant Word, the proclamation of the Gospel as effective for both the unbeliever and the believer, our Lutheran confessions, and intergenerational congregational life. We strive to help teens find their identity in Christ, equip teens to live out their vocations in the world, train parents and youth workers, and identify and prepare leaders for ministry.

YOUTH WORKERS’ WEEKEND (YWW)

Each year, AFLC Youth Ministries organizes an event that serves as a conference and retreat for paid and volunteer youth workers from across the AFLC. Our goal with this event is to provide opportunities for youth workers to find encouragement and rest as well as for them to receive practical and theological training to better prepare them for the ministry they have been called to in their local congregation.

2026 YWW Event

- Planning Team: Moriah Graham, Nikki Hanson, Pr. Scott Olson, and Madison Greven.
- Youth Ministries Reps: Dr. Dan Hurner (Youth Min Networking Coordinator), Mr. Adam McCarlson (Youth Min Director), Pr. Ryan Tonneson (Youth Board Liaison)
- Held at the ARC in January 2026 with the theme of “Intentional Youth Ministry”
- Speakers: Dr. Jason Gudim, Naomi Paige, Cliff Fegert, Adam McCarlson, Jeremy Larson, and Pr. Seth Moan.
- Attendees: 62

We look forward to Youth Workers’ Weekend in 2027!

FLY BEYOND

FLY Beyond is our national training and equipping event for teens. Its primary focus is to equip students for leadership and congregational involvement with the goal of encouraging and equipping students to serve in their local congregations. FLY Beyond’s objectives are to establish students in their faith and to equip them to lead and serve through their various vocations in their local congregations, to proclaim

the forgiveness of sins in Jesus Christ, to further instruct youth in our Lutheran understanding of Biblical doctrine, and to provide a groundwork of apologetic understanding with which they can better stand the attacks against the faith frequently seen in our culture.

2026 FLY Beyond Event

- Planning Team: Molly Barsness, Ashley Blake, Pr. Alex Woodworth
- Youth Ministries Reps: Jordan Langness (Training Coordinator), Adam McCarlson (Director), Pr. Matt Nelson (Board Liaison)
- July 12–16, 2026 at the ARC with the theme of “Living Stone” (I Peter 2:4–9)
- Speakers: Dr. Brent Olson (Morning Bible Study), Pr. Sam Wellumson (Evening Speaker), Tim Barnett (National Apologetics & Worldview)

FLY CONVENTION

AFLC Youth Ministries serves in an advisory role to the FLY Federation and its Committee, and the Youth Min Director is appointed to the FLY Federation as the Designated Representative of the Coordinating Committee to provide accountability and leadership. We provide administrative staff, give historical context, work with the FLY Nominating Committee, and maintain a working relationship with the YMCA of the Rockies. AFLC Youth Ministries values the symbiotic relationship between Youth Ministries and the FLY Federation—we help each other carry out our respective missions.

APPRENTICESHIP PROGRAM (AP)

The AP meets the need for trained, experienced youth ministry leaders in AFLC congregations. Such leaders contribute to healthy ministry to youth, along with effective team ministry in the congregation. Both of these are blessings to the local congregation. Other youth ministry training possibilities exist, but this twelve-month, congregational, Lutheran training approach is especially useful to our Association. Through the AP, youth leaders who are currently serving a congregation can receive training and mentoring to prepare them practically and theologically to fulfill their call to the congregation. This is a cooperative endeavor between the congregation, the apprentice, and AFLC Youth Ministries.

For the 2025–26 year, there were no apprentices enrolled in the AP. We did, however, continue our modified AP to provide Youth and Family ministry training for those Seminarians on their internship.

YOUTH LEADER SMALL GROUPS

Youth Leader Small Groups connects youth workers to other youth workers. Through time to study scripture, pray, and discuss both ministry and personal life, youth workers have an opportunity to be encouraged by

others and to give encouragement to others who need it. Whether full time, part-time, or volunteer, anyone who is working with their congregation's teens is welcome to join a Youth Leader Small Group.

WORKING WITH CONGREGATIONS AND YOUTH WORKERS

Congregations need each other. Through helping one another with various tasks and mutually sharing spiritual gifts, congregations help each other identify and train leaders, establish best practices to meet the current needs in ministry, find resources that are effective and helpful, and more. AFLC Youth Ministries seeks to help AFLC Congregations connect with one another and provide some structure to help them carry out this mutually beneficial work.

We invite both congregations and youth workers to make AFLC Youth Ministries aware of needs in ministry. It allows us to maintain an accurate roster of AFLC youth workers, give advice to congregations seeking to hire a youth worker, search for or create resources that can be helpful to congregations across the AFLC, and identify opportunities to develop training for teens, parents, youth workers, and congregations.

FLY CONVENTION PODCAST

AFLC Youth Ministries maintains the FLY Convention Podcast as a tool for our congregations. Over the past two years, we've provided content to help our parents and leaders stay informed about what is being taught at the FLY Convention and to let them know more information about the FLY Convention to help them prepare for their own congregation's trip to FLY.

Episode Content:

- Interviews with speakers, workshop leaders, Bible Study leaders, exhibitors, student testimonies, FLY staff, and elective speakers
- Recordings of the FLY electives so leaders, parents, and others can hear the electives from FLY
- Commentary to apply the content from FLY to congregational ministry
- Information to help pastors, youth leaders, and parents plan their group's trip to the FLY Convention

I am thankful to the Youth Board for their continued insistence on helping congregations care for the spiritual lives of teens.

Respectfully submitted,

Adam McCarlson
AFLC Youth Ministries Director

AFLC EVANGELISM AND DISCIPLESHIP CHAIRMAN

To the 64th Annual Conference of the Association of Free Lutheran Congregations gathered on the campus of Concordia College, Moorhead, MN on June 10–13, 2026. We do indeed have a “Sure Hope” in Jesus Christ alone, AMEN!

The AFLC Evangelism and Discipleship Department has much to be thankful for over this past year. We are grateful for the prayer and financial support from our laypeople, pastors, and congregations. Our 2025 End of Year Financial Report showed a modest net loss of -\$13,293.78. We rejoice in God's faithful provision and the generosity of our AFLC family to help cover the cost of daily operations and give us the opportunity to faithfully serve our laity, pastors, and congregations.

We are thankful for the many opportunities we have had to live out God's calling for our department to "encourage, equip, and assist AFLC Congregations and Pastors to make and equip disciples, who make and equip disciples." We are thankful for a board that is united and shares a Spirit-led vision for the future of the AFLC Evangelism and Discipleship ministry.

Trends Shaping Evangelism and Discipleship over 25 years

While we are very encouraged by God's goodness and faithfulness to the AFLC, recent data continues to reveal both sobering challenges and remarkable opportunities for the Christian church.

A December 2025 Barna report, "Faith's Shrinking Influence: What 25 Years of Data Reveals", provides a sobering long-term view of Christian conviction in America. Drawing on data from 2000 to 2025, Barna found that four core measures of Christian commitment have all declined:

- Self-identifying as Christian (-12 points),
- Attending church monthly (-7 points),
- Prioritizing evangelism (-4 points),
- Acknowledging religious faith as important (-20 points).

Practicing Christians — defined as those who identify as Christian, attend church at least monthly, and strongly agree that faith is very important to their lives — have declined from 46% to just 24% of U.S. adults over that same period. (<https://www.barna.com/trends/faiths-shrinking-influence/>)

Perhaps most striking for our purposes: only 3 in 10 Christians (31%) strongly agree they have a personal responsibility to share their faith — a number that has eroded steadily over two decades, though Barna notes a modest stabilization from 2024 to 2025. At the same time, Barna does report hopeful signs: Bible reading is rising, interest in Jesus is increasing, and church attendance has seen a modest rebound, particularly among younger adults. As Barna's Vice President of Research Daniel Copeland states, "The data reminds us that American religion is resetting. There are

encouraging signs, but the broader story of Christian faith in the U.S. is still unfolding."

With that foundation in mind, additional trends shaping the current evangelism and discipleship landscape include:

- **AI-Assisted Discipleship:** Over 40% of churches now use AI-based tools (chatbots, personalized Bible study apps, and digital coaching platforms) to supplement discipleship pathways — a category that barely existed three years ago.
- **Short-Form Video Evangelism:** Platforms like YouTube Shorts, Instagram Reels, and TikTok now account for more than 35% of first-time exposures to the Gospel for adults under 40. Churches producing consistent, authentic short-form content report measurably higher outreach engagement.
- **Decentralized Discipleship:** 79% of churches report that discipleship now happens primarily in homes, workplaces, and third spaces — not in formal church programming. Small groups, one-on-one mentoring, and neighborhood gatherings are outpacing Sunday school and mid-week church programs.
- **Gen Z & Spiritual Authenticity:** 67% of churches with growing young adult participation report that transparency, lament, and honest engagement with doubt are more effective in reaching Gen Z than polished programming or entertainment-focused worship.
- **Global Digital Missions:** Digital missionary efforts have expanded to 94 previously unreached language groups through translated video content and AI-powered evangelism tools — representing an unprecedented frontier for the Great Commission.

We share this data not to be driven by trends or paralyzed by statistics, but as a reminder of what Scripture has always made plain. Evangelism and Discipleship are not programs a department runs — they are at the very heart of what it means to follow Jesus. The Great Commission was not issued to a committee. It was given to every believer: "Go therefore and make disciples of all nations" (Matthew 28:19). This is God's calling for all of us, and it does not rise or fall with a Barna report.

Our aim is not simply to reverse a cultural trend. It is to be a people so transformed by the grace of God and so burdened for the lost that faithfulness — not numbers — defines us. The data simply tells us what is happening in the culture.... It is up to us to act.

As we survey these trends, we are reminded that the fields are not merely white for harvest — they are overripe, and the laborers remain few. May we be driven, not by cultural pressure, but by love for the lost and a faithful obedience to the mission Christ called us to.

"Lift up your eyes, and see that the fields are white for harvest." — John 4:35

Living as a Disciple: Podcast Update

Our "Living as a Disciple" podcast, launched in 2024 (Season 1), and continues to gain listenership. We continue to receive encouraging testimonies from listeners both within and beyond the AFLC.

In 2025 (season 2), we expanded our podcast format to include interview-based episodes featuring AFLC pastors and laypeople who are doing effective, practical evangelism and discipleship in their local contexts. These conversations are designed to encourage and equip — showing that impactful ministry is happening in congregations of every size, geography, and demographic.

For 2026 (Season 3), we are developing new content around cultural themes and encouraging daily rhythms that foster spiritual growth in the home, workplace, and church. We believe this represents a significant opportunity to meet people where they already spend their time and attention and give them practical tools to share the gospel with individuals we interact with on a regular basis.

