





Dear Friends in Christ,

As we think back on the year that was 2021, it is hard to believe all that we experienced together. As the year began, we were not allowed to meet inperson, so we celebrated communion in our cars as we drove through the parking lot. By Holy Week, we were able to worship together outside and what a wonderful celebration it was! As the year came to a close, we had beautiful Christmas services in our sanctuary with more than 400 people in attendance. What an amazing year it has been!

It would be so easy to look back over this past year and focus on the very real challenges that we faced, to be overwhelmed by the disappointments or inconveniences. Yet, as I look back on this past year what I see is God at work in our church, our school, our preschool, and our community. There were challenges, but God is greater than even the greatest challenges that we face.

As we walk through this 2021 Year In Review, we look back on the year as it was, celebrating all that God has done in us, through us, and among us. And let me tell you there is so much for which to praise God and celebrate.

This year our school was able to stay open and even grow by more than 80 students despite COVID-19. This year we launched a new worship service on Sunday evenings that is reaching into our school community with the message of the Gospel. This year we studied God's Word together in person and online. This year lives were changed with the message of the Gospel.

2021 is a reminder to me that God has placed each and every one of us here to do His work and accomplish His mission. No challenge or obstacle can get in the way of God as He uses us to *engage* people with Him, to *encourage* people (though it might take a little extra effort and creativity), to *equip* people for lives of following Him, and to *launch* each and every one of us to be His hands and feet so the world might receive what it needs most: Jesus and His great love for us.

Friends in Christ, I hope that as you read through this report you can join me in celebrating God for His goodness and faithfulness in this place. I want to thank each and every one of you for your love and support during this past year. Together we have much for which to be thankful. I'm excited to see what God is going to do as we follow Him into 2022.

Pastor Kevin Austin

Pastor Their autin



- Holy Week Services were held outside, complete with palm trees and Easter lilies, brass and singing.
- Our School and Preschool have remained open for in-person instruction throughout the year and have experienced smart growth in enrollment.
- Worship was held outdoors, indoors, and online, allowing people within the Our Savior community and beyond to worship together with us.
- A new Family Service was launched in August, reaching the families of our school and preschool with a kick-off service that had more than 350 people in attendance.
- Our school completed their WASC and NSLA accreditation visit in the Fall with positive feedback.
- The Our Savior website was overhauled to better facilitate communication of information and resources to each area of our ministry, while giving a unified look and feel that provides new opportunities to grow in our faith through online ministry.
- Music programs returned, including a full Christmas concert.
- Our Savior has strengthened connections with community partners including but not limited to LINC Bay Area, Shepherd's Gate, City Serve, Open Heart Kitchen, and the Homeless Refuge of Livermore.
- A full upgrade of the AV desk and video equipment in the sanctuary was completed, allowing for livestreaming capabilities and increased opportunities across the ministries.
- The school Advent service was returned with a full sanctuary of family and friends.

### Our Vision For Ministry at Our Savior

#### GREAT COMMISSION PEOPLE

Having accomplished His ministry on earth, Jesus gathered the disciples on a mountain in Galilee and called them to carry out His mission and bring the Gospel to the nations. The disciples were the original Great Commission People. Jesus explained what their ministry was to be about moving forward with the words of Matthew 28:19-20:

Go therefore and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, teaching them to observe all that I have commanded you. And behold, I am with you always, to the end of the age.

While every Christian church is planted by God in a unique setting, with its own unique set of circumstances, challenges, and opportunities, all churches are charged with that same mission: *make disciples of all nations*. Therefore, seeking to understand the context of ministry in 21st century Livermore, we have articulated our purpose as Great Commission People as follows:

#### **OUR PURPOSE**

Why We Exist

Our Savior Lutheran Ministries exists to proclaim the Gospel of our Savior, Jesus Christ, as we be, make and grow disciples of Jesus.

