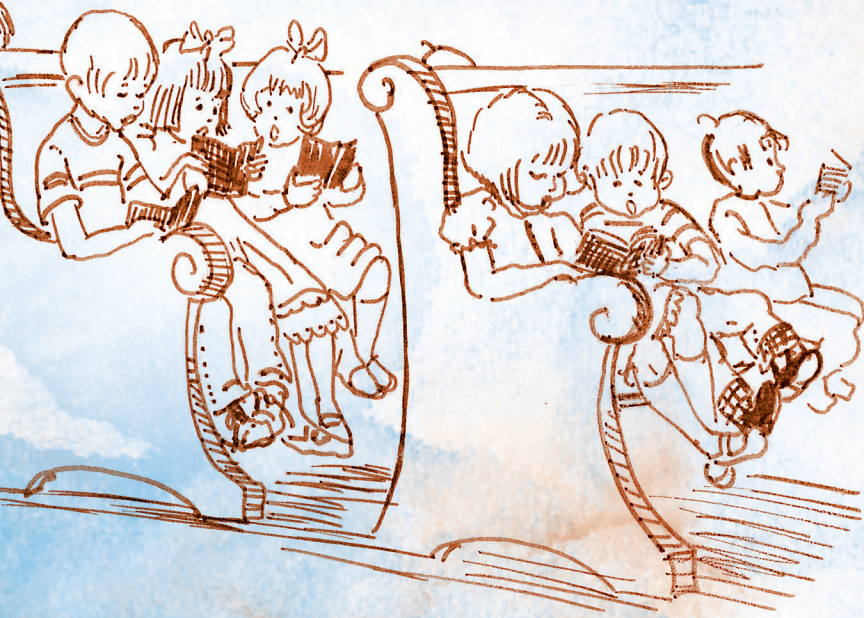


SEEK YE FIRST THE KINGDOM OF GOD  
-MATTHEW 6:33



2022 LLC OPERATING PLAN

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## FOREWORD

# “SEEK YE FIRST THE KINGDOM OF GOD, AND HIS RIGHTEOUSNESS” (MATT. 6:33)

In His sermon on the mount, Jesus gave the priority for every person’s life. He spoke about the needs for this life and then said, “But seek ye first the kingdom of God, and his righteousness” (Matt. 6:33). Thus, He placed the seeking of God’s kingdom and the righteousness that is acceptable to God as the first and most important matter in life.

The question is of salvation and the way that leads to everlasting life in Heaven. God has a kingdom of grace here on earth. In that kingdom, a sin-fallen person finds grace and forgiveness, the righteousness of God, and the way that is everlasting. These things cannot be found elsewhere than in God’s kingdom. That is why Jesus set the seeking of God’s kingdom as the greatest matter in this life.

The words of Jesus call to those who are seeking a gracious God. They also remind those who have found God’s kingdom of the treasure that is found therein. The true beauty of God’s kingdom is seen from within. The child of God prays that he or she would never lose sight of this beauty. We also pray that God would help others seek and find this kingdom and its treasure.

One cannot become righteous nor gain eternal salvation through good works, knowledge, or any of one’s own merits. Prophet Isaiah wrote that before God “all our righteousnesses are as filthy rags” (Isa. 64:6). The righteousness that is acceptable to God is His own righteousness, merited for sin-fallen people through the redemption work of Jesus Christ. It is owned only by faith. It is a gift of grace and is found only in God’s kingdom.

The mission statement of the Laestadian Lutheran Church contains these statements: “To preach the gospel of repentance and remission of sins to the people of our communities, our nations, and throughout the world so that they might become partakers with us of the grace that God offers sin-fallen man in His Son Jesus Christ. To nurture and strengthen the faith of the believing and root our children in Christian faith in God’s kingdom.” The work of the children of God is to bring the gospel message to all who are seeking God’s kingdom and His righteousness and to proclaim this message to those who dwell in God’s kingdom. In the gospel is found the power of God unto salvation to everyone who believes, and “therein is the righteousness of God revealed from faith to faith” (Rom. 1:16,17).