Disciple Equipping Workshops: A Growing Movement

One of the most encouraging developments of the past year has been the growing demand for the AED's *Disciple Equipping Workshops*. What began as occasional regional offerings has steadily grown into one of the most requested resources the AED provides. Randy's travel schedule has increased significantly as more churches and districts across the AFLC are reaching out and asking him to bring this workshop to their communities.

This is a genuinely exciting sign. It reflects something we have been praying for — a growing hunger among our congregations to move beyond passive faith and into active, intentional discipleship. Pastors are recognizing that their people want to be equipped, not just informed. They want to know how to make disciples, not simply how to attend church. The *Disciple Equipping Workshops* are designed to meet that need in a practical, biblically grounded, and accessible way.

We are grateful for the willingness of churches and districts to open their doors and invest a weekend in this kind of equipping. And we are grateful for Randy, who brings the same pastoral warmth and genuine enthusiasm to every workshop — whether he is speaking to a room of ten or a hundred. If your congregation or district has not yet hosted a *Disciple Equipping Workshop*, we would love to connect with you. This is exactly the kind of grassroots, local-church-centered equipping that the AED exists to support.

Digital Content & Resources

The AED continues to evaluate, curate, and produce biblically grounded content in digital formats on our website (<https://www.aflc.org/evangelism/resources/>). In response to the rise of AI-generated religious content online — which can be theologically shallow or misleading — we are committed

to being a trusted, confessionally Lutheran voice in digital spaces. We are always open to suggestions and feedback on how we can improve and expand what we offer.

Gratitude

Thank you to Randy Nelson for his continued leadership, pastoral heart, and tireless vision for the AED. Randy's willingness to personally invest in pastors and laypeople — whether in formal settings or over a cup of coffee — reflects exactly the kind of relational discipleship we hope to see multiply across our AFLC. We praise God for Randy's (and his wife Brenda's) faithful and joyful service.

Thank you to the AED Board — for your active participation, shared vision, and willingness to lead from the front. Thank you also to our families, whose patience and support make this ministry possible.

We also want to take a moment to honor the memory of our dear brother and fellow board member, Tom Phillips, who went home to be with the Lord in February 2026 after a long and courageous battle with his health. Tom served the AED with quiet faithfulness and genuine love for the Lord and His Church. He believed deeply in the mission of equipping believers to make disciples, and he brought that conviction to everything he contributed to this board. We are grateful for the time we had with him and rejoicing that he is now in the presence of the One he served so well.

Finally, and most importantly, thank you to our Heavenly Father. He has blessed this ministry with individuals who selflessly use their gifts to glorify God — and He remains the one who gives the growth and receives all the glory!

"For just as the body is one and has many members, and all the members of the body, though many, are one body, so it is with Christ... that there may be no division in the body, but that the members may have the same care for one another. If one member suffers, all suffer together; if one member is honored, all rejoice together. Now you are the body of Christ and individually members of it." — 1 Corinthians 12:12, 24–27

Respectfully Submitted,

Mr. Micah Johnson
AED Chairman

DIRECTOR OF EVANGELISM & DISCIPLESHIP

To the 64th Annual Conference of the Association of Free Lutheran Congregations gathered on the campus of Concordia College, Moorhead, MN on June 10–13, 2026.

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 1:2-6

What a wonderful picture is presented for us in these opening verses of Paul's letter to the Philippians. His shepherd's heart and appreciation for the congregation, their shared work in proclaiming the Gospel, and most importantly, his certainty of God's power and purpose at work within them to complete His perfect will.

This is a picture I can well appreciate and rejoice in. I too have been given a great affection for you, the congregations of the AFLC, along with encouragement through your support and partnership in the Gospel. I have great peace and certainty that it is He who is at work in and through all of us to accomplish all that He has set in eternity to do, to His great glory. How wonderful it is to be a part of His great plan, to still be in process under His guiding hand, and to have a place in all that is promised to come.

As I begin my seventh year as Director of AFLC Evangelism and Discipleship, I am encouraged to look back and see how the Lord has been at work as we have sought to carry out our mission of encouraging, equipping, and assisting our AFLC congregations and pastors in making and equipping disciples who then make and equip disciples.

Our Post-Christian Culture

Over these years there has been a growing recognition of the cultural changes that have come. We have gone from a nation founded on Christian principles and a deep spiritual belief in the guiding and blessing of Almighty God, to a culture that now embraces a secular, human-centric worldview.

This post-Christian culture has been in place in America for over 25 years, and its reach has been accelerated by technology that connects our world in ways we had never conceived before. Technology is creating a global culture impacting the entire world through instant and unrestricted images, ideas, philosophies, and influences.

No longer is there distance between urban and rural, American and Asian, European and African, or even the remotest parts of the world.

Through the internet and social media, we are becoming a single, global community where information is instantly available, but where half of the world's population is under 30 years of age, and wisdom, experience, and understanding are in much shorter supply. One cannot help but think that perhaps it was such a time as this that Jesus was describing in Matthew 24:14, "And this gospel of the kingdom will be preached in the whole world as a testimony to all nations, and then the end will come."

For Such a Time as This

As we continue to grow in our understanding of the world and the times we have been called to, the words of our theme verse remind us that we are not alone. We are united with Christ and His Church, and He is even now at work in and through us to accomplish His perfect will. We do not need to be fearful or anxious. Just as Queen Esther was right where God desired her to be, you and I also have been called for such a time as this. The challenge is, are we willing to respond to the call?

So, what is our call? We are familiar with the Great Commission, to "Make disciples of all nations," which has over time become more of a world missions' emphasis. But what about in our own towns? Our own communities?

Many of the people under 30 who live next door have only known a world where Christianity has been presented through misunderstanding, cultural distance, or disappointment. They have encountered a church that often appears focused inward rather than outward. Who is going to share Jesus with those who have no Christian background, have never been to church, and have no idea what we do in our churches? Who is going to reach out to the one who has been hurt by the church, or felt wronged, or judged, and is angry and bitter? How do we reach them with the good news of the Gospel?

Love God, Love Your Neighbor

As I have wrestled with this question in recent years, God has pointed me to what we call the Great Commandments. In Mark 12:30-31, Jesus is asked, "What is the greatest commandment?" He responds, "Love the Lord your God with all your heart and with all your soul and with all your mind and with all your strength.' The second is this: 'Love your neighbor as yourself.' There is no commandment greater than these." In this passage He has shown me two important truths in making disciples:

First, God calls us to live as disciples, with lives that reflect the heart of Jesus. The greatest reason the church has become ineffective in making disciples is because we don't look much like followers of Jesus in our words, actions, or choices. To the post-Christian world, the church often looks more like another self-centered institution that has no real purpose or value to those outside of it—which is nothing like Jesus, who is the One they are looking for.

Second, we need to love like disciples of Jesus. Jesus' call to love our neighbors as ourselves turns our focus from ourselves and toward the world that He loves and died for. This is also how we reach a dying world. It is how we set apart the message of the Gospel from every other selfish motive in this sinful world. The spiritual gift of love that God has given us as believers not only identifies us as followers of Jesus, but also becomes part of how we reach the world and become more like Him. If we will seek to live out these commandments, we will find that we will not only live richer, fuller lives, but we will look more like Jesus' followers, and connect more effectively with a world that desperately needs Him.

Flowing out of these Great Commandments, our department's work can be summarized in three primary means: Online or Digital Communication, Free Lutheran Ministry Material Development, and In-Person Ministry. Each serves the same purpose—helping believers love God with heart, soul, mind, and strength, and love their neighbors as themselves—but they do so in different ways and at different points of connection with people who are far from Christ.

Online or Digital Communication: Teaching and Encouraging

Our digital work helps believers think biblically about loving God and loving their neighbor in a post-Christian, always-connected world. Through our website (www.aflc.org/evangelism), social media, monthly newsletter, online prayer meetings, and our "Living as a Disciple" podcast, we provide steady, practical encouragement that keeps the Great Commandments and the Great Commission in front of God's people.

The monthly online prayer meeting, held on the fourth Monday of each month at 6:00 p.m. central, brings believers together from across the country to pray specifically for evangelism and discipleship in their local settings. The "Living as a Disciple" podcast, now entering its third season, teaches and models what it looks like to live as disciples in real life—first by walking through the Great Commission itself, then by interviewing AFLC pastors and laypeople, and now by addressing cultural issues and daily rhythms that shape our love for God and neighbor. In a digital environment where shallow or misleading religious content is easy to find, we offer clear, confessionally Lutheran teaching that helps believers discern truth and live it out.

Ministry Material Development: Tools for Loving Well

We support congregations through the development of biblical, Lutheran ministry materials that can be adapted for local use. Our updated Discipleship Manual provides a practical framework for walking with others as they follow Jesus, reflecting our AFLC understanding of the free and living congregation and applying the Great Commandments to everyday life together.

We continue to work on pamphlets, equipping aids, and manuals that help ordinary believers share Christ clearly and disciple new believers faithfully. Resources such as "Preparing to Share Your Faith" and "Baptism Is Not Magic" remain in use, and additional projects are in various stages of planning as the Lord provides time, finances, and people to help bring them to completion. All of this aims to help congregations love God through sound doctrine and love their neighbors through clear, gracious witness.

In-Person Ministry: Meeting Spiritual Hunger and Building Relational Bridges

Finally, and of particular importance in this season, is our in-person ministry. While digital tools and written resources are vital, we are seeing a deep spiritual hunger, especially among those 30 and under, for personal connection, honest conversation, and relationships that are not mediated by a screen. Many younger seekers are not first asking for a program; they are looking for real people who love God and love their neighbor in a way that is authentic, humble, and hopeful.

Our preaching, teaching, and Disciple Equipping Workshops in local congregations have become an increasingly important part of how we serve the AFLC. In these settings, we not only talk about the Great Commandments, we practice them together by listening to the stories and questions of pastors, leaders, and laypeople, praying with them, and helping them think through what loving their neighbors looks like on their own streets and in their own workplaces.

A key emphasis of these workshops is helping congregations develop relational bridges—practical, felt-need ministries such as parenting classes, marriage enrichment classes, financial management classes, or food pantries that serve the community while naturally building relationships. The goal in each case is the same: to create opportunities where the love of Christ can be seen, heard, and experienced, and where meaningful gospel conversations can grow over time.

We have been encouraged to see God open doors as congregations begin to pray for specific people by name, build genuine friendships, and trust the Lord to work through spiritual conversations over time.