#### **OUR MISSION**

What We Do

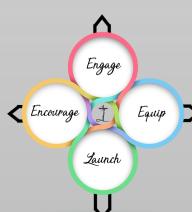
Engage, Encourage, Equip, Launch

#### OUR MINDSET

How We Approach Ministry

As we approach ministry at Our Savior, we recognize three very important things in this place:

- 1) All ministry is God's ministry and as such belongs to Him and is not limited to what happens at 1385 S. Livermore Ave. We are merely a part of God's greater work in the world.
- 2) Our time of doing ministry with someone is finite and limited. There is a beginning and an end.
- 3) Church is not the destination but a part of someone's journey.



As such, we seek to be a 21<sup>st</sup> Century Missional Outpost. As a missional outpost, we make the most of the limited time we have with people so that in this place they might engage with our Great God, be encouraged in the context of a Christ-centered community, and equipped for a life of following Jesus. We do all of this so that we might launch people out into the world wherever God is sending them to be His hands and feet, accomplishing the unique calling that God has placed on each and every one of their lives.

Our Savior Lutheran Ministries



More than anything or anyone else in this world, God alone has the power to change hearts and lives. This is why we believe that as people *engage* with a great God, lives are forever changed. The heart of our *Engage* ministry is weekly worship, whether it be on Sundays or in our school and preschool chapels, where God invites us to come into His presence, where we receive His Word and Sacraments then respond to Him with our words, our songs, our prayers, our gifts, and our entire lives. We *engage* with God in our daily devotions and prayer life as we speak to God and God speaks to us. Here are some of the many things that happened this year as we *engaged people with God*:

- ⇒ When gathering inside was not possible, we adapted our worship to be able to meet outside. We celebrated communion together on Sundays in walk-up and drive-up fashions. All of our Holy Week services were held on the black top outside, allowing for us to sing praises to God.
- ⇒ Online worship continues to be an important part of our ongoing ministry. This year we have transitioned from pre-recorded services in Pastor Kevin's living room to the recording of our Sunday morning worship service, and now are transitioning to live streaming our Sunday services.
- ⇒ In the fall we launched a Family Worship service on Sunday evenings at 6 PM, especially aimed at the families of our school and preschool. The first service had over 350 people in attendance, and week we welcome new faces.
- ⇒ Our Savior has a deep affinity for music, so we were blessed to bring back music groups and the beloved Christmas Concert.
- ⇒ School and preschool chapel services resumed in-person, with many families worshipping together.
- ⇒ Each week Advent Services were held throughout the season, with the school's service drawing a full sanctuary.
- ⇒ Special services for Christmas Eve and Christmas Day provided opportunity for over 400 people to gather together and celebrate the birth of our Lord.
- ⇒ The ministry year kicked off with a Night of Prayer having more than 70 people in attendance from every segment of our ministry.

### Sermon Series of 2021



#### Called To Follow

In Malachi we heard the famous last words of the Old Testament before God would go silent for 400 years. The very foundation of this book was God's unending, uncompromising love for His people. From all the people of the earth, God specially chose them to be His own. God had saved them time and time again, and His love was never ending. Built upon the foundation of God's love and the identity He had given them, God called His people to live out this identity by following Him in every area of their lives. In the same way, God calls us to follow Him with all of our hearts, minds, and souls in all that we do.

#### Our Father In Heaven

In Luke 11, one of Jesus' disciples came to Him and made a very simple and humble request: "Lord, teach us to pray." There is something reassuring in this request, for we aren't the only ones who need to be taught how to pray. In the next 70 words, Jesus would teach His disciples (and us) how to pray. These words invite us into a conversation with God. They are words that give us a glimpse of not only what is to be said, but that inspire in us an imagination for a life of prayer. This Lent we explored and considered what it might look like if these 70 words were to shape not only our prayer lives, but our entire lives of following Jesus.

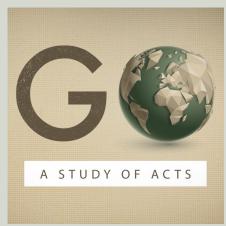


# ESTHER GOD REMEMBERS YOU

#### Esther

The book of Esther is a strange book of the Bible. Take Esther for instance. She is a Jew who through a rather strange beauty pageant becomes queen to a foreign king. She is filled with fear and reluctance when called to action. But even the book of Esther itself is strange for the Bible. Nowhere in the book do we read the word "God" or find His name. Nowhere do we hear a prayer or see reference to religious life. And yet it is a book of the Bible. So what value is there in this unlikely book, unlikely hero, unlikely story? This spring, we explored how even in a world where it might feel like God is missing in action, God is still there. God is still working. God still remembers us. And God can use even the most unlikely candidates to accomplish His work in this world.