## INTRODUCTION

All the work of the Laestadian Lutheran Church is part of the gospel work that Jesus committed to His own. Whether the work is in education, mission work, communications, administration or pastoral work, it is done to carry out the work of the gospel. It is God's work, done through the guidance of His Holy Spirit and through the gifts that God gives to His own to do the work. The work of the gospel will continue until God's appointed time. We endeavor to plan and do this work with the prayer that God will guide through His Holy Spirit and will grant His blessing.

In the world around us, we see many signs that cause us to think of the end times of the world. The enemy of souls also knows that his time is short and "as a roaring lion, walketh about, seeking whom he may devour" (1 Pet 5:8). Yet, God gives a time of grace to do His work. It is a time for all to seek the kingdom of God and His righteousness.

This Operating Plan serves as a guide for the work of the Laestadian Lutheran Church (LLC) in 2022. It sets forth major goals in all work areas, along with a financial overview and preliminary budget plan. The planning is done in the comfort of knowing that God will preserve and protect His kingdom and those that dwell therein.

## LLC BOARD

The LLC Board of Directors is comprised of 15 members from three North American regions—Eastern, Midwestern, and Western. Board members serve for three-year terms, with some elected in rotation each year at the Annual Meeting. The Board meets five times in the year and provides leadership, oversight, and direction to our Church's work.

Through the Board's committee structure, Board members are involved in LLC work, providing oversight, direction, and support to the staff. Board members are central to the work of several committees that provide support and guidance to all areas of the work throughout the year.

LLC Board Committees are as follows:

- Personnel Committee
- Facilities Committee
- Finance Committee
- Print Publications Committee
- Digital Communications Committee
- Music Committee
- Education Committee
- Foreign Mission Work Committee
- Domestic Mission Work Committee
- Pastoral Committee

The LLC Board works closely with the Boards of our sister organizations in Finland (SRK) and Sweden (SFC). The work is seen as mutual work in which we work together and support one another. In recent years, this cooperative work has grown significantly. It has allowed us to share resources and has strengthened the unity of faith and spirit among our Boards. The LLC also works with the organizations of the believers in South America and Africa to support the needs of the believers in many countries.

The Board views the role of the LLC as one of serving and supporting the local congregations and their members. In view of this role, the Board actively discusses the spiritual matters of our time, selects presentation topics for discussions at our Winter and Summer Services, and arranges schedules for these annual LLC events. During the recent times of spiritual questions and concerns, the LLC Board discusses these matters, participates in meetings or discussions as requested, and offers support to local congregations, boards, ministers, and members.

The LLC Board also serves as a resource to congregation boards, appoints members to our camp boards and various committees, and cooperates in many ways with sister organizations, *opistos*, congregations, and individuals at home and abroad. Input from member congregations and their boards, as well as individual members, is welcome in identifying needs and serving to address them.

## ADMINISTRATION AND OPERATIONS

Recent reorganization due to retirements and the need to repurpose some areas of work has combined the previous four work areas into two main areas, Mission and Communications. With the reorganization, LLC Staff continues to support all areas of work. All of which are supported by LLC Administration and Operations. As the cooperative work between sister organizations continues to increase, the staff works closely with the LLC Board and sister organizations in Finland and Sweden.

## PERSONNEL

In 2020 we were able to hire a full-time Facilities Manager to oversee LLC-owned and rented facilities. Currently ten full-time and 3 part-time employees and three shared pastors currently serve in our central organization. In addition, there are permanent caretakers at Stony Lake, Kamp Kipa and Hasscib Lake.

Full-time and part-time staff positions are distributed across:

- Mission
- Communications
- Administration and Operations

Keith Waaraniemi has been reassigned by the LLC Board to research and write a book covering the first 50 years of AALC and LLC history. The plan is for release of the book at 2023 LLC Summer Services in Monticello.