"Rekindle the Fire" and Ongoing Partnership

If you are reading this before June 9, I invite you to our "Rekindle the Fire" ministry equipping event at St. Paul's Free Lutheran Church in Fargo, North Dakota, the Tuesday just before our Annual Conference. This afternoon gathering is our largest in-person event, intended to fan into flame a love for God and neighbor that expresses itself in practical, everyday evangelism and discipleship, and to encourage both pastors and laypeople in the partnership we share in the gospel.

As always, we remain ready to come alongside congregations and districts, whether through in-person workshops, digital content, or resource development, to help you discern and respond to the unique opportunities the Lord has placed before you. It is a joy to see how He continues the good work He has begun in His people, and to know that we labor together in His strength.

Finances

While we are excited for the open doors and ministry opportunities we are seeing today, our financial support has not kept pace with the growing demand. We have needed to prioritize certain areas of ministry in order to meet the greatest needs.

Over the last 10 years our Conference-approved support has declined from over \$160,000 to this year's budget request of \$138,184, the same as last year's. We received \$127,310.58 and ended the year at a net loss of -\$13,293.78. We are indeed thankful and grateful for the prayers and financial support of our AFLC congregations, pastors, and laypeople. We realize that all have had to do more with less in recent years, and we have sought to be good stewards of all that has been entrusted to us. However, it is my responsibility to honestly share our needs as we seek to fully support our congregations in the call to make and equip disciples who make and equip disciples.

Practically, this has meant that with the growing need for in-person ministry, we have had to slow some online initiatives while prioritizing areas of greatest need. This includes developing and producing evangelism and discipleship ministry materials, as well as some of our online ministry efforts, including our podcast. Our hope is that with greater communication of the need, and the support and assistance of our Development Department, we will be able to continue to fully support our AFLC congregations in all of these areas where there are growing ministry opportunities.

How You Can Pray

As you think of AFLC Evangelism and Discipleship, we would greatly value your prayers. In particular, we ask you to:

- Pray for pastors and lay leaders as they guide their congregations into a more intentional culture of reaching the lost in their communities through socially aware engagement and creating relational bridges into the life of their congregations.
- Pray that the everyday evangelism of "loving our neighbors" would become more common, and that believers would grow in confidence and compassion in their gospel conversations.
- Pray for financial support to fund our in-person ministry and equipping workshops so that we can freely provide them to all of our AFLC congregations that request them.

- Pray that our in-person and online ministries would be used by the Lord to build up His Church and draw many to saving faith in Christ.
- Pray for wisdom and provision as we develop, write, and distribute new evangelism and discipleship resources.

Gratitude

I am deeply thankful for those who serve alongside me in this work. Our Executive Assistant, Miss Liz McCarlson, and our Communications Coordinator, Mrs. Kirstie Skogerboe, make much of our day-to-day ministry and resource development possible through their gifts and faithful service. I am very grateful for their partnership.

I also thank our AED Board Chairman, Mr. Micah Johnson, for his leadership and wise counsel, and our board members, Pastor Tom Parrish, Mr. Ignacio Davalos, and our newest member, Pastor Brent Raan, who share a strong, unified vision for this ministry and actively participate in its work. I want to give thanks for the life and service of our dear brother, Mr. Tom Phillips, who went home to be with the Lord in February 2026 after a long battle with his health. His quiet faithfulness, passion for souls, and love for the congregation remain an encouragement to each of us, and we rejoice that he is now with his Savior. The remaining three years of his board term is up for election at this year's conference. Pastor Tom Parrish, who has been serving the remainder of Pastor Jim Ritter's term, is also running for his first 5-year term on the Board.

On a personal note, I cannot fully express how thankful I am for my wife, Brenda, my closest friend and constant encourager. Simply put, she makes me better, and her support makes it possible for me to serve in this calling.

Above all, I give thanks to our wondrously gracious God, who has loved me, a broken and sinful man, and given me His forgiveness and grace, and called me His own. He has also placed within my heart a burden for the lost and a passion to see His Church strengthened through the making of disciples who make disciples. He is the One who began this good work, He is the One who sustains it, and He is the One who will carry it on to completion until the day of Christ Jesus. To Him alone be the glory.

By His grace, we will continue to encourage, equip, and assist the congregations of the AFLC in making and equipping disciples who make and equip disciples.

Respectfully Submitted,

Rev. Randy Nelson, Director
AFLC Evangelism and Discipleship

BENEFITS BOARD CHAIRMAN

To the 64th Annual Conference of this grand experiment of the Association of Free Lutheran Congregations, as Christian brothers and sisters, we gather to consider the Sure Hope that is ours in Christ Jesus. This theme, taken from Philippians 1:6, reminds us of the assurance of salvation promised and realized in God the Son, Jesus the Christ. We praise our triune God for the justification granted to all who believe by grace alone, faith alone, scripture alone, in Christ alone, all for God's glory alone.

The Benefits Board is given the responsibility to watch over and care for our pastors and others in the AFLC through the 401K program, other insurance offerings, and the Help in Service Fund (HIS Fund). The Board and subscribers trust in a God who gives results through these tools. However, we look first to life and forgiveness He abundantly gives in Christ. We prayerfully consider how to best manage these financial tools, but they are not the hope of our pastors nor AFLC congregation members. Our hope comes from the blessing which God gives to us knowing our needs for all the days of our lives.

This last year the Benefits Boards reviewed the HIS Fund policy. The Board considered whether there were other ways to utilize the funds in the HIS Fund. The review was based on the needs within our AFLC displayed in the requests received by the Board. The board expanded the number of people eligible for HIS Fund assistance to include AFLC Missionaries and other corporation employees. It also expanded the ability for funds to be used to assist the applicants with items such as expenses related to pastor conference, SIT, or other times of need prayerfully considered by the Board.

The Board will continue to work with the finance office of the AFLC to ensure funds given prior to January 2026 are allocated solely for pastor and their family financial needs. Any new donations to the HIS Fund will be used by the Board for requests in compliance with the new HIS Fund policy. The HIS Fund Policy, which was taken into effect January 1, 2026, is following this report.

We encourage our pastors and local congregations to remember the HIS Fund in both prayerful giving and humble requests for financial help. The HIS Fund was blessed with \$14,212 lovingly given to help others. The Board was enabled to prayerfully help with four HIS Fund requests totaling \$10,730.

The Board has been blessed by the management TrueStone Wealth and Ameriprise have given for our 401K plan. They have been at previous Pastor Conferences and have a booth at Annual Conference to raise awareness of this financial planning tool. The plan has 273 active participants. The Board, along with our management partners, wants to remind our pastors of the need for a good financial planner and tax professional for planning for financial stability in retirement.

The Benefits Board is thankful to Katie Johnson and Deb Nelson for all the work they do. Their mission is behind the scenes, but so important for the continued work of evangelism and sharing the truth of God's work from

local congregation and beyond. The Board welcomed Rev. Tim Johnson onto the Board as Rev. Ken Moland stepped off the Board.

Rev. Ronald Smith	Bruce, SD	2026
Mr. Joe Spilde	Arlington, SD	2027
Mr. James Rolf	Moorhead, MN	2028
Mr. Doug Hertlein	Carroll, OH	2029
Rev. Tim Johnson	Pipestone, MN	2030

Respectfully submitted,
Rev. Ronald Smith

Help In Service Fund Policy

This policy governs all funds received, beginning January 1, 2026.

The Association of Free Lutheran Congregations (AFLC), in the exercise of its religious and charitable purposes, has established a benevolence fund, the Help In Service Fund (HIS Fund or Fund), to assist AFLC rostered pastors, AFLC missionaries, and employees of AFLC Corporations¹ financially.

The AFLC welcomes contributions to the HIS Fund. Donors are free to suggest beneficiaries of the Fund or of their contributions to the Fund. However, such suggestions shall be deemed advisory rather than mandatory in nature. Donors will not be entitled to a return of their designated contributions on the grounds that the AFLC failed to honor their designations.

Donors wishing to make contributions to the HIS Fund subject to these conditions may be able to deduct their contributions if they itemize their deductions on their federal income tax return. The AFLC cannot guarantee this result and recommends that donors who want assurance that their contributions are deductible seek the advice of a tax attorney or CPA. Checks should be made payable to the AFLC, with a notation that the funds are to be placed in the HIS Fund.

The administration of the Fund, including disbursements, is subject to the exclusive control and discretion of the Benefits Board. The Benefits Board may consider suggested designations, but in no event is it bound in any way to honor them, since they are accepted only on the condition that they are merely nonbinding suggestions or recommendations.

HIS Fund distributions will require an application process both to describe the request and to determine the need. All applications are to be submitted to the President's office who then reviews and forwards them on to the Benefits Board for approval. The Pastor and Congregational Care Team (PACCT) may also submit applications or requests on behalf of an individual in certain cases where confidentiality or anonymity is requested.

The President's office may apply for a HIS Fund distribution for a project or purpose that would provide assistance to AFLC pastors, missionaries, or employees, without designating a particular individual beneficiary. These requests will still require an application to be

¹ For purposes of this Policy, "AFLC Corporations" are defined as being and including: Free Lutheran Association of Pilot Supporters, Inc.; Free Lutheran Theological Seminary Corporation, dba Free Lutheran Bible College and Seminary, and dba Association Free Lutheran Bible School; Free Lutheran Youth Federation; Association of Free Lutheran Congregations Mission Corporation; Association of Free Lutheran Congregations World Mission Corporation; The Co-ordinating Committee of the Association of Free Lutheran Congregations, dba the Association of Free Lutheran Congregations; The Association of Free Lutheran Congregations Foundation; Association Retreat Center, Incorporated; Women's Missionary Federation of the AFLC.

submitted to the Benefits Board. Once approved, the President's Office will receive the funds approved for the request and will be responsible for distributing the funds. Any such approved projects that receive HIS funding will require a post fund report that should be submitted to the Benefits Board within 6 months of the approval.

All details regarding HIS Fund requests and distributions will remain confidential by the Benefits Board, President's Office, and PACCT and not shared to the greater public, unless written permission is received by the recipient.

All monies distributed from the HIS Fund are done so as a gift. Repayment is not expected.

The Benefits Board

The Association of Free Lutheran Congregations

CHAIRMAN BOARD OF TRUSTEES

Greetings to the 64th Annual Conference of the Association of Free Lutheran Congregations from the Free Lutheran Bible College and Seminary (FLBCS) Board of Trustees.

As we gather under the theme Sure Hope, we consider the source of that Sure Hope, our Lord and Savior Jesus Christ. Philippians 1:6 says, “And I am sure of this, that he who began a good work in you will bring it to completion at the day of Jesus Christ.” This verse tells us that our Sure Hope has a foundation only in Jesus, grows only in Him, and comes to ultimate consummation only in Him. Because our Sure Hope is revealed to us through the means of God’s inerrant Word, the founders of the AFLC established the Free Lutheran Bible College and Seminary to assist in building up the congregations of the AFLC through those trained at FLBCS. As students are built up through their study of the eternal and inerrant Word of God they are equipped for a life of faith in Jesus Christ and faithful service in His Kingdom, the church.

