Pathfinder Church

Board of Directors

Monthly Meeting

October 2021 – No Meeting

Pathfinder Church

Board of Directors Meeting
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Table of Contents

Item	Page Number
Agenda	No Meeting
September Board Meeting Minutes	Not Attached
Staff Reports:	
Pastoral	3 – 7
School	8 – 9
LIFEjourney	10 – 17
Operations & Finance	18 – 19
Marketing & Creative	20 – 21
September Financials	22 – 23

Closed Business…….……Appendix A

Senior Pastor Board Report
Dion Garrett
October 2021

Our Four Mission Targets:

1. Increase outside awareness of our ministry.
2. Continue wise technology investments.
3. Steward our aging campus infrastructure.
4. Focus our ministry on the "whole life" of Jesus.

Highlights this month:

Return Rebuild Reimagine has consumed most of our month, with a robust follow up effort winding down. In addition to targeted emails and mailings, our ministry staff conducted phone follow up with hundreds of households! To date, here's where we stand:

- 318 commitments from the 1156 households from 2020 (28%).
    - For reference, at this point in our NEXT campaign we had about 30% of our households committed. These are fantastic results given the state of our pandemic in-person worship attendance.
- The total amount pledged is $5,534,073 which is an increase of $850,426 (18%) given by this group from the similar 27 months of 10/1/2018 to 12/31/2020.
- We also have 162 recurring givers in Secure Give, who have not made a pledge. Based on their current trajectory, we would anticipate an additional $1,318,896 (11%) over 27 months.
- Historically, having a focused campaign has raised giving across the board and brought new givers in as well.
- We will now be turning our attention to a year-end giving campaign that will especially focus on those who have not made a commitment to RRR.

Increasing Outside Awareness in Our Community

- I am a participant in FOCUS STL's 2021-22 *Leadership St. Louis*[1] (LSL) class. Two weekends in, I've been both learning about the STL region AND helping other leaders know about Pathfinder. A recent email exchange with one of my classmates shows the mutual value of my participation:
    - "You are a light, my friend. I told my husband that we MUST come visit Pathfinder. We are looking for a local church home and are just starting to feel some ease in large groups, as long as I am masked. I am still on the ministerial team at my "birth church" in XXXXX, but it's time to start finding a spiritual home in St. Louis."

- Through a connection in LSL, I was invited to be a part of a panel discussion with The Repertory Theatre of St. Louis on The Intersection of Faith and Art[2].

[1] Founded in 1976, Leadership St. Louis® (LSL) is one of the most highly-respected leadership development programs in the nation. The program was built on the belief that the community, just as any business or organization, requires strong leadership to grow and improve. Graduates of the program include CEOs and senior level executives, entrepreneurs, elected officials, educators, attorneys, nonprofit directors and public servants. The common ground under this wide array of participants is a deep and active commitment to community improvement and making our region stronger.

[2] https://www.repstl.org/engage-learn/intersection-of-faith-and-arts

- I was also invited by the City of Ellisville to be a part of the Advisory Committee for their new strategic planning process, *Elevate Ellisville*[3]. This highlights the way we are esteemed in Ellisville as a partner in making our city a great place to live, work, and play.

Challenges this month:

- Our **Associate Pastor** search continues forward. Initial discussions have happened with 4 candidates. While this is encouraging, we're going to be hard pressed to get in in-person interviews before the holidays. God can make a way if it's his timing. We'll certainly try our best to move this process forward without getting stalled by the holidays.
- The total number of **Giving Households has declined** for several years now. NEXT provided a small bump, but national stats say this is the new trend and the pandemic has hastened it. Raising up a value for generosity must remain a focus for our ministry. However, I am also our organization's CDO. This highlights the need to get an Assoc. Pastor and to focus my role on things that are imperative for our future.

My Leadership Prayer List Right Now:

1) Fruitful generosity efforts: RRR and Year-End Giving.
2) Finding the right Associate Pastor.
3) Stamina for us all as we move into the holiday season and for deep spiritual impact of our work!

[3] https://elevateellisville.com/elevate-ellisville

Pastoral Office Board Report
Doug Mauss – Care and Online Campus
October 2021

Life Transitions and Care

- Even though we had leaders lined up, there were no registrants for Financial Peace University. Based on Dave Ramsey's recent PR struggles, we're evaluating whether his program is still a desirable offering, or whether there might be a different financial program that would appeal better to our church attenders.
- Cancer Companions, GriefShare, and DivorceCare are all kicking off well!

Metrics attached

Pastoral Metrics
September 2021

	June 2021	July 2021	Aug 2021	Sept 2021	21/22 FYTD	20/21 FYTD	FYTD TREND
LIFE TRANSITIONS							
DivorceCare (February - May & October - January)	0	0	0	0	0	0	0
GriefShare (February - May & September - December)	0	0	0	34	34	19	15
Cancer Companions	30	0	0	19	19	25	(6)
Employment Workshop	0	0	0	0	0	0	0
Pre-Marital	0	0	6	2	8	0	8
Financial Peace University	0	0	0	0			
Daniel Plan	0	0	0	0			
Marriage Journey	0	0	0	0			
ONLINE CAMPUS							
Journey Partner Participants	Hiatus	Hiatus	Hiatus	Hiatus			
***Pathfinder Unscripted (max views this month)	Hiatus	Hiatus	Hiatus	Hiatus			
CARE							
Personal Visits	0	0	1	0	1	0	1
Phone Contacts	25	25	25	25	75	75	0
Other (Chapel, Bible Study)	0	0	0	0	0	0	0
Care Matters added to Database	18	18	20	5	43	50	(7)
Trailblazers	0	0	0	0			
GROWING DEEPER							
*Average Daily emails sent	259	257	277	250			
*Average Daily emails opened	124	119	136	113			
Printed Copies	0	0	0	0			

On 5/24/21, we began sending the Growing Deeper emails to only those who signed up to continue receiving them.
Sept 2021 - GriefShare participants = 24 at Loss of a Spouse and 24 at GriefShare, but 14 of those attended both

Pathfinder Church

Board of Directors Meeting
October 2021

Membership Changes – September 2021

New Members:
Information:
Danielle Dillard
Sarah Bieber
Jason & Carly Kreuzman

Transfer:
None

Reaffirmation:
None

Released Members:
Transferred Out:
Bob & Joan Bechtold (Lord of Life Lutheran Church, Chesterfield, MO)
Ray & Joyce Ward (Messiah Lutheran Church, Weldon Springs, MO)
Larry & Pam Wines (Messiah Lutheran Church, Weldon Springs, MO)

Released by Request:
None

Lack of Information:
None

Official Acts:
Baptisms:
Lincoln Moyer (09-05-2021)

Weddings:
None

Funerals:
Herman Keune (Death 09-07-2021; Funeral 09-09-2021)