LLC staff changes in 2021 include:

- Hired Adeline Moll as Mission administrative assistant, replacing Helen Hillukka
- Hired Ruth DeLacey as Communications administrative assistant, replacing Kathy Laho



## FACILITIES

The Facilities Manager along with the Facilities committee takes oversight of our facilities and works with camp boards to encourage participation in arranged events. In 2021, the SLC and HLC camp support areas were combined into one camp support area. The LLC purchased a building in Monticello for LLC office space replacing leased space in Loretto. With well-used facilities and continuing growth in numbers, camps need continual attention with plans for the following:

- Work with the camp boards to further develop camp management structure to arrange camp event staffing and to meet the changing camp needs throughout North America
- Develop medium-term (5-10 years) prioritized camp facility needs
- Build a pavilion at SLC to be used as an outdoor teaching venue
- Support in development of 70 acres of LLC land at Silver Springs
- Complete construction of Silver Springs Bathhouse; develop plans for Pavilion as a year-round venue
- Foster volunteering at arranged events

## PROJECTS FOR 2022

### PERSONNEL COMMITTEE

The committee continues to study staffing needs bringing long-term personnel planning recommendations to the LLC Board. The group considers future retirements and transitioning to replacements, as well as filling needs arising from new areas of work and growth. Some plans for future staffing include:

- Commit additional resources to move the LLC Music Coordinator position from part-time to full-time
- Establish a permanent digital admin position
- Consider additional shared-pastor arrangements with LLC congregations

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## TECHNOLOGY

We harness technology to serve the needs of our organization, our member congregations and their members as well as visitors and our surrounding community.

- The LLC Digital Communications Committee supports technology needs of the LLC and works to explore ways to enhance LLC operations and meet needs and requests from members
- We continue to investigate the most effective ways to serve members and visitors across digital platforms, e.g. via our website and via current and future LLC mobile apps
- Development of LLC apps
- We aim to find ways to use technology to more effectively serve mission work needs
- We actively work to find ways to apply the latest communication technology to streamline work processes in e.g. subscription and data management, calendaring and recordkeeping. Meanwhile we offload dead-end technology that no longer serves the organization's needs

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## WEBSITE

Our website *lchurch.org* is a digital publication that is continuously updated and evolving to meet day-to-day needs of the organization, members and visitors with curated content. Our in-house efforts are focused on providing content and meeting user needs, and we rely on volunteers in Zion along with other contracted services to meet technical needs that arise.

Our website is designed to equally serve the following user segments:

### MEMBERS

- News, current developments and projects, updates from across areas of work
- Find event schedules and information
- Listen to live and archived services and events
- Watch video lessons and presentations
- Enroll in camps and events
- Subscribe, purchase, pay and donate
- Find printed resources on faith and life topics

### VISITORS

- Who are we? We are a church organization with local congregations around the continent
- What do we believe? Mission statement, history
- Invitation to engage, ask and discuss
- How to contact us

### INTERNAL/ADMINISTRATION

- Document portal
- Tools of cooperation between LLC Board, mission area boards, camp boards, facilities, etc.

We are working to create an online community bulletin board feature combined with a resource bank to help connect the many members who offer to help and volunteer their time with project needs that arise.

## LLC MISSION DEPARTMENT

The goal of LLC mission work is to preach the gospel of repentance and remission of sins to the people of our communities, our nations and throughout the world so that they might become partakers with us of the grace that God offers sin-fallen man in His Son Jesus Christ. The LLC mission department includes domestic and foreign mission work and pastoral work. Domestic mission work includes Canada and the United States. Mission work in all other countries is categorized as foreign mission work.

The pandemic interrupted domestic and foreign mission work activities in 2020 and into 2021. It has also led to the increased use of technology to address mission work and pastoral needs in both the domestic and foreign mission fields. We expect to resume normal activities at some point in 2021. We have good reason to give thanks to God for the gifts provided for the work and the increase that He has given. Most importantly, we rejoice that our names are written in the book of life in heaven!