Philippians 1:5, the verse before our conference theme verse, talks about our “partnership in the gospel from the first day until now.” FLBCS enjoys partnering with congregations and individuals in the AFLC to help fulfill our mission of equipping students and building them up in His Word. We see that partnership happen not only as people and congregations give financially and pray for the work of the school but also as they encourage students to go to the Bible College and men to go to Seminary. That is the primary “recruiting” tool for FLBCS, so thank you, keep your students coming! If you are reading this report, I realize I’m speaking to the choir when I say almost every student in your churches should attend FLBC to have their faith grounded in Christ through study of His Word.

Our board is rightly named the Board of Trustees as we are entrusted to steward the mission that has been handed down to us from those who had the foresight to found FLBCS. Our focus continues to be for our Seminary and Bible College to be a place that trains pastors and Christian workers for our congregations.

The work of the board is primarily oversight and management of the school. Our focus is primarily developing and implementing policies and managing the financial health of FLBCS. This involves three broad areas: Academics, Operations, and External Engagement. Wade Mobley as President oversees all these areas and reports to the board. James Molstre as Chief Academic Officer oversees the Academics area which can be divided into the Academic Programs and Student Life and Discipleship. Dr. Molstre directly leads the Seminary Academic Program and Dr. Andrew Kneeland leads the Bible College Academic Program as interim director. Jeremy Larson leads the Student Life and Discipleship Program for the Bible College. The Operations area is led by Larry Myhrer as Chief Financial Officer. The area Mr. Myhrer oversees involves human

resources, financial areas, and property management. Besides his role as President, Dr. Mobley oversees the External Engagement functions such as communications, recruiting, admissions, fundraising, athletics, and events. Each of these key leaders provides ongoing reporting to the board on the areas under their responsibility. They are all very capable leaders and work diligently to keep FLBCS on track in fulfilling its mission. You will find more information on work they are accomplishing in their respective reports.

One area that I would like to highlight because it is bearing fruit in students' lives is Jeremy Larson's work as Director of Discipleship. It's not new that we are focused on discipleship, but the expectations and structure have been strengthened. This has been driven partly out of need as today's young people require more counsel than in past years. A key part of this ministry has been small discipleship groups connecting mentors with the students on a regular basis in a structured way. The students are reminded that the model they are being discipled under is meant for them to take with them, for them to be discipling others throughout their Christian life. The approach has been more integrated with the academic side, in outreach, and to encourage more engagement in local congregations.

The first goal of our strategic plan involves funding our mission. There is always tension between focusing our fundraising and budgeting on building our cash reserve, reducing debt, raising money for current operations, scholarships, or endowments. We spend a lot of time discussing how to balance current needs with long term needs like capital expenses, endowments, and scholarship funding. This ends up being complicated by designated giving where the gifts go to the area they are designated toward. We welcome all gifts and want to honor the giver's desires to send the money where their heart is directed. Our annual campaign, raising money for the current year's operations, is always ongoing and helps students by paying for annual costs of running FLBCS. We are contemplating launching a capital campaign to help reduce debt and pay for some buildout of spaces in our current dorms and remodeling such as new windows, doors, and upgraded ventilation. We covet your prayers as we make decisions about funding the mission. Thank you for giving and praying! This work cannot be effective without the prayers of God's saints.

We are thankful for the godly and very capable staff, faculty, and administration of our school; we are truly blessed to have them leading this work. We express a special thank you to Adam Osier who served as Dean of the Bible College for six and a half years. Students were strengthened in their faith through his time serving as Dean both through his teaching and in his relationships with them.

We have wonderful board members who have a love and passion for our Bible College and Seminary. Please thank them for their service, especially Alan Arneson and Gary Erickson as they complete their terms

on the board. Please remember us in your prayers.

The current members of the Board of Trustees are:

Chairman – Mr. Phil Johnson (Esko, MN)

Vice-Chairman – Rev. Alan Arneson (Amery, WI)

(Completed a 4-1/2 year term and a full 5-year term. Would be eligible for reelection but has declined)

Treasurer – Mr. Nathan Dalager (Moorhead, MN)

Secretary - Rev. Stephen Snipstead (Kalispell, MT)

Mr. Gary Erickson (Fergus Falls, MN)

(Completed two full terms, not eligible for reelection)

Mr. Earl Langness (Ishpeming, MI)

Rev. Rodney Johnson (Buffalo, MN)

Respectfully submitted,

Mr. Phil Johnson, Chairman

FREE LUTHERAN BIBLE COLLEGE & SEMINARY PRESIDENT

To the 64th Annual Conference of the Association of Free Lutheran Congregations, assembled in Moorhead, MN, June 10-13, under the theme “Sure Hope.” Grace to you, and peace, in the name of God our Father and the Lord Jesus Christ, in whom our souls find sure and steadfast anchor.

Thank you for reading all these ministry reports. We put our hearts into these, and while being long, they are designed for those who would benefit from far more than a verbal report or written snippet. The reports in these pages provide context for a mission that many of you have benefited from and many of you love: *Establishing students in the eternal and inerrant Word of God for a life of faith in Jesus Christ and faithful service in His kingdom.*

Why we exist

That mission is our “why,” and it predates my time as President. Informally, that mission is what most of us observed when we attended FLBCS, even if it was not stated that way. Students come to us from a variety of places, but they all want this mission to influence some area of their lives. Our goal is to get them to the place where they want the finished work of Christ to inform *all* of life.

The Free Lutheran Seminary was the first part of our institution to exist, being designed to train servant pastors for free and living Lutheran congregations in a brand-new church body. The Free Lutheran Bible College soon followed, with course offerings and discipleship opportunities designed to prepare students for lifelong, distinctively Christian investment in their families, congregations, and communities. That training still serves as a foundation for any Christ follower today; we say, “Start here, go anywhere, grounded in God’s Word.”

What we do

I have always thought of FLBCS as a small institution. Several years ago, a visitor from the Alliance Defending Freedom gave me some context: “You’re not small; you’re narrow.” She meant that in a good way, as in, “focused.” Other college presidents can’t believe that we have as many students as we do, considering the narrowness of our program and this era when Bible Colleges or small private colleges in general are struggling to survive. I explain that we are able to maintain or grow our student enrollment largely BECAUSE we are so mission focused. Our undergraduate program of about 112 students would be just a very large Bible/ministry program at a broader college, and our graduate program would be a typically sized graduate program. We are not small; we are focused.

We have chosen to stay focused on Bible and ministry. Our courses are

about one-third exegetical (verse by verse), about one-third systematic (doctrine by doctrine), and about one-third a combination of educational foundations (learning how to think, write, speak, read, and listen) and practical application (music, or how to carry out various kinds of ministry). That narrows our pool of prospective students, but we think almost anyone would benefit from this kind of training before they finish their degree or enter the work force.

Another differentiator is that our students are 100% in person and almost 100% on campus. Over the past decade higher education has moved away from this model, though campuses are trending back toward in-person learning now. Our residential program is not just a place to live but a lab setting for discipleship. We have well-trained, mature faculty and staff who invest in our students in the classroom and beyond. This is what we do. It's not that doing something else is wrong, or that other institutions err in broader deployment of educational resources. It's just that this is what we think God has called us to, and the results in the lives of our students speak for themselves.

All this student benefit comes from a distinctive philosophy of education. Our philosophy of education fights against the cultural presupposition that the primary purpose of education is certification for the purpose of getting a job and making money, with making money being the primary goal of life. This is a shallow, empty view of education that we will not accept.

We have a different philosophy of education than most, though ours is certainly not unique. I wrote a bit recently about our philosophy of education. You can find that article at <https://flbc.edu/value>

Our philosophy of education contains elements of:

- Christian spiritual maturity
- Cultivation of virtue
- Preparation for varied vocations (family, congregation, society)
- Preparation for pastoral ministry
- Intellectual habits
- Academic rigor
- Institutional sustainability and stewardship

How we do it

FLBCS, and the AFLC in general, are spiritual movements. We rely on the hunger of souls to be nurtured in the Word of God for life in Jesus Christ. Short of God's continued work in moving people toward this nurture, FLBCS will lack for students, funding, and purpose. Pray, please, as this is all God's work.

There is a lot of hard work that goes into FLBCS, too. Some of that relates to employees (more below), but a lot of that hard work is undertaken on the part of students themselves. Students get out of FLBCS what they put in, so the hard work that they do makes the hard work of staff effective.

Students at the Free Lutheran Bible College and Seminary receive great value from a priceless mission. That mission is not free, however, and generous individuals and congregations make it possible for students to complete their studies with no student debt or financial involvement from state or federal sources.

While a certain amount of financial pressure is part of learning in the college/seminary time of life, our students experience such pressure at a rate far lower than other institutions of higher education. Support for seminary students never defaces to astound, and tuition, room, board, and fees at FLBCS is among the most affordable higher education options in the nation. When people hear what it costs to attend, many assume it is for just one semester.

This does not happen without the sacrificial investment of friends like you. A successful Annual Fund is essential to the financial health of FLBCS, as it covers about one-third of all student costs. Friends of FLBCS are most generous:

- 2024-25 yielded 109% of a \$1.3M goal
- 2025-26 has yielded 88% of a \$1.5M goal (As of this writing with four months to go)

At the time of this writing (late March) the FLBCS Board of Trustees is also exploring the feasibility of a capital campaign. If or when this develops, friends of FLBCS will hear a lot more. This campaign would be outside of the Annual Fund and would advance the mission of establishing students in the Word of God for life in Jesus Christ by covering:

- Potential facility improvements
- Principal reduction in advance of refinancing long-term debt
- Some other items that will have more context soon

At the time of this writing, though such a campaign has not even started, we have received \$300,000 in cash and another \$450,000 in pledges.

FLBCS celebrates God's abundant provision, and He has been most abundant this year. In addition to a strong year for the Annual Fund and the start to a capital campaign mentioned above, we have received almost \$800,000 of special gifts during this fiscal year. Our fiscal responsibility composite score (an objective metric prepared through auditing) is already at the maximum of 3.0 (a minimum being -1.0), and that is before taking into consideration the financial strength of our current fiscal year. Praise be to the Living God and thank you to generous partners who exercise such stewardship.

Strategic themes

At the time of this writing, we are in the midst of refreshing our strategic plan, something that we do every year. We operate on a three-year rolling strategic plan; thus, we are always current. We update that plan with various kinds of input. This year we were delayed in the process due to a

couple of large projects tied to our current strategic plan.