School Team Board Report
Doug Mauss, Derek Scott, Rachel Bausch
October 2021

- We're finalizing details to start offering hot lunch again starting in October, to both EC and K-8 families. We're working with Byrne catering again. They have updated their menu to make it more kid-friendly, and they've worked with us to reduce costs as well. We're very excited to resume this perk of our school day!
- Coming October 29th: Trunk or Treat! School families are invited for this community event which includes: trunks for passing out candy sponsored by families, fundraising activities run by the middle school students, food, fun, and games for all.
- Our playground hardware and components will ship early December and we hope to have it up and running prior to Christmas Break.
- **EC**: Our staff is creating an on-campus Fall Festival for ALL EC students. This is in place of going to a pumpkin patch but will still allow for great community building with parents and in a fun and safe manner. We are including a petting zoo, creating a pumpkin patch for students to pick their own pumpkin, games, photo booth and so much more! We are excited to celebrate fall and all God has given us!
- **EC**: We are in the brainstorming process of what an EC Christmas Program may look like this year – new ideas coming!
- **EC**: Staff is digging into assessing students in both academics and social/emotional growth to prepare for upcoming parent conferences.
- **K-8**: We begin our fall fundraiser, Raise Craze, in the first week of October, thanks to the organizational efforts of the PTL. Raise Craze promotes acts of kindness and is all about encouraging students to reach out to family, friends, and community to ask for support and sponsorship. We have synergized with our Fruit of the Spirit focus for October, "kindness." Our school goal is to raise $20,000. Raise Craze culminates on Oct. 22nd with an all-school celebratory assembly.
- **K-8**: Great News! We have 5 new students enrolled in middle school, bringing our middle school enrollment to **37 students**. We are excited to see the energy and positivity that our new students have brought to St. John and thankful for the kindness the middle school students have shown in embracing our new students.
- **K-8**: New staff! We're excited that Elise NaThalang has agreed to finish out the year as our new music teacher. We're also happy to welcome Hannah Gessner as our long-term substitute filling in for Danielle Kulha's maternity leave. Hannah is an experienced educator and an alumna of St. John School!

Metrics attached

School Ministry
September 2021

SCHOOL MINISTRY	June 2021	July 2021	Aug 2021	Sept 2021		Sept 2020	TREND
Early Childhood Enrollment	130	130	158	158		130	28
Kindergarten - 8th Grade Enrollment	186	186	148	159		186	(27)
Total Enrollment	316	316	306	317		316	1

LIFEjourney Board Report
Chris Toomey
October 2021

Pathfinder Kids:

Family Hike Pop-Ups

- During our KidMin Staff Retreat in August, we identified some “low hanging fruit” for being more intentional about engaging families through the whole life approach.
- The nice weather and a couple of open Saturday mornings on Lisa’s calendar lent itself to some pop-up family hikes!
- These experiences were designed to engage the physical, relational, and mental/emotional aspects of the whole life.
- The busyness of families won out though as they were not well attended other than 1 new family who wanted to get to know other families. Lisa had a great hike with them though! They appreciated it.
- We will continue to try new things like this!

Bible Giveaway

- Covid did not stop us this year! We gave away over 100 Bibles once again this year!
- One addition we made last year was a drive thru pick-up option. Some families took advantage of this option and appreciated it. The addition of volunteers dressed up in Bible costumes made a fun atmosphere!
- One trend that is noted is the increase in grandparents who pick up Bibles for their grandkids.
- We continue to hand out Bibles to all kids who do not have a Bible of their own no matter what the age.
- Stories:
    - “The children LOVE their Bibles!”
    - “Our son, Hunter, loves his new Bible! Each time we are in the car, he brings it with him and asks his big sister to read the Bible to him (pictured here). We enjoy seeing him being so excited to read and learn more about Jesus! Thank you for providing this opportunity to us!”

Pathfinder Students:

Summit New Students

- We have 5 students that are new this year to our student ministry that have attended Summit 3 or more times!
    - We feel like our efforts of building an inclusive and inviting atmosphere are taking root.
    - Our Student Leadership team is kicking off this week, and we will begin to have a team of students who are "assigned" each Wednesdays to help new students have the best experience possible. This team will also help us plan message series, games, and special moments in Summit.

Community Engagement and Missions:

Prosper The City

- Registration for Prosper The City kicked off in September.
    - This year, we put even more emphasis on empowering people to form their own teams by reaching out to their friends, family, neighbors, etc.
    - Pathfinder has so far over 40 teams that have formed and are now planning their projects.
    - Many people have stepped up to lead a team of strangers, and we can't wait to see the fruit of that and report on it next month.

National Missions

- We hosted a celebratory brunch for the organizations we partnered with for Missions Week.
    - We shared stories of impact, watched the missions week recap video, and we asked the different organizations to introduce themselves to each other.
    - At the end of our time, the organizations were talking amongst themselves about how each could either help or benefit from each other! Connections were made and strengthened.

Stronghold Building Project

- Stronghold is working on a marketing strategy for continuing to reach out and update partners in meaningful ways.
    - This will include a quarterly Zoom invite where Stronghold will share ways the partners can stay engaged in the ministry.
- On November 14th Tim and Diane will give a presentation after church to update the Pathfinder community on everything that has been going on during the Capital Campaign and unveiling the building and plans for 2022 at Stronghold.

Women

- The Advent by Candlelight planning committee met to talk about what we valued the most about last years virtual ABC.
    - One aspect that stood out most were the real authentic thoughts of the ladies who shared their experiences.
    - So, this year we decided to film a video discussing darkness and light in the context of our lives and the tension we find ourselves in as humans seeking the light of Jesus (similar to last year's Thanksgiving video)

- The video is of five different women in five different stages of life. Women's ministry has been asking themselves how to engage the younger women in our community, and we think this is a great step towards that!

Hospitality

- John Hinson, Café Director, saw a huge difference in the amount of people coming through the café before the 9am service this past month. He continues to build up the café on weekdays as well by hosting meet and greets for St John School parents and leadership.
- The café has begun to have 'regulars' on Wednesdays with school parents meeting up after drop off, a home school family using the space for a different atmosphere, and a few people who are 'working from home'.

Worship

To Celebrate

- We successfully integrated tracks into the first service of the month in order to help fill out sound and replace missing positions when necessary.
- Wednesday night rehearsals continue to be beneficial for the team. We've seen an increase in musicality and "tightness" of the band during services.
- We've added to our number! We welcomed one of our guitar instructors at SOTA to the Worship team this month.
- Additionally, one of our St. John School teachers and a long-time staple at Pathfinder has stepped in to serve on vocals for our Worship team.
- A new Pathfinder original song, "Unworthy (Holy)" is being debuted at the INSPIRED service on October 23/24th.
    - Annalyse and Jonathan collaborated on this song for the first time together. We can't wait for you to hear it! It was tailored to our current series, "Broken Heroes".