## PASTORAL WORK

In keeping with the mission command of Christ, the pastoral work focuses on preaching the joyous gospel message among God's children and to those who seek a gracious God. We strive to encourage, support and provide resources to our congregations, pastors and church boards to assist them in shepherding the flock of God's children in the following ways: by arranging regular and special services, facilitating discussions, facilitating training for the officiant in sacred acts and providing soul care counseling. Regular ministers' meetings, workshops, ministers and wives' camps and the continent-wide ministers' teleconferences continue to play a vital role in this work. As congregations grow, we see a corresponding growth in the need for the employment of more pastors to serve the needs of the congregations.

Pastoral work also supports homes and families, which God has given the primary duty of rearing the coming generation according to His Word. Support for homes and families is especially important in our time and is supported mutually by LLC and local Home and Family committees.

## RECOGNIZED NEEDS AND GOALS FOR PASTORAL WORK FOR 2022:

- Identify and train additional confirmation-school teachers and directors
- Create continuity in the pre-confirmation and confirmation school curriculums so that they complement each other
- Explore ways to help congregations address growing near-term and long-term pastoral needs
- Hold a workshop for new ministers
- Conduct two minister-training workshops
- Arrange Ministers Camp
- Schedule two teleconferences on topics that support home and family work in local congregations

## DOMESTIC MISSION WORK

The LLC does domestic mission work primarily through special advertising for LLC service events, development of mission work materials and coordination of mission services in Canada and the U.S., including mission trips by speakers from abroad (SFC and SRK). We also work with our area mission committees and member congregations to support local mission work efforts.

## RECOGNIZED NEEDS AND GOALS FOR DOMESTIC MISSION WORK FOR 2022:

- Continue to work with area mission committees to develop tools for domestic mission work
- Work with area mission committees to increase support for believers in remote areas as well as for small remote congregations, in part by judiciously using technology for services and pastoral support
- Provide support for volunteer committees responsible for English-Spanish and Finnish-English translator webinars
- Conduct online workshop for area mission committees

## FOREIGN MISSION WORK

At present, the LLC's foreign mission work includes Africa, Latin America, Pakistan and Europe. The mission work in Africa, Latin America and Pakistan is a joint effort with our sister organizations in Finland (SRK) and Sweden (SFC). MW3, a joint LLC-SFC-SRK mission work group oversees this mission work. This joint effort brings a variety of perspectives, ideas and experiences to the work and allows us to make the most effective use of our mutual resources. The LLC contribution to the MW3 2022 budget will remain near current level.

Our mission work in Africa now includes Gambia and Senegal, Ghana and Togo, Guinea and Sierra Leone and Liberia, Kenya, and Rwanda. In Latin America, our work continues in Ecuador. Trips have been halted during the pandemic, but recorded services and online services have been arranged to support believers in foreign mission fields. We anticipate that foreign trips will resume in late 2021 or early 2022. We expect to approach 400 days in foreign mission trips in 2022. We expect recorded and online services to remain an important component of our foreign mission work.

We again plan to use some African brothers for mission services in neighboring African countries in 2022. We anticipate foreign trips to increase from 28 to 33 during 2022. By using African speakers, we believe that we will be able to reduce trip expenses enough to allow for the increased number of trips in 2022.

The MW3 Facilities Committee's building concept design and project communication and management models were implemented with a pilot project in Atimé, Togo and will be refined on the basis of that project. The committee continues to receive requests and consider facility needs in foreign mission fields. The LLC has established a separate fund for foreign facilities and appointed a coordinator to oversee fundraising efforts. The LLC website offers information on planned projects for those who wish to financially support this work.

Our work in Europe consists primarily in arranging for and supporting mission trips in SFC and SRK congregations in their respective countries.