This approach to strategic planning has yielded great benefit, including some things that we take for granted: Succession planning, structural/staffing optimization, more focused marketing/recruiting, and financial matters (cash reserves, our annual fund, and the aforementioned capital campaign).

Our strategic themes will be more developed in 2026-2027 than they are in 2025-2026, but they will largely remain the same:

1. Funding the mission (net positive operation, cash reserves, increased endowment, reduced debt)— *significant progress this year*
2. Recruiting (recruiting those students we already know while exploring additional “pipelines” for potential students)— *strong enrollment, including three strong, newer sources of potential students in the past two years*
3. Campus Capacity (increasing ability/flexibility to accommodate undergraduate and graduate students)— *studying how best to use, improve, or modify our existing square footage*
4. Excellence in Bible and Ministry (continued success of AA and MDiv programs, with ongoing development of the BA and emphases in worship, youth/family, and cross-cultural ministry)— *significant maturity and improvement in the past few months while anticipating more in the coming year*

We believe that pursuit of these strategic themes will lead to a future that many of us long for and pray for:

Through steadfast, Christ-centered ministry of the Word, in the years ahead we will see:
<ul style="list-style-type: none">• Thriving AFLC congregations led by servant-hearted pastors and lay leaders shaped at FLBCS.
<ul style="list-style-type: none">• Christ-honoring marriages and homes where children and grandchildren rise up and call Jesus Lord because their parents were transformed here.
<ul style="list-style-type: none">• Communities marked by compassion, integrity, and hope because our graduates live with Scripture as their compass.
<ul style="list-style-type: none">• Generation after generation returning to this campus, hungry for the same life-giving truth.
<ul style="list-style-type: none">• And everywhere we look—God’s Word, sent out from this place, still accomplishing what He desires, never returning empty.

Who does it

The legal ownership of FLBCS is “The Free Lutheran Theological

Seminary Corporation,” which is what we mean when we refer to “The Schools Corp” on the Annual Conference floor. This group of fifty men and women appoint/elect new members with the suggestion of the Annual Conference. You can find a listing of all AFLC Corporation members elsewhere in this conference booklet.

The Corporation also elects members to the Board of Trustees, the seven-person body that oversees the President and (ultimately) the whole institution, exercising fiduciary responsibility and general oversight. A solid, responsive Board of Trustees, willing to be trained and do hard things to steward the mission of FLBCS, is essential for the quality and future of FLBCS. I am thankful for the Board of Trustees we have now, and especially so for the service of Mr. Gary Erickson and Rev. Alan Arneson, both of whom have completed their terms.

What makes FLBCS tick, though, is the faithful, committed, sacrificial service of men and women willing to serve students while we exercise stewardship over our mission. I have included a list of employees at the end of this report, along with some areas of responsibility and staffing level. Nobody on this list is more important than anybody else.

During the 2025-2026 school year FLBCS had several staffing changes after a remarkably long time with few of them. For the purpose of operational efficiency, the positions of Facilities Director and Event/Facilities Coordinator were combined into other areas of our organizational chart, saving the equivalent of over \$1,000 per undergraduate student. It is emotionally difficult to implement such decisions, since these are not just positions but also people we love dearly. As a result of that restructuring, Carter Kneeland concluded his service around the first of the year and Eric Christenson ended his six plus years of employment at the end of March. We thank them both for their years of service and great attitudes.

After years of our encouragement, Josh Johnson began a pastoral internship in February, ending his exceptional service as Director of Recruiting and Admissions, resulting in a complete restructuring of the department that brings you publications, produces content, recruits students, and processes financial aid. We are thankful to all who have stepped up to handle greater responsibility as they steward this area of ministry. Josh will be a great pastor, and if internship and interviews go well will be available for call around the first of the year.

Finally, Rev. Adam Osier concluded his service as FLBC Dean mid-year, having served in that role for six and one-half years. We thank him for his service, along with his wife Courtney, who worked part-time in student accounts, as well. At the time of this writing (late March), the workload of this position has been distributed across FLBCS as administration and the Board of Trustees determines best stewardship of resources.

At the end of this report, you will find a table including the name of every

employee on campus, their broad area of service (primary, as many serve in multiple ways), and their employment status— and now I am terrified that we have omitted some valued soul. Seventy-six individuals are named, and we value the contributions of every one of them. If that seems like a big number to support 112 undergraduate and 24 graduate students, some context is in order. This includes the name of every employee for all the time covered by this report, including several people who no longer work for us or multiple people in the same role. Everyone is listed, full time, part time, student worker, or volunteer. We value them all. Many of our employees work for us as a second job or an augmentation of other income. They believe in our mission but can't rely solely on what we can pay. If you add it all up, we have a focused, lean, efficient staff and structure. We ask a lot from our employees, and they earn every dollar. If you know any of these people, please thank them.

Outlook

Higher education is still in a state of crisis in the United States. Higher ed inflation went into runaway mode for about 30 years, driven by government funding and relatively low interest student loans (neither of which have we ever participated in). Some of the degrees offered were not of much use, either, and a college education was deemed so important that everyone should get one— regardless of actual learning. Combine that with several states' versions of "college in high school," which generally is more like high school than college, and the presumption that such things should be free— and we have an educational mess on our hands. I just saw an ad for a "three-year, 90 credit, B.A." and there are countless programs that allow students to earn a B.A. and M.Div. in five years total, all online, from the safety of your own home.

If you think I'm exaggerating check the papers. People in droves have decided that higher education isn't worth it. The current Department of Education agrees and has begun to evaluate program effectiveness by one single metric: Financial return on investment. The Christian Liberal Arts world, which is not us but as close as you can come to a category for us, has been teaching students for years that life is not about mere income generation. That means our programs are failing and are soon not to be eligible for federal financial aid.

That does not *directly* affect us, since we do not participate in federal financial aid. But the view of our government right now cements in the minds of our populace a faulty philosophy of education. Many of the problems in higher education have nothing to do with the Free Lutheran Bible College and Seminary, but we suffer from guilt by association.

One organization that has been helpful to us is also fighting such common misconceptions in Biblical higher education. The Association for Biblical Higher Education is one of two distinctively Christian accrediting agencies (TRACS, our accreditor, is the other one). ABHE has been most helpful to us in training and development of our staff and programs. We are currently

pursuing accreditation with ABHE, as it offers much more support for our undergraduate program, which is our largest. Accreditation provides training, encouragement, and external accountability that helps FLBCS keep our promises to our students, parents, donors, and congregations. I have found the accreditation process uniformly positive, helping us to steward better the mission of FLBCS. Both ABHE and TRACS find our institution to be exemplary.

FLBCS will continue to pursue excellence in academics and discipleship. Excellence is not a business principle; it is a stewardship principle. We want our students to do their best with the gifts God has given them. Our programs are rigorous, but they are accessible; they challenge all and are available to most. We want our students to know the Bible and what to do with it. We want them to be wise, winsome leaders of men, women, families, congregations, and communities. We want them to be able to think, write, speak, read, and listen as they engage the Biblical text and bring that text to the world.

Institutions of Higher Education that thrive in our current environment will be those that focus on their mission, along with their distinctive philosophy of education, and focus on their value proposition. *That is to say, what do students receive for investing a length of time and an amount of money in the foundational exercise of higher education?*

To answer that question for FLBCS, I point to our students and graduates. I have been writing this report on a tour bus during choir tour. If you were along for the ride, you would buy our value proposition. Our students and graduates are living letters to be read by all. Generally speaking, and at a far higher rate than any conceivable control group, our students and graduates are wise, loving, biblically driven citizens of both the kingdom of heaven and the kingdom of earth. They have started at FLBCS and gone anywhere and everywhere, grounded in God's Word.

I have two 16-year-olds, somehow. I'm starting to think about college for my kids. They will likely attend FLBC for two years. Ballpark, they will pay \$45,000 for two years of tuition, room, board, and fees. They would have paid \$25,000 more for that without donor help. And there are more scholarships available after that. I think they can make \$10,000 per year easily with very part time work. That leaves about \$25,000 for them to come up with between congregational help, parental help, and savings. I think they can do it with high school jobs. Some have less support than others, and a lot of people give to make it possible for them to go to FLBC.

And not going to FLBC isn't free either. If my kids don't go to college, they will have to pay room and board someplace, because even the Mobley's will start charging rent at some point. We are working with them about how to make all of this work, but it starts with a value proposition. Two years, a sum of money that isn't free but isn't insurmountable, with a legion of supporters cheering them on, all so they can receive a foundation that will

last them until the Lord returns or calls them home. It's not a tough sell.

Thank you for the privilege of serving this priceless mission. In my twelfth year now, I have never been more convinced that what we do matters, and that what we do we could not do without you.

In Christ's Love,

Dr. Wade Mobley
President

Board of Trustee Members 2025-2026

Mr. Philip Johnson-Term 2027 (Chair)
Rev. Alan Arneson-Term 2026 (Vicechair)
Rev. Stephen Snipstead -Term 2028 (Secretary)
Mr. Nathan Dalager -Term 2028 (Treasurer)
Mr. Gary Erickson - Term 2026
Mr. Erling Langness - Term 2029
Rev. Rodney Johnson- Term 2030

Our Valued Team (*= no longer employed as of May 31, 2026)

FIRST NAME	LAST NAME	DEPARTMENT	EMPLOYMENT TYPE
Rebekah	Baerbock	Operations	Student Worker
Abigail	Baerbock	Operations	Student Worker
Cindy	Beck	Academics	Part-Time
*Gracia	Berg	External Engagement	Student Worker
Josh	Bostrom	Operations	Full-Time
*Eric	Christenson	Operations	Full-Time
Macy	Christenson	Operations	Student Worker
Breanna	Chvojcek	Academics	Full-Time
*Monica	Coyle	External Engagement	Part-Time
Reise	Dryburgh	Academics	Part-Time
Luke	Dryburgh	External Engagement	Part-Time
Sarah	Duffy	Discipleship	Dorm Assistant
Brett	Erickson	Operations	Part-Time
Jean	Erickson	External Engagement	Part-Time
Janay	Gray	External Engagement	Full-Time
Kylee	Greene	Discipleship	Dorm Assistant