Looking forward:

- We will be focusing further on spiritual development during Wednesday night rehearsals by including devotional times, worship moments, intentional prayer, etc.
- The system for controlling our tracks is being refined in order to allow for more flexibility in Worship.
- The Worship team is working with the Production & Tech Department to refine our audio mix for the service stream.
- Our INSPIRED service is coming up on October 23/24 – we have many impactful and unique moments planned for the service.
- We're slowly integrating a "service director" position into a more permanent rotation during services. This serves to ensure smooth transitions and facilitate consistency within the band.
- Plans are well underway for Christmas services this year.
- Plans are also underway for the new Worship portion of the Christmas Experience, titled "Peace"
- We have three more applicants for the Converge (onboarding) process this month – two female vocalists and one guitar player.

Needs:

- We are actively recruiting and still in need of volunteers/substitute musicians for the following positions:
    - Acoustic guitar

- Piano
- Drums

Next Gen Worship

Recruiting and New Volunteers

- September was a successful month of expanding our group of volunteers in student worship settings!
  - We see natural interest building in students from consistent leadership and presence in student spaces, strong student teams leading worship weekly, and occasional announcements reminding students that the opportunity to get involved is always available.
  - For the first time since the pandemic, we have a student tech team beginning to form.
  - A student named Katie heard about CORE worship through her cousins who are involved in the student band, and has since showed up to nearly every rehearsal and service since.
    - Katie's family member said this in response to her getting involved: "She has had some teenage angst/friend issues and Pathfinder is becoming a great new direction for her! She is in a state of transformation. Thank you for welcoming her."
  - Another student expressed interest in playing cello in the band; his mom told us that he has never been excited to serve at church and is now adamant about getting involved with the band.
  - In The Summit, students who have been attending for years are seeing the warm and inviting culture of the student bands and are expressing interest in getting involved. We are encouraged to see the team grow, welcome new faces, and continue to pour into the next generation of creatives and leaders!

Leadership Development

- Students who joined the CORE worship teams over the summer during auditions were scheduled consistently in September as we settled into a routine.
  - We witnessed other students encourage them and support them both in practice and in the service.
  - The growth that occurred in just two months, from auditions to the stage, is remarkable. There is no sense of fear or outward anxiety, but rather, confidence and a sense of purpose. We are thrilled to see students discovering their strengths and leading others with their gifts! What a strong start to a great year.

Worship Culture

- Annalyse has started a tradition of "circling up" after rehearsals with the bands to check in on them, share a devotion, speak affirmation over each other, take prayer requests, or do some kind of team building or get to know you exercise.
  - Students that arrive early for other leadership roles, or students who are on the worship team and off for the weekend flock to the circle and it expands every week.
  - This group is free of drama and exclusion, and students really care for each other.
  - A worship volunteer from weekend services noted that students can't help but find their way into the circle. It's welcoming, inviting and truly clique free- rare for that age. The energy is infectious and undeniable. The "circle up" time is here to stay!

SOTA

Fall Session Continues

- We are continuing the session with 95 students and 8 instructors.

Payment Portal Challenges

- As Annalyse adjusts to the new routine that comes with using the online portal for administrative tasks, she has identified a couple of challenges to troubleshoot, one of them being the invoicing process to collect online payments.
    - For families who chose monthly payment plans, they receive an invoice via email in the final week of the month. Close to 30% of payments come in late since this new structure requires families to complete the payment themselves.
    - Per Sherry Blanner's suggestion, I am going to try narrowing the pay period to collect faster. I am hoping that families will adjust to this timeline and are able to complete payments within the deadlines so we can stay on schedule.
    - One highlight I have seen is that some instructors are using the lesson tool functions to mark reminders for students and themselves, take lesson notes, and manage their workflow more efficiently. I am thrilled to see this and am hopeful that with more time comes more comfortability for everyone using it.

Metrics Attached

LIFEjourney Metrics
September 2021

All YTDs for fiscal year July 1- June 30

* Average weekly attendance	June 2021	July 2021	Aug 2021	Sept 2021	Sept 2020	21/22 FYTD	20/21 FYTD	FYTD TREND
CHILDREN'S MINISTRY								
Nursery*	18	14	14	16↑	12	15	12	3
Preschool*	21		25	21↑	11	22	11	11
K - 4*	34		62	63↑	38	63	38	25
5th Element*	0		10	9	9	9	9	0
New Children's Min Registrations	5	0	23	9↓	14	32	14	18
Nursery Unique Participants	29		33	29↑	19	43		
Preschool Unique Participants	30		36	36↑	19	47		
K-4 Unique Participants	71		91	94↑	66	117		
5th Element Unique Participants	0		16	17↑	13	19		
MIDDLE SCHOOL MINISTRY								
6th grade CORE*			21	14↓	16	16	16	0
7th grade CORE*			18	10↓	15	12	15	(3)
8th grade CORE*			27	17↑	14	20	14	6
New CORE Registrations			81	8↓	89	89	89	0
CORE Unique Participants			66	68	n/a	80		
HIGH SCHOOL MINISTRY								
9th Summit*				6↓	11	6	11	(5)
10th Summit*				6↑	4	6	4	2
11th Summit*				3↓	11	3	11	(8)
12th Summit*				5	5	5	5	0
Summit Unique Participants				32	n/a	32		
BAPTISMS								
Infants/Children	4	4	1	1↑	0	6	4	2
Students (6th-12th grade)	1	3	1	0	0	4	0	4
Adults	0	0	0	0	0	0	0	0
Baptism Class*	4	0↓	4	4↑	2	8	5	3
MEMBERSHIP								
Getting Started*	8		8	7↑	4	15	10	5
New Members	6	0	6	4↑	0	10	4	6
Guest Registrations*	4	0	6	3↑	0	9	0	9

Notes:

1. Baptism Class and Getting Started are not (normally) held in July or December.
2. August 2020 metrics reflect church-wide ministry closures due to Covid-19.
3. Kids Min kicked off on August 22nd; CORE Kicked off on August 29th. Summit kicked off on September 1st.
4. Our new database allows us to report FYTD Unique Participation statistics for Kids Min and Student Min much more easily. You can now expect these to be updated each month.

Lifejourney/Community Engagement Metrics
September 2021

	June 2021	July 2021	Aug 2021	Sept 2021	21/22 FYTD	20/21 FYTD	FYTD TREND
NEEDS							
*New Cases	0	0	0	0	0	0	0
Continuing Cases	1	1	1	1			
Returning Cases	0	0	0	0	0	1	(1)
Resolved Cases	1	0	1	0	1	0	1
Total FYTD Cases							
CIA Alert Team Members	210	210	210	210	210	246	(36)
MISSIONS							
Cambodia Mission Trip	0	0	0	0	0	0	0
Wyoming Trip	0	0	0	0	0	0	0
Disaster Relief Trip	0	0	0	0	0	0	0
HS Mission Trip	0	0	0	0	0	0	0
**Nicaragua Trip.	0	0	0	0	0	0	5
***Local Projects (# Volunteers)	1	307	0	0	307	26	281
ADULT GROUPS & STUDIES							
Small Group Participants	213	213	213	213			
# Small Groups	22	22	22	22			
Iron Men Participants	120	120	120	120			
# Iron Men Groups	17	17	17	17			
Bible Study Participants	8	8	8	115			
# Bible Study Groups	1	1	1	6			
New Connections	13	3	0	4	7	0	7