A volunteer committee was established in 2018 to assist with the development of material and training webinars for Finnish-English translators that began in 2017. That work stagnated in 2019 and was put on hold with the cessation of mission trips in 2020. We plan to resume activities in 2021 and continue with them into 2022. We plan to initiate similar training for English-Spanish translators during this year.

## RECOGNIZED NEEDS AND GOALS FOR FOREIGN MISSION WORK FOR 2022:

- Continue work with MW3 to develop tools, materials and human resources to support the mission work and the development of functional organizations in foreign mission fields
- Coordinate work with the foreign facilities fund and fundraising coordinator
- Work to arrange a group trip to Ecuador for 2022 if possible
- Provide support for volunteer committees responsible for English-Spanish and Finnish-English translator webinars

### LLC HUMANITARIAN AID

The LLC Humanitarian Aid Committee (LLC HAC) raises and distributes funds to assist individuals facing economic hardships in LLC foreign mission fields. The committee also manages the distribution of funds with the assistance of local networks in those mission fields.

Funds are raised via seasonal fundraising drives, candy sales and an informational display at LLC summer services and local congregation fundraisers. During recent years, funds have also been collected through fundraising drives on social media and through e-mailed notices to LLC congregations that are published in newsletters. God has moved His children to generously support this work. The HAC fund also received generous support from the SRK's Humanitarian Aid Committee (SRK HAC) in 2019.

HAC addresses a variety of needs, including medical and subsistence needs, disaster relief, school supplies and even some post-secondary tuition support. Aid is sent to foreign mission fields in the form of general quarterly grants, annual education assistance and Christmas grants and small funeral stipends. These funds are distributed at the discretion of local committees and coordinators, thus enabling the most effective and fair use of the funds. Because these scheduled grants are not typically sufficient to deal with major medical or tuition needs, local committees and coordinators on occasion forward aid applications to LLC HAC for individual consideration.

## 2022 Operating Plan

As congregations grow and the gospel spreads to more areas in our foreign mission fields, humanitarian aid needs continue to increase. We will need to expand cooperative work with committees and contacts abroad and the need for additional funds will continue to increase.

We want to encourage everyone to generously give what they can to support this effort. Donations can be made at any time via the LLC webpage and through the Tithe.ly application via smartphones.

### RECOGNIZED NEEDS AND GOALS FOR LLC HUMANITARIAN AID FOR 2022:

- Work with the SRK Humanitarian Aid Committee to implement uniform tracking and reporting practices, tools, and procedures
- Expand planning and provision of training and support for humanitarian aid committees and coordinators in our foreign mission fields



## COMMUNICATIONS

The Communications Department comprises four areas of work: Print Publications, Digital Communications, Music and Education. These areas of work collectively cover a broad range of projects and products; the aim of all of these is to serve LLC member congregations and their individual members by spreading important and useful information through various media, in-person and online.

These efforts are gospel work. They teach us of faith and our earthly endeavor through scripture, doctrine and peer experiences. Communications work serves to unify, encourage and comfort God's children in their walk of faith. This work aims to tell all people of God's wondrous works, first and foremost the message of salvation.

*That I may publish with the voice of thanksgiving, and tell of all thy wondrous works (Ps. 26:7).*

### RECOGNIZED OVERALL NEEDS AND GOALS FOR COMMUNICATIONS FOR 2022:

- Determine the best ways and platforms on which to reach fellow believers and spread awareness of events, products and faith-life resources
- Review and define permanent strategic objectives of the department overall and of separate areas of work

## PRINT PUBLICATIONS

In this area of Communications work, we focus on creating and publishing periodicals, books and educational materials.

Our periodicals are *The Voice of Zion*, *The Shepherd's Voice*, *Christmas in Zion* and *Easter Messenger*. These periodicals are first and foremost devotional in nature. They feature scriptural, devotional, doctrinal, editorial and faith-life content.

In 2022, we will continue to investigate how best to meet the needs of our subscribers. We will evaluate our current cycle of periodical publication. We wish to determine how to mesh needs and wants with currently allotted resources. We continue to welcome feedback on all our periodicals.