This is the story of the book of Acts: Jesus ascends into Heaven, the disciples receive the Holy Spirit, and then they go. They go, and wherever they go, they tell the incredible life changing story of the message of Jesus. In the process, lives are changed and churches are started as God adds to their number daily.

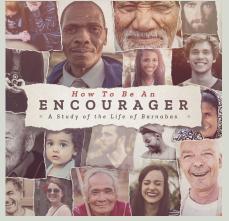
That was their story. Now it is our turn. This summer, we were challenged as we considered how just as God sent the first disciples into the world to proclaim His message, God sends each and every one of us to be His hands and feet, His heart and voice in the world. Yet, just as they did not go alone or by their own power, God sends us in the power and with the presence of the Holy Spirit.

#### The Blessed Life

Blessed is a word that is thrown around a lot today. It has become synonymous with being rich, successful, happy, and talented. The implication is that if you are not these things, then you must not be blessed or are somehow missing out. But is this true? Is there something more to a blessed life than that?

The Bible invites us into a very different understanding of the blessed life. As the Bible describes a blessed life, it paints a picture of blessing that reorients our lives from success and stuff to God, the giver of every blessing. But blessing is not just about us. God blesses us in order that in turn we might bless those whom He has placed around us.





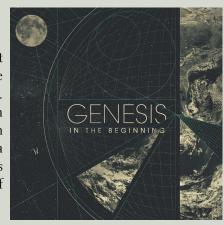
### How To Be An Encourager

If we think of some of the people who have had the greatest influence on our lives in positive ways, it is not always family or the brightest people, but the people who encouraged us. It's the people who breathe new life into us when we are discouraged and beaten up by the world around us. It's the people who pour into us when we feel completely empty.

Encouragement is a life-giving force. No wonder God calls us over and over again to encourage one another. This fall we explored this idea of encouragement together, learning from a guy nicknamed the "Son of Encouragement" (Barnabas). In Barnabas, we saw a man who used his life and everything he had to encourage everyone around him, deserving or not.

### Genesis: In The Beginning

This Advent, we went back to the very beginning of the story. We went back to the beginning of it all, seeing that even before the beginning there was God, and that God was the creator of everything there ever was or is. In creation, God made not only the earth, but made people in His own image, specially designing them to fulfill His purpose and to live in relationship with Him and one another. Yet in Genesis 3, the story took a tragic turn as Adam and Eve chose their own way over God's way. As tragic as that day was, it is in the midst of tragedy that we see the depth of God's love and find hope in God's first promise of Christmas.



If there is anything that we have been reminded of over the last couple of years, it is that God has created each and every one of us to be in relationship. We need other people in our lives. Life can be hard and when we have other people to do life with, life becomes possible. There is a reason why over and over again the Bible talks about our life together with one another. This remains especially true as we navigate life in the midst of a pandemic. The heart of our *Encouraging* ministry is creating a place where everyone can feel like they belong and have people they can do life with together. When we belong, we encourage, celebrate, and care for one another. Here are some of the many things that happened this year as we encouraged one another:

- ⇒ One of the great loves of many at Our Savior is *coffee fellowship* where people gather after worship to share a donut and coffee with one another. As great as coffee and donuts are, it's more about the relationships that are formed in that space. After a several month hiatus, this tradition was brought back with new leadership and a fresh approach.
- ⇒ Through *Encouraging Tuesdays*, people from Our Savior were inspired to cultivate a spirit of servanthood in order to be an encouragement to others through special ways. The purpose is to share love for one another in the Our Savior community and beyond.
- ⇒ Stephen Minsters were re-installed at a special church service in October and continue their work providing care and encouragement for those in need of a little extra love and support.
- ⇒ The return of Christmas Caroling brought much joy and encouragement to the recipients, their friends and neighbors, as well as those doing the caroling.
- ⇒ Encouragement doesn't just happen through programs but through the many ways that the entire Our Savior family does life together, whether it be through our card ministry, drive-by celebrations, fellowship/support groups, and meal trains for our church families.
- ⇒ Some of the best encouragement happens by just showing up and being present for one another in the midst of daily life.