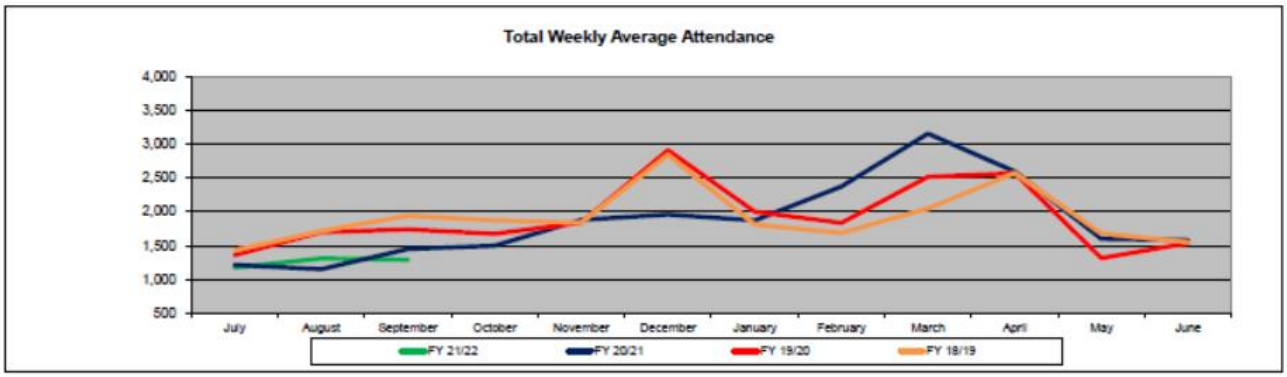
* Cases will be consistently less than previous FYTD because CIA has changed it's structure.

**Starting to take two trips a year.

***This year because of COVID this list focuses on Missions Week Volunteers

LIFEjourney/Worship Metrics
September 2021

	June 2021	July 2021	Aug 2021	Sept 2021	Sept 2020	MONTHLY TREND	21/22 FYTD	20/21 FYTD	FYTD TREND
MISC. WORSHIP (Monthly #s & FYTD Cumulative)									
Audio Message Downloads	346	314	387	360	277	83	1,061	1,026	35
School of the Arts									
Instructors this session	8	8	8	8	11	(3)	8	10	(2)
Disciplines (Instruments) this session	6	6	6	6	6	0	6	6	0
Students this session	78	78	94	95	97	(2)	89	101	(12)
ATTENDANCE (Monthly & FYTD Averages)									
Live Stream Hits (avg/weekend)	710	534	767	630	945	(315)	644	934	(290)
5:00 pm Saturday	121	93	117	97	89	8	102	85	17
9:00 am Sunday	218	226	180	216	152	64	207	131	76
10:45 am Sunday	240	219	226	219	153	66	518	115	403
9:00 am Children's	43	0	55	50	35	15	53	35	18
10:45 am Children's	30	0	56	51	36	15	54	36	18



	July	August	September	October	November	December	January	February	March	April	May	June
FY 21/22	1,174	1,309	1,290									
FY 20/21	1,213	1,149	1,448	1,497	1,880	1,960	1,873	2,375	3,158	2,596	1,699	1,580
FY 18/20	1,357	1,698	1,740	1,674	1,839	2,913	2,002	1,836	2,618	2,571	1,813	1,535
FY 18/19	1,429	1,715	1,942	1,872	1,839	2,843	1,812	1,686	2,049	2,576	1,681	1,550
CY vs. PY	(39)	160	(158)	(1,497)	(1,880)	(1,960)	(1,873)	(2,375)	(3,158)	(2,596)	(1,599)	(1,580)
CY vs. PY	-3.22%	13.93%	-10.91%	-100.00%	-100.00%	-100.00%	-100.00%	-100.00%	-100.00%	-100.00%	-100.00%	-100.00%

Operations & Finance Board Report
Tracy Dunn
October 2021

Celebrations this month:

- As a church staff, we made calls to 989 people in 2 days regarding Return Rebuild Reimagine, which resulted in a growth of 10% and almost half a million dollars!
- The installation started of the new HVAC controllers and the units for the first phase of the HVAC replacement have a ship date with expected delivery of mid-November. This will include Ministry Center, Sanctuary, and three other small rooftop units.

Challenges:

- We are experiencing supply chain issues with many technology orders and we've been recently told the delivery date for the HVAC units for Cornerstone have been pushed to mid-January.

Highlights:

Accounting & Human Resources & IT:

- Continued working with 5/3 Bank and the Finance Committee to finalize the appraisal, swap amounts, and loan documents for our debt financing option for refinancing our bonds with the additional $1,500,000 approved by the Congregation.
- Supported pledging process for Return Rebuild Reimagine and the follow-up telephone calls.
- Worked with the school to launch FACTS premier billing which will integrate with our tuition management for the upcoming launch of school lunch in late October.
- Completed the request for EANS funds for the school in the amount of $30K.

Facilities:

- We've begun patching and painting the Sanctuary Lobby and are tentatively schedule to replace the carpet in the Sanctuary Lobby in late October or early November.
- Integrated Facilities Services began the roof work to support the installation of new A/C units for the school gym.
- The new school playground has an expected delivery date of December 9th. We were not awarded the grant for the playground surface material, so we will be using a playground woodchip fiber. The ground prep contract has been accepted and the work will be completed by Xavier Landscaping with the coordination of Fry during the month of November. We will work with the PTL and St John School to schedule an assembly work day to install and assemble the playground. The goal at this time is to install in mid-December before Christmas or early January.

Metrics attached

Operations/Finance Metrics
September 2021

	June 2021	July 2021	Aug 2021	Sept 2021	21/22 FYTD	20/21 FYTD	FYTD TREND
Feb 2021							
Total Unique Giving Units*	607	555	599	590	581	636	(55)
Donors $500 to $1,000*	122	91	130	106	109	132	(23)
Donors $1,000 plus*	60	59	54	56	56	48	8
New Donors	9	4	5	8	17	19	(2)
Unique online givers *	465	419	445	440	435	483	(48)
Percentage Given Electronic*	66%	57%	62%	52%	57%	72%	(15)
Total Electronic Giving $	220,046	184,337	200,051	200,955	585,343	618,906	(33,563)
Electronic Recurring Gifts $	109,474	109,622	121,755	113,669	345,046	366,887	(21,841)
Unique Electronic Recurring givers *	296	295	300	307	301	317	(16)
HUMAN RESOURCES *							
Full-time school	14	15	19	21	18	17	1
Part-time school	52	49	65	65	60	59	1
Full-time church	24	25	23	23	24	26	(2)
Part-time church	18	19	15	14	16	14	0
Total employees	108	108	122	123	118	116	2
TECHNOLOGY							
Workstations in service *	105	106	107	107	107	95	12
Helpdesk tickets	29	40	63	46	149	127	22
FOOD SERVICE							
Café number of tickets	274	216	353	387	956	178	778
FACILITIES							
Number of work orders received	43	41	144	77	262	294	(32)
Number of work orders completed	45	38	139	75	252	316	(64)
Number of work orders outstanding	5	8	13	15			