We aim to publish 3–4 books a year. Ideally our books serve a variety of audiences and purposes. In 2022, our main focus will be on completing the 50-year LLC History book.

We recognize the need to create a mission statement for LLC print publications. It is important to reassess and reaffirm our need for print publications even as use of digital media vastly expands and increases. We wish to determine how best to allot resources between these areas of work. We aim to create means of assessing what we will publish in what format and what platform.

Above all, we wish to establish a protocol of what types of publications are suitable and prudent for the LLC to publish. Our overarching goal is to publish that material and that content—that which spreads the gospel message—which cannot be obtained from other publishing houses.

### RECOGNIZED NEEDS AND GOALS FOR PRINT PUBLICATIONS FOR 2022:

- Hold in-person and online workshops to foster gifts in Zion, to foster the skills needed in our publications
- Continue work on 50-year LLC History Project
- Continue to plan ways to augment educational elements and resources in periodicals
- Explore ways to print and distribute *Voice of Zion* and other periodicals in mission fields, possibly including local content in localized versions of periodicals
- Conduct a call for writings across genres by North American authors
- Work to establish a long-term plan for publishing books by North American authors across various genres
- Review cycle of periodicals, with the aim of meshing needs with allotted resources
- Develop a mission statement for print publications, including a protocol of why and when we publish any given publication; what types of materials are suitable or prudent for LLC publication; and how to spread the gospel message that sounds forth only from God's kingdom
- Serve the reader/consumer by providing Christian content that supports the daily walk of faith and spread of the gospel and which is otherwise difficult to obtain.

## DIGITAL COMMUNICATIONS

Digital Communication comprises a wide range of media and platforms that represent ways of distributing digital content. These include:

- LLC Website
- Publications app for mobile devices
- Digital periodicals
- Audio periodicals
- Audiobooks
- Podcasts
- Digital music
- Videos
- Audio archives
- Social media
- LLC Services Broadcast
- Digital education

In this work, it is prudent and necessary to consider how best to market and distribute the content we produce. We wish to identify and develop convenient and cost-effective ways to distribute content across all media and platforms, with the ultimate goal being to share easily accessible content that supports members' and users' walk of faith.

### RECOGNIZED NEEDS AND GOALS FOR DIGITAL COMMUNICATIONS FOR 2022:

- Continue to develop our website to serve needs of members and other visitors, utilizing feedback and insight from a committee of people from across the continent
- Continue to find best ways to reach customers, subscribers and members on digital platforms
- Establish a website or other media dedicated to children's content and resources for home Sunday school and Bible study
- Establish and maintain a knowledgeable and capable broadcast team to serve the needs of LLC services radio broadcasts
- Continue to develop a Community Bulletin Board system of posting tasks and duties with which volunteers could help, along with a Resource Bank of volunteers who have expressed interest and willingness to help out in Communications projects

## MUSIC

LLC Music work includes providing music in live and online settings, recording albums, creating other music publications, furthering music education efforts, supporting worship life, managing LLC's library of recorded music and managing LLC intellectual property, such as the hymnal and chorale book and accompanying owned and granted copyrights.

One area of special focus in 2021 and 2022 will be to develop and implement ways to share and spread music knowledge and skills on both the local and continental level. This area of work includes workshops, music camps, and longer-term programs in various areas of sacred music.

### RECOGNIZED NEEDS AND GOALS FOR MUSIC FOR 2022:

- Develop and implement a schedule of virtual, i.e. online, music programs and events
- Arrange and hold an international music camp
- Develop and implement a series of music workshops to be held in various areas and local congregations around the continent
- Develop a music camp curriculum to encompass a comprehensive educational program for any age of learner to increase knowledge and skill and joy of musicmaking
- Establish long-term educational programs to “teach the teachers,” thereby spreading knowledge, understanding and skills specific to sacred music, musicianship and music in congregational and worship life
- Develop recently written and/or translated hymns into a hymnal supplement
- Produce music recordings, including instrumental music, congregational singing and choral recordings

## EDUCATION

LLC Education aims to support congregations and their members by arranging camps, workshops, online events and other forms of education. In addition, the aim is to provide up-to-date and meaningful educational materials and curricula to serve the needs of believers of all ages.