God not only calls people to believe in Him, but calls them to follow Him in their daily lives. But the reality is life is messy, and hard, even a bit awkward. There are questions that we have and situations that perplex us. This is why it is so beautiful that God's work in our lives is not done the moment that we come to faith, but He continues to work in us each and every day of our lives to grow us as disciples of Jesus. The heart of our *Equip* ministry is giving people the knowledge, skills, and experiences that they need to follow Jesus every day. Here are some of the many things that happened this year as we equipped people as followers of Jesus:

- ⇒ Bible studies continued in-person, and online, allowing more people to participate. Weekly opportunities included: Sunday morning Bible Study, Wednesdays in the Word, Friday morning Men's study, a Friday morning Women's study, and Youth Bible studies.
- $\Rightarrow$  This year the Youth Ministry began meeting again on Sunday evenings with  $6^{th}$  -12<sup>th</sup> graders.
- $\Rightarrow$  Confirmation classes resumed in person.
- ⇒ After-school kids clubs began with special activities for 6<sup>th</sup>-8<sup>th</sup> graders and 4<sup>th</sup>-5<sup>th</sup> graders, giving them a fun place to belong and spend time together in God's Word.
- ⇒ Choir, small ensemble music groups and even OSL students helped facilitate worship both at 9AM and our Family Worship service.
- ⇒ Children were able to participate in an online Vacation Bible School over the summer.





- ⇒ We introduced several Equipping Thursday series with online resources that included Get Spiritually Fit, Masterpiece in Progress, Restored to Wellness, and a special series looking at the women in the genealogy of Jesus.
- ⇒ We began a new bimonthly Family Bible Experience where families can get together for a fellowship, Bible lesson and related activities.
- ⇒ Our preschool adopted the online Sunday School curriculum for use in their chapel services.



God's calling in the Great Commission was not for the church to live in a holy huddle but to go. The church was always meant to be on the move so that the message of the Gospel might go to ALL people. Each and every follower of Jesus is sent to be His hands, feet, and heart to the world around us. At Our Savior, our desire is to launch each person (whether they are a church member or a student in our school or preschool) into the world, embracing God's sending in their lives and leveraging their unique situations and gifts for the sake of the Gospel. Here are some of the many things that happened as we launched people into our community and world:

- ⇒ Throughout the year, various efforts were held to share God's love with those within our community and around the world.
  - In January, 87 bags of donated food were delivered to the Livermore Food Bank.
  - In February, we collected 288 pairs of socks, 8 pairs of gloves and 16 packs of hygiene wipes for the Livermore Homeless Refuge.
  - In May, various items were collected, allowing us to put together 27 Military Care Packages for our servicemen/women.
  - From July-December, we put together Birthday kits for 9 women and 8 kids, plus a special Halloween kit for everyone at Shepherd's Gate.
  - 244 children received Christmas shoeboxes through Operation Christmas Child.
  - In November and December, we collected jackets, socks, sleeping bags, blankets, pants, gloves, and assorted food and sanitary items to support the Livermore Homeless Refuge.
- ⇒ Our quilters made more than 125 quilts that were distributed through Lutheran World Relief and Shepherd's Gate.
- ⇒ This year we concluded our support of Rachel Meyer, LCMS Missionary to Uganda, as she returned to serve as a teacher in Iowa. We transitioned our support to Britt Odemba, LCMS Missionary in Kenya. We also continued to support Janet Volkman in Guatemala.
- ⇒ We have strengthened our partnerships with these great organizations serving our community:















### 2021 Highlights

- ⇒ With a strong re-opening plan in place, Our Savior Lutheran School was able to provide inperson instruction throughout the school year, adjusting to the ever-changing restrictions surrounding COVID.
- ⇒ We welcomed eight new teachers and one *called teacher\** to our faculty: Allison Sharp Kindergarten, Rachel Keegan-1st Grade, Kelly Overman-2nd Grade, Mary Lauro-3rd Grade, \*Beverly Schuller-5th Grade, Megan Foster-7th Grade, Nadine Moore-Middle School History and Literature, David-Israel Lozada-Middle School PE and English
- ⇒ In partnership with the church and preschool, we continued to prioritize the needs of our community through service projects and drives. We provided support through Operation Christmas Child, Military Care Packages, Birthday Party Kits for the children and women of Shepherd's Gate, and continued assistance for the Livermore Homeless Refuge. All of these efforts were very successful and met with much support from our school families.
- ⇒ In October, OSLS hosted a successful event, merging our beloved Trunk-or-Treat with a Night Market. This was a fun, safe and memorable evening where our school community members were able to gather and support local business owners, and enjoy fellowship with one another.
- ⇒ In November, we completed a successful virtual Accreditation visit from WASC/NLSA. Their initial report was favorable and we expect to receive official news in the Spring.
- ⇒ Our exceptional Advent service reached an entire sanctuary of families. The staff and students were incredible in adapting to the COVID restrictions while keeping the focus on rejoicing Jesus' birth.

We want to give a huge thank you to our principal Julie Knight, our staff, dedicated teachers and aides who have adapted beautifully to the ever-changing educational environment. Their tireless efforts have been exceptional in creating a top-quality Christian education that is safe for our staff, students, and their families. We give all glory to God!



### 2021 Highlights

- ⇒ Even in an ongoing pandemic, we continued to provide in-person learning throughout the school year, allowing us to engage students in an education that incorporates Jesus into the heart of all we do.
- ⇒ We celebrate that our enrollment continued to grow. This year we are at 95% of capacity vs. 50% from last year. In addition, early enrollment signs for the Fall of 2022 are strong.
- ⇒ We welcomed five new teachers: Debby Hays Afternoon Teacher, Lisa Mills 4 Year Old Teacher, Kimmie Pitcock Floater, Nancy Woll 3 Year Old Teacher, Savannah Wysock Afternoon Teacher. And just recently, we welcomed a new co-director, Cynthia Chisholm. We are blessed to have these Godly women on our staff.
- ⇒ Chapel days are everyone's favorite days. Being able to hold chapel in the Sanctuary was a great blessing, that we might share Jesus' light with our families.
- ⇒ Thanks to support from the Endowment Fund, our staff is able to further their education, creating a growth-mindset within our preschool community.
- ⇒ We were blessed to receive two grants from Hively (a local social service for children & families) which provided financial support allowing us to further invest in the mission of the preschool.
- ⇒ Use of Brightwheel app and Facebook Groups continue to strengthen communication and provide engagement opportunities for us to connect with our kids and families.
- ⇒ We served our community together by partnering with the school and church to provide support for Operation Christmas Child, Military Care Packages, Birthday Party Kits for the children and women of Shepherd's Gate, and the Livermore Homeless Refuge.
- ⇒ Proudly, we are equipping children with a top-quality education, creating tomorrow's leaders today as we prepare to launch them into the world as Jesus' hands and feet.

Like with our school, we want to thank all of our dedicated teachers, Sara Hall, and Julie Lawsen for their hard work and dedication to provide an amazing preschool experience, as we continue to navigate ever-changing regulations surrounding COVID.

### That They May Be One

A Strategic Mission and Ministry Plan for 2019-2021



For the last three years, we have been motivated and inspired by these words of Jesus from John 17: "I do not ask for these only, but also for those who will believe in me through their word, that they may all be one, just as you, Father, are in me, and I in you, that they also may be in us, so that the world may believe that you have sent me. The glory that you have given me I have given to them, that they may be one even as we are one, I in them and you in me, that they may become perfectly one, so that the world may know that you sent me and loved them even as you loved me."

In these words, Jesus' prayer is that as God's people we may be united as one. This manifests itself in how we love one another and do life together. This is seen in the way we do ministry and in our mission and purpose. What Jesus knew was that we are stronger when we are working together. The kingdom of God is better when God's church is united and moving together in one direction.