*** FYTD is an average**

Branding, Marketing & Creative
Seth Hinz, Director
October 2021

Branding, Marketing & Creative

- **Staffing:** The creative team has been working to fill 1.5 positions since mid-July. We conducted several rounds of interviews for our marketing coordinator position. Hopefully, we'll be able to fill the role soon. The part-time video creation role has generated limited interest and is perhaps needed more now than ever.
- **Church – Return. Rebuild. Reimagine Campaign:** RRR continued into September, including email campaigns, direct mail, webpages, social media, and videos.
- **Church-Care Ministries:** We generated new interest in several care ministries such as GriefShare, DivorceCare, and Cancer Companions through local print placements.
- **Church–Google Win:** Our discovery metrics for our Google My Business listing have been steadily increasing. Over the past 3 months, we received over 900 requests for directions. This statistic can be read as new people, who are unfamiliar with our church, are clicking for directions to get here. We'll be keeping an eye on this metric moving forward.
- **School–PTL:** Coordinating multiple projects for the school year with our PTL (Raise Craze, Trunk or Treat, etc.).
- **School–Auction:** Began project planning with the School Auction Committee. This year it's a new team, and we'll do our best to equip them for a successful spring fundraiser.

Worship

- The video team finished filming all the new Confirmation Teachings, and they are available for students to use. This new format should be more engaging than the methods used in the past.
- We continue to work with the Student and Kids ministries to upgrade their A/V Tech. Supply chain issues continue to delay our progress, but we continue to work with them and make plans. Equipment is beginning to arrive, and we are prepping as much as we can to be ready.
- The school asked for the ability to live stream Chapel Services and other events they do. We are working to install a separate simple system that will allow us to stream weddings and funerals without requiring equipment configuration or a large team. We proposed expanding that system to make it available for the school to use. We received approval and have made the additional equipment purchase to make that possible. We hope to have that whole system operational by November.
- Our team has begun meeting and making plans to see how we can build upon what we did last year for The Christmas Experience.
- The video team filmed Advent by Candlelight, and we are thrilled at how far out in advance we were able to complete this! We still need to finish editing, but we anticipate having that completed soon.
- Our team upgraded the equipment we use to feed the Live Stream to YouTube. We had been running on old equipment that was struggling to function. With modern equipment, we have increased stability and reliability and have room to grow and improve the video quality of our live stream.
- The Video Team filmed the stories for our annual Inspired Service coming up in October. We will continue working on them, editing the content, and getting them ready for the service.
- Our video team also continues to work on content for RRR and Prosper the City.

Metrics attached

Marketing/Creative Metrics
September 2021

	June 2021	July 2021	Aug 2021	Sept 2021	21/22 FYTD	20/21 FYTD	FYTD TREND
Website - Pathfinder							
Total Visits (Sessions)	9,309	7,585	8,076	7,340	23,001	16,215	6,786
% Unique Visits (New Visitors)	78%	75%	76%	76%	76%	72%	4
Referral Traffic	3%	4%	3%	2%	3%	5%	(2)
Direct Traffic	43%	40%	48%	45%	44%	36%	8
Search Traffic	32%	41%	35%	36%	37%	48%	(11)
Website - School							
Total Visits (Sessions)	2,066	2,479	3,530	2,189	8,198	10,459	(2,261)
% Unique Visits (New Visitors)	84%	77%	78%	81%	79%	61%	18
Referral Traffic	12%	25%	4%	5%	11%	6%	5
Direct Traffic	53%	33%	44%	50%	42%	43%	(1)
Search Traffic	19%	23%	30%	26%	26%	28%	(2)
Social Media - Pathfinder							
Facebook Total Followers	2,111	2,118	2,124	2,135	6,377	5,835	542
Instagram Followers	1,015	1,022	1,038	1,046	3,106	2,698	408
Twitter - Followers	458	458	460	460	1,378	1,414	(36)
YouTube Subscribers	2,817	2,853	2,895	2,913	8,661	6,945	1,716
YouTube Views	8,052	4,622	7,498	5,068	17,188	24,673	(7,485)
Social Media - School							
Facebook Total Followers	577	579	578	578	1,735	1,728	7
Instagram Followers	286	431	436	435	1,302	793	509
Twitter - Followers	143	144	143	143	430	451	(21)

Pathfinder Church
Financial Notes
Period Ending September 30, 2021

Ministry Fund

Overview

The Ministry Fund ended with a $39K surplus balance, which was $187K favorable for the month. The FYTD deficit of $50K was $392K favorable to the budgeted deficit.

- Giving in the current month exceeded budgeted income by $122K. Other Income was unfavorable to budget by $11K primarily due to lack of adult ministries activity. FYTD giving is $187K favorable to budget.
- Monthly expenses were favorable to budgeted expenses by $75K. FYTD expenses of $1,090K are $225K favorable to budgeted expenses.

FYTD net results are $110K favorable to the budgeted deficit after factoring the delayed spending and excluding YTD favorable giving.

Pastoral Office

- Pastoral Office was $22K favorable due to primarily due to favorable for salaries, benefits and relocation for vacant pastor position.
- Small Groups were $4K favorable due savings in salary expense.

Operations

- Facilities was $9K favorable to budget due to
  - $5K favorable for salaries and benefits
  - $4K unfavorable for elevator maintenance
  - $6K favorable for delayed purchases for lighting supplies
- Finance and Administration was favorable $12K primarily due to database training.
- Technology was $3K favorable due to delayed purchases for hardware.

Marketing and Creative

- Marketing and Creative was $10K favorable to primarily due to the $6K in salaries and benefits due to an open position.
- Technical A/V/L was $6K unfavorable to budget due to purchasing delays from prior budgeted items.

LIFEjourney

- Missions was $4K favorable to budget due to a favorable variance for salaries and benefits.

Next Generation

- No significant variances of note.

School Fund

Overview

The School Fund ended the month with a surplus of $1K, which was favorable by $12K to the budget. The FYTD surplus of $121K was $87K favorable to the budgeted surplus.

- Monthly income of $195K was favorable to budgeted income by $3K. FYTD income is favorable to budgeted FYTD income by $16K.
- Monthly expenses of $196K were favorable to budget by $9K. FYTD expenses of $513K are favorable to budgeted FYTD expenses by $71K.

September Forecast
The School Fund ended the month with a net $18K favorable variance for the month and $3K unfavorable FYTD variance. September Forecast projects a $37K surplus compared to the budgeted $3K surplus for the fiscal year.