In addition to educational events, materials and curricula, LLC Education also arranges opportunities—in-person and online workshops and seminars—for teachers and event leaders to gather and discuss and learn from one another.

LLC Education oversees the Opisto Scholarship Program, which assists up to fourteen students to attend one of the three SRK-affiliated folk high schools, or Opistos, in Finland. LLC Education also liaises with the SRK, our sister organization in Finland, to arrange one or more language camp trips from Scandinavia to North America per year.

### RECOGNIZED NEEDS AND GOALS FOR EDUCATION FOR 2022:

- Review current Sunday School curriculum and initiate a process of updating and renewing the curriculum
- Create a comprehensive camp curriculum for children in grades 2–8
- Develop a portfolio of educational workshops to support educational efforts in local congregations. Workshops will be kept in local areas as requested by local congregations
- Continue work on developing a portfolio of materials and activities and strategies that target the 15–25 age group
- Create a strategy of ways to utilize online platforms to augment camp and event planning
- Create online events to accompany in-person camps, as a way to offer educational opportunities to those who live remotely or are unable to travel and gather
- Streamline our online library of Education resources

## FINANCE

The finance area of operations manages the funds of the LLC for the work of God's kingdom. God has richly blessed the work of the LLC and has given its congregation members hearts to serve in many ways, including financially.

Each year's goal is a positive cash balance. There are over ten income sources. The major ones are dues, donations, service collections, subscriptions, and publications sales. There are nearly thirty expense categories. The major ones are wages and benefits, travel, services, publications, food, and miscellaneous facility costs. In 2020, Summer and Winter Services income added to the positive budget. There were many donations supporting the online services.

Individual congregation members support the work financially through dues, donations, the purchase of LLC periodicals, books, and music, and by camp fee donations.

In 2020, as in years prior, personnel costs were offset by many volunteer hours and donations, for which we are thankful.

Foreign mission work is jointly planned and financially supported by LLC, SRK and SFC (MW3). We have experienced great benefits from this joint work. However, due to the pandemic, this area of work had to be altered significantly. Foreign mission trips were canceled after the first quarter of 2020, which reduced expenses for the year.

Kamp Kipa was able to hold most of their camps in 2020. Hasscib Lake and Stony Lake, however, had to cancel camps other than Confirmation School. The decrease in camp expenses also added to the positive 2020 budget.

When working toward a balanced 2022 budget, we considered the following:

- Budgeted less dues in 2022 than in 2021 due to a decrease in membership reported from a few congregations.
- Plan to increase the recommended camp fee.
- Plan to increase the subscription prices.
- Planning a subscription drive to increase the number of *Voice of Zion* and *Shepherds Voice* subscribers.
- Budgeted a decrease in expenses across most work areas.

## 2022 Operating Plan

The projected expenses and mortgage payments with the new LLC office are less than the new lease of the current office had we extended our lease.

We trust that God will show the way to finance future needs of His kingdom and will also increase our joy in doing the work.