As we look back over these three years, we can't help but marvel at all that God has done. God has been at work in us, through us, and among us. We have a greater sense of purpose and mission with a clearer understanding of where we are going from when we first began. There is unity across the ministry as our preschool, school, and church seek to work together as one ministry. Our team has grown. Our leaders have grown. Each and every one of us has grown. Praise God for all of this!

In the coming pages, we want to share with you some of the key progress areas under each of the Major Moves. Please do not look at this list as all inclusive but rather a high-level celebration of the work that has been done, for it is considerable. All of this would not have been possible without all of us working hard together. Thank you for your hard work and dedication. I'm excited to see what God does as He continues to graciously lead us into the future.

## Major Move 1

Form a unified and dynamic team for ministry that transcends school/preschool/church/leadership/staff/volunteer lines with individual and organizational clarity.

### What We Have Accomplished:

- Created clarity of roles and relationships within the organization through review of job descriptions, organizational charts, training, and ongoing discussions that focus individuals and groups on their specific role within OSLM and how they are a part of the overall mission.
- Due to intentional choices and the challenges of the pandemic, the different areas of the ministry are working together as a more unified and cohesive team. All areas of ministry are encouraging and supporting one another.
- An onboarding process has been created for staff and leadership to help them better understand their role and the mission and philosophies of OSLM.
- Staff from all areas of ministry shared in the preparation of an in-depth self-study report and a successful WASC/NLSA visit in the Fall.
- The Board of Directors and Board of Elders continue their commitment to be involved and engaged
  with school families through an intentional classroom adoption program and representation and
  support at PTO events/meetings.

## Major Move 2

Develop and implement an effective communication strategy that is leveraged internally and externally at every level of the organization.

### What We Have Accomplished.

- Intentional focus on streamlining and improving communications, including revised weekly enewsletter and new *Sunday Taking It Home* sheets to share big ideas and announcements.
- Developed an intentional approach to online engagement that encompasses our social media presence, our website, and emails. The focus has been to create a unified look and feel that engages the various intended audiences of OSLM with the information that they need.
- Overhaul of the church A/V system has provided a better experience for in-person and online ministry, including the execution of livestreaming of our services.
- Online ministry has become an ongoing, intentional part of how we do ministry.
- Our church management software was updated to Church 360, allowing the Elders and staff to have better access to information and record keeping of ministry efforts.

## Major Move 3

Evaluate readiness and plan for growth within the ministry.

### What We Have Accomplished:

- Over the last three years, we have seen growth in both our preschool and school enrollment. Both the school and preschool continue to see increased interest and are continuing to evaluate ways to continue smart and sustainable growth going into the future.
- The addition of our new Family Worship Service has been an intentional effort to reach out to our school and preschool families that are not actively attending another church. In its first six months, it has experienced solid attendance from our school families, coming to learn about Jesus.
- While it is difficult to measure, we regularly hear how our online ministry is reaching people in church, our community, and around the world, whom we may not have reached before.
- In an intentional effort to connect with our school families, our DCE has launched new afterschool Youth Groups and Family Bible Experiences, which are growing in interest and numbers.
- We have spent time studying our changing community to better understand the demographics and whom we are trying to reach.
- Staffing has been aligned to allow us to better navigate current and future ministry opportunities.

### Major Move 4

Form our distinct worship identity at Our Savior that embraces our heritage and positions us to do ministry in the Bay Area today, characterized by excellence, relevance, Christ-centeredness, faithfulness to God's Word, and accessibility to all.

### What We Have Accomplished:

- With the COVID-19 pandemic, Our Savior was able to move worship online and has continued to improve the online worship experience.
- The work on our mission and vision provided us with a clear understanding of our non-negotiables for worship and our desire to serve as a Missional Outpost.
- The launch of the Family Worship service on Sunday evenings builds off of what we were already doing in our school and preschool chapels, aiming to reach the unchurched families of the school and preschool.
- Sunday morning worship continues to be centered around the Word of God and His gift to us in communion, cherishing our Lutheran heritage and being enriched by God's gift of music.
- OSLM continues to adapt worship in an ever-changing world as we embrace lessons learned from these past two years.

## Major Move 5

Develop a local and global outreach strategy that is kingdom focused and is rooted in empowering and equipping disciples of Jesus for their unique calling.