Income

- $7K unfavorable variance for athletic income due to lack of events.
- $9K favorable variance for Budgeted Adjusted Income

Expenses

- $8K favorable variance for salary and benefits.
- $7K favorable variance for delayed classroom equipment and curriculum supplies
- $4K unfavorable variance for technology software licenses.
- $5K favorable variance for Other Expenses
  - $2K favorable variance for advertising
  - $1.2K favorable variance for subscriptions/membership
  - $1K favorable variance for scholarships
- $15K favorable variance for Budgeted Adjusted Expenses

**Variances of $3,000 or greater for the month are noted.*

Consolidated Balance Sheet

- Cash and Investments decreased by $75K.
- Accounts Receivable decreased by $13K due a decrease of the FACTS Suspense account as funds are in transit from the processing company.
- Prepaid Expenses decreased by $25K due to ‘
  - School golf fundraising deposit of $3K which occurred in September
  - Decrease of $2K of database training which occurred in September
  - $20K roof recorded as Construction in Progress, which will be used for all capital expenditures associated with the infrastructure improvements being funded by debt.
- Other Assets decreased by $4K due to the monthly amortization of bond costs.
- Accounts Payable decreased by $41K due a decrease in utility accruals and a decrease in school spending tied to the new school year.
- Accrued Expenses increased by $8K due to benefits accruals.
- Deferred Revenue increased by $9K due to fees for middle school October retreat.

Summary of Bank Accounts
Balances shown are as of the date of the report and do not account for any deposits in transit or outstanding checks.

Type	Institution	APY	Balance
Cash	Petty Cash	N/A	800.00
Checking	First Community CU	0.1005%	5,240.90
Savings	First Community CU	0.00%	10.00
Steward Acct.	LCEF	00.375%	718,901.48
Checking	Fifth Third Bank	0.20%**	1,616,196.55
			2,341,148.93

*** The Fifth Third Bank Checking Account earns an Interest Credit Rate to offset operating fees charged to the account.*

Budgeted Financial Statement for Period 3 - September
21-22 Report 1: Income Statement
Company#: 1 Name: Pathfinder Church
Fiscal Year Beginning 7/1/2021

Acct # Description	Budget Annual	Actual for Period	Budget for Period	Variance for Period	Actual YTD	Budget YTD	Var. Actual to YTD Budget Dollar
MINISTRY FUND							
3 General Offerings	$4,501,615	$391,682	$269,407	$122,275	$1,014,583	$827,844	$186,739
MINISTRY FUND INCOME	**$4,501,615**	**$391,682**	**$269,407**	**$122,275**	**$1,014,583**	**$827,844**	**$186,739**
PASTORAL OFFICE							
5 Pastoral Office	($507,533)	($31,236)	($53,493)	$22,257	($100,299)	($148,699)	$48,400
6 Stewardship	($21,156)	($3,009)	($3,151)	$142	($5,093)	($5,352)	$259
7 Care Ministries	($20,648)	($882)	($1,197)	$315	($1,022)	($4,636)	$3,614
8 Adult Ministries	($4,486)	($32)	($224)	$192	($235)	($1,499)	$1,264
9 Small Groups	($75,270)	($2,164)	($6,271)	$4,107	($9,029)	($19,200)	$10,171
TOTAL PASTORAL OFFICE	**($629,093)**	**($37,323)**	**($64,336)**	**$27,013**	**($115,679)**	**($179,386)**	**$63,707**
OPERATIONS							
11 Facilities	($932,642)	($67,392)	($76,212)	$8,820	($232,261)	($276,320)	$44,059
12 Finance & Administration	($483,083)	($46,233)	($58,221)	$11,988	($119,357)	($133,255)	$13,898
13 Mortgage/Debt	($642,664)	($52,681)	($52,710)	$29	($157,290)	($156,852)	($438)
14 School Tuition Assistance	($234,276)	($17,000)	($19,523)	$2,523	($51,000)	($58,569)	$7,569
15 Technology	($90,517)	($8,227)	($10,968)	$2,741	($20,596)	($23,804)	$3,208
16 Food Service	($37,012)	($1,070)	($3,062)	$1,992	($4,934)	($9,911)	$4,977
TOTAL OPERATIONS	**($2,420,194)**	**($192,603)**	**($220,696)**	**$28,093**	**($585,437)**	**($658,711)**	**$73,274**
MARKETING & CREATIVE							
18 Marketing & Creative	($567,513)	($35,811)	($46,258)	$10,447	($106,543)	($133,264)	$26,721
19 Technical - A/V/L	($72,205)	($10,858)	($5,059)	($5,799)	($41,381)	($41,279)	($102)
TOTAL MARKETING & CREATIVE	**($639,718)**	**($46,669)**	**($51,317)**	**$4,648**	**($147,925)**	**($174,543)**	**$26,618**
LIFEJOURNEY							
21 LIFEjourney Leadership	($282,255)	($25,938)	($23,520)	($2,418)	($72,130)	($70,802)	($1,328)
22 Community Engagement	($11,322)	$490	($22)	$512	($2,955)	($7,274)	$4,319
23 Worship	($204,169)	($14,836)	($15,523)	$687	($36,820)	($49,315)	$12,495
24 Missions	($157,087)	($4,534)	($8,481)	$3,947	($20,176)	($35,408)	$15,232
TOTAL LIFEJOURNEY	**($654,833)**	**($44,818)**	**($47,546)**	**$2,728**	**($132,080)**	**($162,799)**	**$30,719**
NEXT GENERATION							
27 Children's Ministry	($186,464)	($15,604)	($17,318)	$1,714	($39,756)	($48,199)	$8,443
28 Youth Administration	($179,474)	($14,490)	($14,789)	$299	($42,715)	($44,567)	$1,852
29 Student Ministry	($7,168)	($724)	($469)	($255)	($1,237)	($2,039)	$802
TOTAL NEXT GENERATION	**($373,106)**	**($30,818)**	**($32,576)**	**$1,758**	**($83,708)**	**($94,805)**	**$11,097**
TOTAL MINISTRY FUND	**($215,329)**	**$39,452**	**($147,064)**	**$186,516**	**($50,245)**	**($442,400)**	**$392,155**
SCHOOL FUND							
31 Income	$2,339,554	$195,220	$192,351	$2,869	$634,242	$618,207	$16,035
32 Expenses	($2,342,110)	($196,493)	($205,954)	$9,461	($513,322)	($584,169)	$70,847
TOTAL SCHOOL FUND	**($2,556)**	**($1,273)**	**($13,603)**	**$12,330**	**$120,920**	**$34,038**	**$86,882**

Budgeted Financial Statement for Period 3 - September
21-22 Report 2: Income Statement (Income Detail)
Company#: 1 Name: Pathfinder Church
Fiscal Year Beginning 7/1/2021