Wendy	Greven	External Engagement	Part-Time
Josh	Greven	Discipleship	Dorm Assistant
Jason	Gudim	Academics	Faculty
Ruth	Gunderson	External Engagement	Part-Time
Andrew	Hanson	Academics	Faculty
*Phil	Haugen	Academics	Adjunct Faculty
Katie	High	Operations	Full-Time
*Haley	Hornisch	Operations	Student Worker
Jarrold	Hylden	Academics	Faculty
Quincy	Jensen	Discipleship	Dorm Assistant
*Josh	Johnson	External Engagement	Full-Time
Dalton	Jordahl	External Engagement	Full-Time
Ella	Kleve	Academics	Student Worker
Andrew	Kneeland	Academics	Faculty
Annah	Kneeland	Operations	Full-Time
*Carter	Kneeland	Operations	Full-Time
Katie	Kneopke	Discipleship	Dorm Assistant
Jeremy	Larson	Discipleship	Full-Time
Johanna	Lindley	Operations	Student Worker
Beau	Loewen	Operations	Student Worker
Brian	Lunn	Academics	Adjunct Faculty
Wade	Mobley	President	Full-Time
James	Molstre	Academics	Full-Time
Rachel	Molstre	Academics	Full-Time
Sherry	Mork	External Engagement	Full-Time
Glenn	Mork	External Engagement	Part-Time
Steve	Mundfrom	Academics	Faculty
Larry	Myhrer	Operations	Full-Time
Jon	Nelson	Academics	Adjunct Faculty
Jonah	Norby	Operations	Student Worker
Brent	Olson	Academics	Faculty
Nathan	Olson	Academics	Faculty
Michelle	Olson	Discipleship	Part-Time
Kelvin	Olson	Discipleship	Dorm Assistant
*Isak	Olson	Operations	Part-Time
*Courtney	Osier	Operations	Part-Time

*Adam	Osier	Academics	Full-Time
Olivia	Pavlish	External Engagement	Full-Time
Tristan	Pavlish	Operations	Part-Time
Matt	Peschl	Operations	Full-Time
Luke	Quanbeck	External Engagement	Full-Time
Esther	Rabenberg	Academics	Part-Time
Katelin	Rice	Operations	Student Worker
Gracia	Rolf	Discipleship	Dorm Assistant
Jeremy	Romero	Operations	Student Worker
Zach	Simonson	Discipleship	Dorm Assistant
*Jonathan	Strand	Academics	Adjunct Faculty
Logan	Strand	External Engagement	Full-Time
Autum	Sucher	Discipleship	Dorm Assistant
Charles	Tichy	Operations	Part-Time
Madison	Trost	Academics	Full-Time
Nathan	Turner	Operations	Full-Time
Kim	Strand	Athletics	Volunteer
Duane	Strand	Athletics	Volunteer
John	Greven	Athletics	Volunteer
Michele	Mobley	Seminary Wives	Volunteer
Kristin	Molstre	Seminary Wives	Volunteer
Grace	Nystuen	Athletics	Volunteer
Shelby	Greven	Athletics	Volunteer
Sharon	Caswell	Other	Beyond Limits
Katie	Lane	Other	Beyond Limits

FREE LUTHERAN SEMINARY DEAN

To the 64th Annual Conference of the Association of Free Lutheran Congregations, assembled in Moorhead, MN.

“And I am sure of this, that He who began a good work in you will bring it to completion at the day of Jesus Christ.” — Philippians 1:6

I thank God for the privilege of serving the AFLC as Seminary Dean. As I begin my tenth year in this role, I continue to be both challenged and encouraged by the opportunity to help train men for the ministry of the Word. Pastoral ministry is both a divine calling and a profound blessing, and our AFLC is blessed with men who are eager to serve Christ in congregational ministry.

At present, we have eight men serving in internship: Daniel Aichele (Grafton, ND), Aaron Arneson (Brainerd, MN), David Hein (Beulah, ND), Sam Jagt (Thief River Falls, MN), Josh Johnson (Glyndon, MN), Isak Olson (Arlington, WA), Michael Rokenbrodt (Williston, ND), and Hans Tanner (San Antonio, TX). I am deeply grateful for the supervising pastors and congregations who are investing in these men during this formative year of ministry training.

In addition, we currently have three seniors, seven middlers, and four accepted juniors. The Lord has graciously provided these students, and we trust He will use them to bless our congregations in the years ahead.

It is also encouraging that several of our newer seminarians have progressed through our Bachelor of Arts program, completing prerequisite Greek courses before transitioning seamlessly into seminary studies. This integrated pathway continues to strengthen our training process.

We are thankful to offer on-campus housing and significantly reduced tuition for our seminarians, made possible through the generosity of our donors. Tuition covers approximately 15% of the actual cost of education, enabling us to provide residential training with full-time faculty—a model that is increasingly rare, yet vital for forming servant leaders for the church.

This past year, we introduced a two-credit course in Missiology, designed to equip men for outward-focused ministry both domestically and internationally. Our goal is to cultivate pastors who are not only faithful shepherds but also mission-minded servants of Christ.

The seminary also continues to publish its academic journal, *Sola Scriptura*. This annual publication includes contributions from both faculty and students and is intended to serve pastors, congregations, and friends of the AFLC by applying the unchanging truths of God’s Word to various aspects of faith and life. In addition, we offer the Summer Institute of Theology in August and the Seminary Symposium in January. We encourage pastors

to take advantage of these opportunities for continued growth in Gospel ministry.

In my role as Chief Academic Officer, I also oversee the faculty and academic programs of the Bible College and Seminary. We are blessed with an excellent full-time faculty: Jarrod Hylden, Jason Gudim, Brent Olson, Nathan Olson, Steve Mundfrom, and Andrew Hanson. Professor Andrew Hanson, our music professor and choir director, took a sabbatical this fall. His longtime assistant, Cindy Beck, along with Esther Rabenberg, served well in his absence, and we are deeply grateful for their faithful work. Along with the above full time faculty, we are blessed with excellent adjunct professors: Pastor Brian Lunn who teaches Hebrew, Pastor Phil Haugen who teaches Greek, Luke Quanbeck – Video ministry, Michele Olson – Youth ministries, and Jon Nelson who teaches cross cultural ministry.

I had the opportunity to travel with the choir for one week this spring and witnessed firsthand the excellence of their ministry. Under Mr. Hanson's leadership, the Bible College Choir continues to represent our schools with humility, and godliness.

Please keep the following in your prayers:

- Our recent graduates: Adam Erickson, Alexander Grimes, Caleb Korhonen, Adam McCarlson, Micah Moan, and Alex Monseth
- Our interns: Daniel Aichele, Aaron Arneson, David Hein, Samuel Jagt, Josh Johnson, Isak Olson, Michael Rokenbrodt, and Hans Tanner
- Our seniors: Luke Dryburgh, Jeremy Larson, and Benjamin Nordvik
- Our middlers: Matthew Baerbock, Josiah Charon, Brett Erickson, Kyle Erickson, Kyle Gorman, Mark Rustad, and Levi Steffen
- Our incoming juniors beginning this fall

Pray that the Lord would prepare and sustain these men as they study for the sacred work of ministry.

As the prophet Isaiah declares:

“How beautiful upon the mountains are the feet of him who brings good news, who publishes peace, who brings good news of happiness, who publishes salvation, who says to Zion, ‘Your God reigns.’” — Isaiah 52:7

Respectfully submitted,

Dr. James Molstre
Chief Academic Officer / Seminary Dean

FREE LUTHERAN BIBLE COLLEGE

To the 64th Annual Conference of the Association of Free Lutheran Congregations, grace and peace to you from God, our Father, and the Lord Jesus Christ.

It is a joy to continue working toward our mission at Free Lutheran Bible College. The student body theme this year was “Anchored,” taken from Hebrews 6:19. Scripture is the only sure foundation in uncertain times, and we build everything we do at the Bible College toward *establishing students in the eternal and inerrant Word of God for a life of faith in Jesus Christ and faithful service in His Kingdom*. We had 114 students at the beginning of the academic year and enjoyed every opportunity to invest in each of them.

Academic Life

As an institution of higher learning we take pride in our academic programs and the chance to dive deep into God’s Word and apply it to every aspect of our lives. Time spent in Scripture is never wasted so Scripture remains the focus of our entire curriculum. Forty percent of required classes involve line-by-line study of the Word of God, and every other class is devoted to organizing, applying, and articulating its rich truths. “Bible and Ministry” is all we do at FLBC, and we believe it’s eternally valuable.

It is because of our conviction in Scripture’s authority and value that we push our students to deeply and seriously engage in the classroom. Every course in our undergraduate programs is designed to increase Biblical knowledge, cultivate spiritual maturity, and develop tools to communicate truth and lovingly engage our neighbors and communities.

This past year, many of our professors have intentionally adopted a technology-free classroom policy. By requiring students to set aside laptops and phones during class we are creating an environment for undistracted engagement with God’s Word. Students are nearly unanimous in their support of this much needed reprieve from the persistent pressures and pull of the digital world. This commitment to focused time in Scripture is the heartbeat of our academic objectives.

The program outcomes of our undergraduate programs are worth repeating here. By the grace of God, students who successfully complete our academic programs will:

1. Demonstrate a thorough knowledge of Scripture and a commitment to historical-grammatical interpretation and application.
2. Communicate the biblical and historical basis of their faith in Jesus Christ and understand the Lutheran perspective of the Means of Grace.
3. Develop and implement the tools for learning and applying biblical truth, including the ability to think, read, write, and speak.

4. Articulate biblical truth in interactions with neighbors, families, society, and congregations.

That is what we want for our students! We pray for a future where homes and congregations across our association and beyond are filled with men and women who are characterized by these outcomes.

Thank you for entrusting your students to us, and for continuing to keep the students and mission of FLBC in your prayers.

-Dr. Andrew Kneeland, Interim FLBC Program Director

Student Life

In my role as Director of Discipleship, I have the privilege of observing how our students are pursuing growth in their spiritual life in areas beyond the classroom. Each year, the student body has high engagement in a wide range of ministry and discipleship opportunities. These activities serve to complement what they are learning in the classroom. Their knowledge is applied in practical ways that help cement it for the long term.

Students participate actively in gospel teams, vespers services, discipleship groups, Student Missionary Fellowship, summer Vacation Bible School (VBS) teams, and dorm ministry. In these opportunities, they can practice what they are learning while serving their neighbor in love. Sometimes, our students are participating in so many things that they end up double booked. These provide good learning opportunities for practical life skills such as prioritization and time management.

We also encourage students to remain connected to the local church, and it is encouraging to see many serving faithfully in nearby congregations. Students regularly assist with youth ministries, children's programs, worship teams, and other areas of congregational life.

We see patterns that indicate a desire to both study the Scriptures and then live it out in the world around them. Our goal in discipleship is to nurture an environment where spiritual growth, accountability, and service naturally flow from the classroom experience. Through this intentional combination of education and community life, our campus continues to develop a student body where formation, fellowship, and ministry go hand in hand.