### What We Have Accomplished:

- The development of an "Outreach Philosophy" that was embraced by the leadership and communicated to the congregation through a sermon series and daily devotional entitled "His Mission, Our Mission."
- Relationships were strengthened with community organizations, including Shepherd's Gate, City Serve, LINC Bay Area, Livermore Homeless Refuge, and Open Heart Kitchen.
- Several launch initiatives were supported by the entirety of the OSLM community, including: food drives, quilts, blankets, Birthday Party Packages, Operation Christmas Child, and Military Care packages for our soldiers.
- Online ministry is an intentional opportunity to reach-out to our community and the world through worship services, Bible studies, devotions, invitations, and other engagements.
- Developed a deeper relationship with our missionaries, Janet Volkman in Guatemala and Rachel Meyer
  in Uganda through on-site visits, and have transitioned support from Rachel to Britt Odemba, LCMS
  Missionary to Kenya, due to Rachel's return from the foreign mission field.

### Major Move 6

Create a unified and shared mission, vision, and set of values for Our Savior Lutheran Ministries.

### What We Have Accomplished:

- The staff, Board of Directors, and Board of Elders worked together to develop a shared vision for the future of Our Savior that is focused on the kind of culture that we are trying to create throughout the entirety of our ministry. The heart of that vision is Engage, Encourage, Equip, and Launch.
- During the "What's Next" sermon series, the vision was shared with the congregation through sermons, weekly sermon note sheets, devotions, interviews, a special page on our website, and town hall meetings.
- Ministry Action Teams were formed and continue to work around each of the areas of focus (Engage, Encourage, Equip, and Launch) to be champions for that area of ministry.
- Sermon Series entitled "Go" and "How to be an Encourager" were preached to highlight the encourage and launch areas of our ministry, seeking to deepen our understanding of what these areas look like not only within the life of the church, but in our personal lives as well.
- The church, the school, and the preschool seek to live out our one mission and one vision as a unified ministry while embracing each of their distinct contexts.

# 2021 Financials July-December

Income		Budget	Actual	% to Budget
	Total	\$2,354,880	\$3,324,502	141%*
	Largest Items:			
	Church Giving	525,000	509,850	97%
	School Tuition	1,411,590	1,408,856	100%
	Preschool Tuition	320,240	310,442	97%
177				
Expenses		Budget	Actual	% to Budget
Expenses	Total	<b>Budget</b> 2,419,609	<b>Actual</b> 2,496,451	% to Budget 103%
Expenses	Total -			
Expenses	Total  Largest Items:			
Expenses				
Expenses	Largest Items:	2,419,609	2,496,451	103%
Expenses	Largest Items: Salaries & Benefits	2,419,609 1,513,491	2,496,451 1,434,640	103% 95%

1. Benefitted from two potential upsides mentioned during the June meeting when the budget was approved. We have received \$343.4k from the ERC program and \$242.9k from the EANS Program. No further money is expected from these programs.

\* 116% without Employee Retention Credit and Emergency Assistance to Non-public Schools

- 2. Loan A: 12/31/2021 balance = \$10,617,848 (Principal reduced by \$234,425 over past year, interest rate of 3.875%, monthly payments of \$55,000, approaching end of 2nd year of 3-year period).
- 3. Loan B: 12/31/2021 balance = \$2,124,163 (Principal reduced by \$34,240 over the past year, 0% interest rate, no payments required, approaching end of 2nd year of 3-year period).
- 4. 2022-2023 school year tuition increases: 2.5% for both school and preschool (versus 5% and 4%, respectively, for current year).
- 5. The 2022-2023 Budget Process will kick off in March. Salary increases are planned for this cycle. Other known increased expenses will include Director of Launch and Online Ministry salary, curriculum, healthcare and utility increases.

THANK YOU for your continued generosity and support of OSLM!

### 2021 By The Numbers



212

Average Sunday Attendance

**Baptisms** 

686

Membership

Confirmations



Missionaries Sponsored

Bags of groceries and pairs of gloves/ socks for the Livermore homeless

125 Quilts made and distributed around the world

Military Care **Packages** 

245 Boxes for Operation Christmas Child

\$82,000 Given in Support

of Missions