Acct # Description	Budget Annual	Actual for Period	Budget for Period	Variance for Period	Actual YTD	Budget YTD	Var. Actual to YTD Budget Dollar
MINISTRY FUND INCOME							
MINISTRY GIVING INCOME							
3 Ministry Offerings	$4,501,615	$391,682	$269,407	$122,275	$1,014,583	$827,844	$186,739
TOTAL MINISTRY GIVING INCOME	**$4,501,615**	**$391,682**	**$269,407**	**$122,275**	**$1,014,583**	**$827,844**	**$186,739**
PASTORAL OFFICE							
7 Care Ministries	$9,125	$500	$1,225	($725)	$2,405	$2,675	($270)
8 Adult Ministries	$20,150	$0	$11,250	($11,250)	$0	$13,200	($13,200)
TOTAL PASTORAL OFFICE	**$29,275**	**$500**	**$12,475**	**($11,975)**	**$2,405**	**$15,875**	**($13,470)**
OPERATIONS							
11 Facilities	$250	$0	$0	$0	$0	$0	$0
12 Finance & Administration	$5,326	$0	$0	$0	$40	$0	$40
13 Investment Income	$1,878	$222	$229	($7)	$681	$687	($6)
15 Food Service	$11,855	$1,770	$1,050	$720	$3,491	$2,715	$776
TOTAL OPERATIONS	**$19,309**	**$1,993**	**$1,279**	**$714**	**$4,211**	**$3,402**	**$809**
MARKETING & CREATIVE							
17 Marketing & Creative	$31,625	$2,061	$2,225	($164)	$6,993	$6,700	$293
18 Technical A/V/L	$3,500	$0	$0	$0	$0	$0	$0
TOTAL MARKETING & CREATIVE	**$35,125**	**$2,061**	**$2,225**	**($164)**	**$6,993**	**$6,700**	**$293**
LIFEJOURNEY							
20 LIFEjourney Leadership	$4,600	$0	$0	$0	$0	$0	$0
21 Community Engagement	$3,500	$30	$0	$30	$1,827	$0	$1,827
22 Worship	$14,000	$0	$0	$0	$95	$0	$95
23 Missions	$56,375	$0	$0	$0	$7,631	$18,875	($11,244)
TOTAL LIFEJOURNEY	**$78,475**	**$30**	**$0**	**$30**	**$9,553**	**$18,875**	**($9,322)**
NEXT GENERATION							
26 Children's Ministry	$38,150	$368	$150	$218	$1,498	$250	$1,248
28 Student Ministry	$46,510	$0	$0	$0	$960	$550	$410
TOTAL NEXT GENERATION	**$84,660**	**$368**	**$150**	**$218**	**$2,458**	**$800**	**$1,658**
TOTAL MINISTRY FUND INCOME	**$4,748,459**	**$396,635**	**$285,536**	**$111,099**	**$1,040,203**	**$873,496**	**$166,707**
SCHOOL INCOME							
30 Tuition K-8	$1,329,440	$112,426	$111,344	$1,082	$328,422	$327,340	$1,082
31 Tuition ECE	$841,910	$69,521	$70,183	($662)	$209,597	$210,259	($662)
32 Tuition - Childcare	$92,283	$8,829	$9,060	($231)	$21,612	$21,843	($231)
33 Annual Fund	$75,000	$2,065	$4,000	($1,935)	$6,855	$8,790	($1,935)
36 Grant Income	$22,000	$0	$0	$0	$0	$0	$0
37 Athletics	$17,559	$0	$3,631	($3,631)	$0	$3,631	($3,631)
38 Learning Center Fees	$4,500	$325	$500	($175)	$325	$500	($175)
39 Chapel/Mission Offerings	$2,602	$65	$0	$65	$67	$2	$65
40 Field Trips	$7,090	$0	$500	($500)	$0	$500	($500)
41 Other Income	$14,993	$939	$1,655	($716)	$2,670	$3,387	($717)
42 Budgeted Adjusted Income	($131,467)	$0	($8,522)	$8,522	$0	($21,689)	$21,689
TOTAL SCHOOL INCOME	**$2,275,910**	**$194,170**	**$192,351**	**$1,819**	**$569,549**	**$554,563**	**$14,986**

Budgeted Financial Statement for Period 3 - September
21-22 Report 3: Income Statement (Expense Detail)
Company#: 1 Name: Pathfinder Church
Fiscal Year Beginning 7/1/2021

Acct # Description	Budget Annual	Actual for Period	Budget for Period	Variance for Period	Actual YTD	Budget YTD	Var. Actual to YTD Budget Dollar
MINISTRY FUND EXPENSES							
PASTORAL OFFICE							
3 Pastoral Office	($507,533)	($31,236)	($53,493)	$22,257	($100,299)	($148,699)	$48,400
4 Stewardship	($21,156)	($3,009)	($3,151)	$142	($5,093)	($5,352)	$259
5 Care Ministries	($29,773)	($1,382)	($2,422)	$1,040	($3,427)	($7,311)	$3,884
6 Adult Ministries	($24,636)	($32)	($11,474)	$11,442	($235)	($14,699)	$14,464
7 Small Groups	($75,270)	($2,164)	($6,271)	$4,107	($9,029)	($19,200)	$10,171
TOTAL PASTORAL OFFICE	**($658,368)**	**($37,823)**	**($76,811)**	**$38,988**	**($118,084)**	**($195,261)**	**$77,177**
OPERATIONS							
9 Facilities	($932,892)	($67,392)	($76,212)	$8,820	($232,261)	($276,320)	$44,059
10 Finance & Administration	($488,409)	($46,233)	($58,221)	$11,988	($119,397)	($133,255)	$13,858
11 Mortgage/Debt	($644,542)	($52,903)	($52,939)	$36	($157,970)	($157,539)	($431)
12 School Tuition Assistance	($234,276)	($17,000)	($19,523)	$2,523	($51,000)	($58,569)	$7,569
13 Technology	($90,517)	($8,227)	($10,968)	$2,741	($20,596)	($23,804)	$3,208
14 Food Service	($48,867)	($2,840)	($4,112)	$1,272	($8,425)	($12,626)	$4,201
TOTAL OPERATIONS	**($2,439,503)**	**($194,596)**	**($221,975)**	**$27,379**	**($589,648)**	**($662,113)**	**$72,465**
MARKETING & CREATIVE							
16 Marketing & Creative	($599,138)	($37,872)	($48,483)	$10,611	($113,536)	($139,964)	$26,428
17 Technical - A/V/L	($75,705)	($10,858)	($5,059)	($5,799)	($41,381)	($41,279)	($102)
TOTAL MARKETING & CREATIVE	**($674,843)**	**($48,730)**	**($53,542)**	**$4,812**	**($154,918)**	**($181,243)**	**$26,325**
LIFEJOURNEY							
19 LIFEjourney Leadership	($286,855)	($25,938)	($23,520)	($2,418)	($72,130)	($70,802)	($1,328)
20 Community Engagement	($14,822)	$460	($22)	$482	($4,782)	($7,274)	$2,492
21 Worship	($218,169)	($14,836)	($15,523)	$687	($36,915)	($49,315)	$12,400
22 Missions	($213,462)	($4,534)	($8,481)	$3,947	($27,807)	($54,283)	$26,476
TOTAL LIFEJOURNEY	**($733,308)**	**($44,848)**	**($47,546)**	**$2,698**	**($141,634)**	**($181,674)**	**$40,040**
NEXT GENERATION							
25 Children's Ministry	($224,614)	($15,972)	($17,468)	$1,496	($41,253)	($48,449)	$7,196
26 Youth Administration	($179,474)	($14,490)	($14,789)	$299	($42,715)	($44,567)	$1,852
27 Youth Ministry	($53,678)	($724)	($469)	($255)	($2,197)	($2,589)	$392
TOTAL NEXT GENERATION	**($457,766)**	**($31,186)**	**($32,726)**	**$1,540**	**($86,165)**	**($95,605)**	**$9,440**
TOTAL MINISTRY FUND EXPENSES	**($4,963,788)**	**($357,183)**	**($432,600)**	**$75,417**	**($1,090,449)**	**($1,315,896)**	**$225,447**
SCHOOL EXPENSES							
29 School Salary, Wages & Benefits	($1,947,997)	($166,273)	($174,657)	$8,384	($413,606)	($421,993)	$8,387
30 Classroom Supplies, Materials & Equipment	($48,033)	($4,339)	($11,009)	$6,670	($16,102)	($22,774)	$6,672
31 Conferences, Education & Development	($16,308)	$0	($1,120)	$1,120	($2,155)	($3,275)	$1,120
32 Technology Services, Hardware & Software	($91,742)	($9,797)	($5,403)	($4,394)	($36,080)	($31,685)	($4,395)
33 Centered Care Expenses	($108,780)	($9,684)	($12,162)	$2,478	($16,446)	($18,923)	$2,477
34 Athletic Events	($15,254)	($244)	($2,289)	$2,045	($294)	($2,339)	$2,045
35 Field Trips	($7,437)	$0	($507)	$507	$0	($507)	$507
36 Copier Expense	($12,303)	($1,352)	($1,500)	$148	($2,546)	($2,694)	$148
37 Bad Debt	($10,000)	$0	$0	$0	$0	$0	$0
38 Missions	($2,550)	$0	$0	$0	$0	$0	$0
39 Fundraising Expense	($500)	$0	$0	$0	$0	$0	$0
40 Other Expenses	($155,753)	($4,796)	($9,719)	$4,923	($25,667)	($30,593)	$4,926
41 Budgeted Adjustment Expenses	$92,165	$0	$14,512	($14,512)	$0	($46,868)	$46,868
42 School Lunch Expenses	$17,608	$9	$2,100	($2,091)	$417	$2,508	($2,091)
TOTAL SCHOOL EXPENSES	**($2,342,100)**	**($196,493)**	**($205,954)**	**$9,461**	**($513,312)**	**($584,159)**	**$70,847**