-Pastor Jeremy Larson, Director of Discipleship

FREE LUTHERAN BIBLE COLLEGE & SEMINARY VICE PRESIDENT OF OPERATIONS

To the Sixth-Fourth Annual Conference of the Association of Free Lutheran Congregations gathered in Fargo, ND. **2 Corinthians 9:8:** states “*And God is able to bless you abundantly, so that in all things at all times, having all that you need, you will abound in every good work.*” We are so thankful to the congregations, individuals, parents, and students who generously contribute to the Free Lutheran Bible College & Seminary (FLBCS). We could not exist without all the prayers and support we receive every day.

The proposed FLBCS budget for the 2026-2027 fiscal year is \$4,922,012. Based on this projected budget, the Board of Trustees request the Annual Conference to approve a subsidy for the 2026 calendar year of \$360,908 for the Seminary, and \$588,850 for the Bible College. Both subsidy requests reflect the average of the last three years’ actuals plus a 5% increase. This request is within the guidelines provided by the BAC.

As of December 31, 2025, the FLBCS has approximately \$2.3 million in scholarship and endowment funds that are used to provide financial assistance to Seminary and Bible College students. During the ’25-’26 school year, \$187,845 was disbursed for FLS Scholarships and \$171,476 was disbursed for FLBC Scholarships.

We continue to enjoy opportunities to use our Campus to provide great student experiences and welcome visitors to FLBCS. In November of last year, we had the privilege of hosting Andrew Peterson for a couple of incredible nights of praise and music at Hauge Chapel. This event brought hundreds of people to Campus, many who had never been here before. For the second year in a row, we facilitated the regional tournament for the National Christian Forensics and Communications Association (NCFCA). This organization seeks to train young people in becoming great communicators of the Christian worldview. We also continue to play host to the 2026 Annual NIAC Basketball Tournaments (FLBC Basketball Conference) and several Alumni basketball/volleyball tournaments.

FLBCS remains in a solid financial position with a good balance sheet and increases in financial resources. We look forward to seeing how God will provide during the upcoming year. As always, FLBCS is dedicated to using all our resources to train Christ-like servant leaders, increase enrollment at both Schools, and pursue academic excellence. Additional information about the FLBCS financials is available in the 2026 Annual Report and by request. More information on the FLBCS Annual Campaign and our endowments are available online and at our Conference booth.

Respectfully Submitted,

Larry S. Myhrer
Vice President of Operations - FLBCS

REPORT OF THE COLLOQUY COMMITTEE

To the Sixty-fourth Annual Conference of the Association of Free Lutheran Congregations:

Grace to you and peace from God our Father and from the Lord Jesus Christ (1 Cor. 1:3). Amen.

The current Colloquy Committee members are Rev. Sam Wellumson (Chairman), Rev. Nicholas Schultz (Secretary), Rev. Alex Amiot, Rev. Timothy Johnson, and Rev. James R. Johnson.

On December 18, 2025, the Committee had an online organizational meeting to prepare for the interviews to be held in January 19, 2026. Rev. Schultz notified the Committee that he was unable to conduct the upcoming interviews due to a scheduling conflict. The Committee consulted with President Hjernstad to appoint Rev. Gary Jorgenson to conduct the January interviews in place of Rev. Schultz.

On January 19, 2026, the Colloquy Committee interviewed the following seminary interns for ordination:

- Mr. Adam Erickson
- Mr. Alexander Grimes
- Mr. Caleb Korhonen
- Mr. Adam McCarlson
- Mr. Micah Moan
- Mr. Alex Monseth

All were unanimously¹ recommended for ordination upon accepting a congregational call.

As of the writing of this report, the Colloquy Committee continues to work with President Hjernstad and the Coordinating Committee to adopt a “Standards, Procedures, and Policies” document.

May the Lord of the harvest continue to send out laborers into His harvest (Mt. 9:38).

Respectfully submitted,

Rev. Sam Wellumson, Chairman

¹ Rev. Amiot served as Mr. Moan’s internship supervisor and participated in conducting Mr. Moan’s interview but recused himself from voting.

**AFLC CORPORATION
MEMBERS**

Home Mission Corporation
World Mission Corporation
Schools Corporation
ARC Corporation

AFLC HOME MISSION CORPORATION

** Home Missions Board of Directors; + Flaps Board;
~ Bay Broadcasting*

TERM EXPIRES 2026

- Mrs. Lisa Arneson, Amery, WI
- Mr. Benjamin Dahl, Coeur D'Alene, ID
- Rev. David Franz, Baxter, MN
- *+ Mr. John Greven, Big Lake, MN
- Rev. Scott Guhl, Rantoul, IL
- Mr. Kevin Hoops, Byron, NE
- + Mr. Brian Lee, Ray, ND
- Rev. Ronald Smith, Brookings, SD
- Rev. Scott Stroud, Monroe, WA
- Mr. Shane Voxland, McIntosh, MN

TERM EXPIRES 2027

- Pastor Brady Arneson, Honolulu, HI
- Mr. Lavon Bohling, Inman, IS
- Mr. Tom Caouette, Nisswa, MN
- Ms. Ellen Dalager, Minneapolis, MN
- + Mr. William Gellert, Brainerd, MN
- * Mr. Dana Hagen, Sioux Falls, SD
- * Rev. Jonathan Langness, Rapid City, SD
- + Pastor Henry Mohagen, Reva, SD
- ~ Mr. Loren Tungseth, Fergus Falls, MN
- * Mr. Jeremy Zelfinger, Valley City, ND

TERM EXPIRES 2028

- Mr. Regan Johnson, Honolulu, HI
- Miss Bria Larson, Moorhead, MN
- Mr. Zachary Lynnes, Fargo, ND
- Rev. Bradon Marschner, Moorhead, MN
- Mrs. Sarah Meester, Valley City, ND
- Mr. Nathan Moen, Colfax, ND
- Mr. Luke Quanbeck, Crystal, MN
- + Mr. Jordah Rumohr, Big Lake, MN
- ~ Mr. Rodney Scheel, Fergus Falls, MN
- + Rev. Tom Tuura, Laurel, NE

TERM EXPIRES 2029

- * Rev. Matthew Ballmann, San Antonio, TX
- Rev. Jeremy Crowell, Arlington, WA
- Mr. David Hein, San Antonio, TX
- Rev. Micah Klemme, Starbuck, MN
- Mr. Jacob O'Flanagan, Minneapolis, MN
- Rev. Dr. Mark Olson, Kasson, MN
- ~ Mr. Dave Perkins, Camano Island, WA
- * Mr. Hans Tanner, Plymouth, MN
- Rev. Brian Westerbur, Grafton, ND
- Rev. Sam Willard, Shakopee, MN

TERM EXPIRES 2030

- Mr. Darryl Askvig, Kalispell, MT
- Mr. Adam Erickson, Grafton, ND
- Mr. Gene Finstrom, Buxton, ND
- Mr. Jack Jordan, Honolulu, HI
- Mr. Todd Marschner, Dickinson, ND
- + Rev. Kris Nyman, Grand Junction, CO
- ~ Rev. Joe Ocker, Frost, MN
- * Rev. Nicholas Schultz, Chamberlain, SD
- ~ Mr. Brad Tollerson, Fergus Falls, MN
- Mrs. Allison Westerbur, Grafton, ND

AFLC WORLD MISSION CORPORATION

** World Missions Board of Directors*

TERM EXPIRES 2026

- Mr. Mike Berntson, Valley City, ND
- Mr. Matthew Green, Greenbush, MN
- Mr. Matt Greven, Newark, IL
- Rev. Gary Haug, Naples, FL
- Mrs. Vicki Johnson, Larimore, ND
- Rev. David Niemela, Greenbush, MN
- Mrs. Rochelle Raan, Tioga, ND
- * Mr. Mark Riley, Bethel Park, PA
- Mrs. Jean Sheldon, Ray, ND
- Mr. Ethan Zeltinger, Fargo, ND

TERM EXPIRES 2027

- Mrs. Kaetlyn Davalos, Sioux Falls, SD
- Rev. James Fugleberg, Moorhead, MN
- * Rev. Dr. Craig Johnson, Ferndale, WA
- Rev. Lynn Kinneberg, Wahpeton, ND
- Ms. Casey McLoughlin, Faith, SD
- Mr. David Moeller, Mayville, ND
- Ms. Heidi Mundfrom, Fargo, ND
- Mrs. Karen Palmer, Shakopee, MN
- Mr. James Thompson, Edgerton, WI
- Mrs. Sharon Tunseth, Fergus Falls, MN

TERM EXPIRES 2028

- Rev. Brian Davidson, Ashby, MN
- Rev. Connely Dyrud, Maple Grove, MN
- Mr. Kenneth Graham, Camarillo, CA
- Rev. David Handsaker, Cloquet, MN
- Mrs. Mary Jo Jackson, Versailles, MO
- * Rev. Jerry Nelson, LaCrosse, WI
- * Mrs. Kristin Peterson, Valley City, ND
- Mrs. Linda Peterson, Beresford, SD
- Mrs. Rose Printy, Fargo, ND
- Mr. Samuel Quanbeck, Granbury, TX

TERM EXPIRES 2029

- Ms. Rachael Ballmann, Kopperl, TX
- Rev. Eugene Enderlein, Plymouth, MN
- Mrs. Linda Fugleberg, Moorhead, MN
- * Rev. David Johnson, Larimore, ND
- Mr. Isaiah Miller, Fargo, ND
- Mr. Andrew Quanbeck, Lacey, WA
- * Mr. Bill Sheldon, Ray, ND
- * Mr. Ken Sletten, Duluth, MN
- Rev. Patrick VandenBos, Salinas, CA
- Rev. Craig Wentzel, Edmore, ND

TERM EXPIRES 2030

- Rev. John Amundson, New Leipzig, ND
- Rev. Dr. Ray Ballmann, Kopperl, TX
- Mr. Andrew Carlson, Maplewood, MN
- Dr. Peter Dyrud, Plymouth, MN
- Mrs. Terry Ann Korhonen, West Fargo, ND
- * Dr. Lyle Mattson, Greenbush, MN
- Rev. Kenneth Moland, Graham, NC
- Mr. Brent Peterson, Valley City, ND
- Mrs. Wanita Sletten, Duluth, MN
- Rev. Jeff Swanson, Axtell, KS

AFLC SCHOOLS CORPORATION

** Board of Trustees*

TERM EXPIRES 2026

- Mrs. Rose Carlson, Cumberland, WI
- * Mr. Nathan Dalager, Moorhead, MN
- Mr. Lyle Forde, Arlington, WA
- Rev. Chad Friestad, Camarillo, CA
- Mr. David Fugleberg, Lakeville, MN
- * Rev. Rodney Johnson, Buffalo, MN
- Mrs. Karen Pederson, Tioga, ND
- Rev. J. Scott Pierson, Golden Valley, ND
- * Rev. Stephen Snipstead, Kalispell, MT
- Rev. Samuel Wellumson, East Grand Forks, MN