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### LLC INCOME FOR 2020 AND 2019

	<b>2020</b>	<b>2019</b>
<b>Income (All sources)</b>	2,022,495	2,426,247
<b>Expenses</b>		
Personnel Expenses	1,075,012	1,308,637
Publication Expenses	106,750	115,297
Services/Opisto Expenses	72,673	472,982
Office Expenses	220,634	234,516
Camp Expenses	165,264	262,788
<b>Total Expenses</b>	1,640,333	2,394,220
<b>Operating Income</b>	382,162	32,027
Capital Improvements		
Donations and Expenses	69,841	150,954
<b>Net Income (Loss)</b>	452,003	182,981
<b>Loan Principal Payments</b>	145,528	100,509

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**LLC COMPARATIVE BALANCE SHEET FOR 2020 AND 2019**

	2020	2019	Change
<b>ASSETS</b>			
Current Assets			
Cash & A/R	641,284	386,679	254,605
Non-LLC			
Operating Funds	455,828	203,514	252,314
Inventory	227,021	209,318	17,703
Fixed Assets			
Silver Springs Land	582,139	582,139	-
LLC Office	22,200		22,200
Stony Lake Camp	1,832,850	1,832,850	-
Hasscib Lake Camp	1,076,713	1,076,713	-
Kamp Kipa Office/Other	2,059,389	2,056,553	2,836
Equipment	143,087	121,945	21,142
Total Assets	7,040,511	6,469,711	570,800
<b>LIABILITIES &amp; NET WORTH</b>			
Current Debt			
Non-LLC Operating Funds Payable	45,568	33,557	12,011
	455,828	203,514	252,314
Long Term Debt	808,765	954,293	(145,528)
Net Worth	5,730,350	5,278,347	452,003
Total Liab & Net Worth	7,040,511	6,469,711	570,800



## LLC 2022 BUDGET

	<b>2022</b> Budget	<b>2021</b> Budget
<b>INCOME</b>		
Dues	1,540,000	1,596,000
Donations	367,420	349,920
Services	303,000	343,000
Mission work	5,000	5,000
Publication Sales	252,000	254,000
Total Income	2,467,420	2,547,920
<b>EXPENSES</b>		
Personnel Expenses	1,446,183	1,402,570
Publication Expenses	123,100	120,500
Services/Opisto Expenses	414,300	498,000
Office Expenses	171,721	226,308
Camp Expenses	309,750	299,850
Total Expenses	2,465,054	2,547,228
Operating Income	2,366	692
Less Capital Improv Donations, Exp	59,985	55,509
Net Income (Loss)	62,351	56,201
Principal Payments	131,436	122,914

## CONCLUDING MESSAGE

Jesus encouraged all people to seek the kingdom of God and His righteousness. He also promised, “Ask, and it shall be given you; seek, and ye shall find; knock, and it shall be opened unto you” (Matt. 7:7). He promises the seeker the joy of finding.

Jesus once spoke a short parable about the kingdom of heaven. “Again, the kingdom of heaven is like unto treasure hid in a field; the which when a man hath found, he hideth, and for joy thereof goeth and selleth all that he hath, and buyeth that field” (Matt. 13:44). When one is able to “sell” all of one’s own merits and receive through repentance the great gifts of faith and the forgiveness of sins, one becomes a partaker of God’s kingdom and its riches. The great treasure that is found there is Jesus Christ and His righteousness. It brings joy and the hope of Heaven. Faith is a great gift that comes by hearing, and hearing by the word of God (Rom 10:17).

The word of the gospel is our food, and in it is the power of God (Rom. 1:16). The word of God endures forever, and this is the word which by the gospel is preached (1 Pet. 1:25). The gospel was the source of power for those who have finished their journey in faith and have reached the destination. It remains as the same source of power that will bring us and the generations to come to the eternal home.

When we consider the work of the kingdom of God, the work of proclaiming His word, we understand that it is God’s work. We need His blessing and guidance for this work. When His Holy Spirit guides, the work is blessed. Through it the Lord feeds and guides His own, and He seeks and calls those who are lost into His kingdom. We pray to the Lord that He would continue to guide and bless the work. That He would yet grant a time of grace to do this work. That the voice of the Good Shepherd could yet call those who are lost and seeking unto His kingdom, and that we who are endeavoring in faith could yet hear His voice and be fed with the timeless and unchanging word of the gospel.

We welcome your input and suggestions.  
Please share them with your congregation's delegates  
to the 2021 LLC Annual Meeting on July 3.