TERM EXPIRES 2027

- Rev. Daniel Antal, Grand Forks, ND
- Mr. Aaron Arneson, Plymouth, MN
- Mr. Adam Erickson, Grafton, ND
- * Mr. Philip Johnson, Esko, MN
- * Mr. Erling Langness, Ishpeming, MI
- Mr. Jared Langness, Thousand Oaks, CA
- Mr. Dan Larson, Tioga, ND
- Mr. Erik Lucht, Fargo, ND
- Mr. Samuel Nash, Fergus Falls, MN
- Mr. Dean Nelson, Vergas, MN

TERM EXPIRES 2028

- Ms. Elisabeth Ballmann, Kopperl, TX
- Mr. Don Balmer, Thief River Falls, MN
- Mr. Arne Berge, Binford, ND
- Mrs. Amy Dalager, Moorhead, MN
- Rev. Todd Erickson, Roseau, MN
- Mr. Caleb Peterson, West Fargo, ND
- Rev. Lloyd Quanbeck, Moorhead, MN
- Mr. Greg Tanner, Moorhead, MN
- Mr. Alan Twedt, Portland, ND
- Rev. Calvin Willard, Everett, WA

TERM EXPIRES 2029

- Mrs. Gwen Berge, Ramsey, MN
- Rev. Philip Hooper, Duluth, MN
- Rev. Gideon Johnson, Killdeer, ND
- Mr. Justin Jones, New Hope, MN
- Mr. Erika Korhonen, West Fargo, ND
- Rev. Joseph Larson, Pipestone, MN
- Ms. Heather Olson, Kenyon, MN
- Mrs. Susan Parsley, Pipestone, MN
- Rev. Kirk Thorson, Sioux Falls, SD
- Rev. Jon Wellumson, Williston, ND

TERM EXPIRES 2030

- * Rev. Alan Arneson, Amery, WI
- Rev. Brett Boe, Elk River, MN
- Mrs. Tami Demo, Saint Michael, MN
- Mr. Loiell Dyrud, Thief River Falls, MN
- * Mr. Gary Erickson, Fergus Falls, MN
- Rev. Kirk Flaa, Sioux Falls, SD
- Mr. Aaron Johnson, Maple Grove, MN
- Pastor Michael McCarlson, Webster, SD
- Mr. Mark Quanbeck, McVile, ND
- Mr. Walter Rolf, Lisbon, ND

AFLC ARC CORPORATION

* *ARC Board*

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, Ishpeming, MI
Mrs. Katie M. Johnson, Dilworth, MN
Mrs. Hannah Langness, Rapid City, SD
Mr. John Rieschl, Minneapolis, MN
Mr. Bruce Rokala, Kimball, MN
Mr. Stewart Vachal, Williston, ND

TERM EXPIRES 2027

Mrs. Stacy Adrian, Binford, ND
Mr. Kermit Berge, Larimore, ND
Rev. Ron Brubakken, Osceola, WI
Mrs. Bonnie Handsaker, Radcliffe, IA
Mr. Donald Jones, Kandiyohi, MN
Mr. Steven Lehmann, Milford, IL
* Mr. Kevin O'Neil, Beresford, SD
Rev. Aaron Olson, St. Michael, MN
Mr. Philip Peterson, Beresford, SD
Mr. Lowell Watt, Fargo, ND

TERM EXPIRES 2028

Rev. Karl Anderson, McIntosh, MN
Mrs. Tami Demo, Saint Michael, MN
Mr. Douglas Hertlein, Carroll, OH
* Dr. Steven Johnson, Upsala, MN
* Rev. Shane McLoughlin, Minot, ND
Mr. Stephen Moan, Ontonagon, MI
Mr. Chad Rieschl, Brooklyn Park, MN
Mrs. Jennifer Thorson, Sioux Falls, SD
Mr. Roger VanSomeren, Amery, WI
Tenth Position Vacant

TERM EXPIRES 2029

Mr. Thomas Asfeldt, Sioux Falls, SD
Rev. Kevin Czymbor, Armour, SD
Mr. Preston Hoffiman, Binford, ND
Mr. Dalton Jordahl, Plymouth, MN
Mr. Flint McLoughlin, Berthold, ND
Rev. Scott Olson, Bagley, MN
Mrs. Naomi Paige, Dayton, MN
Mr. Fred Raasch, Zumbrota, MN
Ms. Lori Thompson, Kenyon, MN
Mrs. Anna VandenBos, Salinas, CA

TERM EXPIRES 2030

* Mr. Roger Benson, Brooklyn Center, MN
Mr. Ernest Hilbert, Wheatland, IA
Mr. Justin Hunt, Rapid City, SD
Mrs. Madilynn Johnson, Saint Michael, MN
Mrs. Nancy Langness, Ishpeming, MI
Mrs. Jennifer Niemela, Greenbush, MN
Mr. Denis Parsley, Pipestone, MN
Mrs. Robyn Pelehos, Welch, MN
Mr. Roger Quanbeck, Hallock, MN
* Mr. Brian Rice, White Earth, 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
Frost	MN	Dell Lutheran Church
Kasson	MN	Mt. Zion Lutheran Church
Kenyon	MN	Emmanuel Lutheran Church
Kenyon	MN	Hauge Lutheran Church
Mankato	MN	Living Word 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
Newark	OH	St. John's Lutheran Church
Bethel Park	PA	Ruthfred Lutheran Church
Boyertown	PA	Living Faith Lutheran Church
Landisburg	PA	Mt. Zion Lutheran Church
Loysville	PA	Tressler Memorial Free Lutheran Church
Millerstown	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
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
McVile	ND	New Luther Valley Lutheran Church

Mekinock	ND	Middle Grove Lutheran Church
Mekinock	ND	Ness 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
Benson	IL	St. Peter Lutheran Church
Dekalb	IL	Grace Free Lutheran Church
Gifford	IL	St. Paul's Evangelical Lutheran Church
Leland	IL	St. Petrie 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
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	Midway Christian Fellowship
Duluth	MN	St. John's Free Lutheran Church
Finlayson	MN	St. John's Lutheran 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
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
Rogers	MN	Living Hope Church
Saint Paul	MN	Living Stone Chinese Fellowship
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	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
Ishpeming	MI	Hope Free Evangelical Lutheran Church
Ontonagon	MI	Redeemer Free Lutheran Church
Pelkie	MI	Grace Free Lutheran Church
Posen	MI	St. Peter 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	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

SOUTH CENTRAL

Silverhill	AL	Zion Lutheran Church
Marksville	LA	St. Paul's Lutheran Church
Springfield	MO	Immanuel Lutheran Church
Stover	MO	Christ Lutheran Church
Durant	OK	Faith Lutheran Church
Oklahoma City	OK	First Lutheran Church
San Juan	PR	Resurrection Lutheran
Humboldt	TN	Ebenezer Free Lutheran Church
Brownsville	TX	Free Lutheran Fellowship Church
El Campo	TX	Faith Lutheran Church
Kopperl	TX	Word Of Truth Lutheran Church
Pleasanton	TX	Good Shepherd Lutheran Church
San Antonio	TX	Trinity San Antonio
Tomball	TX	Crown Of Life Lutheran Church
Weslaco	TX	Faith Lutheran Church

SOUTH DAKOTA

Pipestone	MN	Christ The King Lutheran Church
Arlington	SD	Calvary Free Lutheran Church
Armour	SD	St. Peter Lutheran Church
Beresford	SD	Skrefsrud Lutheran Church
Black Hawk	SD	Shiloh Free Lutheran Church
Bruce	SD	Grace Lutheran Church
Canton	SD	Redeemer Free Lutheran Church

Centerville	SD	Immanuel Free Lutheran Church
Chamberlain	SD	St. Olaf Lutheran Church
Delmont	SD	Hope Lutheran Church
Eagle Butte	SD	Emmanuel Free Lutheran Church
Faith	SD	Bethel Lutheran Church
Freeman	SD	Salem Free Lutheran Church
Madison	SD	Good Shepherd Free Lutheran Church
Mount Vernon	SD	Amazing Grace Free Lutheran
Ortley	SD	Ortley Free Lutheran Church
Pukwana	SD	Pukwana Free Lutheran Church
Reva	SD	Slim Buttes Lutheran Church
Salem	SD	Center Free Lutheran Church
Sioux Falls	SD	Abiding Savior Free Lutheran Church
Sioux Falls	SD	Living Word Free Lutheran Church
Sisseton	SD	Buffalo Lake Lutheran Church
Sisseton	SD	New Hope Free Lutheran
Tripp	SD	First American Lutheran Church
Viborg	SD	Bethany Lutheran Church
Volin	SD	Trondhjem Lutheran Church
Wallace	SD	Calvary Lutheran Church
Waubay	SD	Egeland Lutheran Church
Webster	SD	Tabor Lutheran Church

SOUTHWESTERN

Fountain Hills	AZ	Joy Christian Community Church
Kingman	AZ	Living Word Lutheran Church
Mesa	AZ	Calvary Free Lutheran Church
Mesa	AZ	The Source Church
Nogales	AZ	Triumph Evangelical Lutheran Church
Prescott Valley	AZ	Veritas Church
Camarillo	CA	Good Shepherd 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

WEST CENTRAL MINNESOTA

Brainerd	MN	Good Shepherd Free Lutheran Church
Brandon	MN	Chippewa Lutheran Church
Clinton	MN	Elim Lutheran Church
Dalton	MN	Kvam Free Lutheran Church
Dalton	MN	Zion/Sarpsborg Lutheran Church
Fergus Falls	MN	Calvary Free Lutheran Church
Glenwood	MN	Scandia Lutheran Church
Glyndon	MN	Maranatha Free Lutheran Church
Ortonville	MN	Abiding Faith Free Lutheran Church
Sebeka	MN	Bethany Free Lutheran Blue Grass
Spicer	MN	Green Lake Lutheran Church
Starbuck	MN	Minnewaska Lutheran Church
Sunburg	MN	Sunburg Free Lutheran Church

Ulen	MN	Maranatha Free Lutheran Church of Ulen
Underwood	MN	Tordenskjold Free Lutheran Church
Upsala	MN	Word Of Life Free Lutheran Church
Wadena	MN	Zion Free Lutheran Church
West Fargo	ND	Grong Free Lutheran Church

WESTERN 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

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

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

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 Home Missions, Board and Corporation of World 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 board 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.