Statement of Financial Position for Period 3 - September
Company#: 1 Name: Pathfinder Church
Fiscal Year Beginning 7/1/2021

Account	YTD Current	Prior Period	FYE 20-21	FYE 19-20
Assets				
Current Assets - Unrestricted				
Cash and Investments	$2,214,915	$2,290,308	$1,891,968	$1,727,223
Accounts Receivable	$32,614	$19,891	$10,596	$28,386
Inventory	$4,486	$3,467	$3,172	$2,965
Prepaid Expenses	$24,632	$49,902	$56,807	$69,760
Total Current Assets - Unrestricted	$2,276,647	$2,363,569	$1,962,544	$1,828,334
Fixed Assets				
Land	$2,440,780	$2,440,780	$2,440,780	$2,425,582
Buildings	$24,305,568	$24,305,568	$24,305,568	$24,629,588
Furniture/Fixtures/Technology	$1,700,886	$1,700,886	$1,700,886	$2,000,055
Capitalized Interest	$46,465	$46,465	$46,465	$46,465
Construction in Progress	$19,710	$0	$0	$0
Less Accumulated Depreciation	($17,109,665)	($17,109,665)	($17,109,665)	($17,148,009)
Total Fixed Assets	$11,403,744	$11,384,034	$11,384,034	$11,953,681
Other Assets				
Deferred Financing Costs	$37,171	$37,552	$38,314	$51,500
Other Assets	$215,868	$220,068	$215,038	$204,965
Total Other Assets	$253,039	$257,620	$253,352	$256,466
Total Assets	$13,933,430	$14,005,223	$13,599,930	$14,038,480
Liabilities and Net Assets				
Liabilities				
Current Liabilities				
Accounts Payable	$78,424	$119,476	$100,334	$112,608
Accrued Expenses	$162,146	$153,758	$149,560	$161,232
Deferred Tuition and Revenue	$373,374	$364,416	$75,917	$97,183
Current Maturities of LT Debt	$420,000	$420,000	$420,000	$420,000
Total Current Liabilities	$1,033,944	$1,057,650	$745,810	$791,023
Long-Term Liabilities				
Bonds, Less Current Maturities	$4,270,000	$4,270,000	$4,270,000	$4,690,000
Swap Contract Liability	$42,530	$42,530	$42,530	$116,754
Paycheck Protection Program	$0	$0	$0	$805,400
Total Long-Term Liabilities	$4,312,530	$4,312,530	$4,312,530	$5,612,154
Total Liabilities	$5,346,474	$5,370,180	$5,058,341	$6,403,177
Net Assets				
Ministry Fund Operating	$541,892	$502,441	$592,137	($5,416)
School Fund Operating	$7,180	$8,453	($113,740)	($414,846)
Building Fund	$7,730,876	$7,692,793	$7,616,876	$7,748,523
Launch	$47,500	$161,944	$161,944	$208,194
Unrealized Derivative Gain(Loss)	($42,530)	($42,530)	($42,530)	($116,754)
All Others	$302,038	$311,942	$326,902	$215,601
Total Net Assets	$8,586,956	$8,635,043	$8,541,589	$7,635,303
Total Liabilities and Net Assets	($13,933,430)	($14,005,223)	($13,599,930)	($14,038,480)

21-22 Detail 5: Cash and Liquidity Position Summary
Company#: 1 Name: Pathfinder Church
Fiscal Year Beginning 7/1/2021

	FY 21/22 September	FY 21/22 August	FY 20/21 June	FY 19/20 June
Cash and Investments				
Total Cash and Investments *	$ 2,214,915	$ 2,290,308	$ 1,891,968	$ 1,727,223
Less: PPP Loan				(805,400)
Adjusted Cash and Investments	2,214,915	2,290,308	1,891,968	921,823
Temp. Restricted Funds (Internally Managed)				
Launch	47,500	161,944	161,944	208,194
NEXT CapX Available for Expenditure				28,144
School Scholarship Fund	78,132	86,219	107,539	-
Parent Teachers League	66,497	60,820	67,491	43,888
MF Temporarily Restricted	11,967	12,210	3,629	13,164
Christ In Action	19,449	20,649	23,799	45,106
School of the Arts	7,169	3,861	4,047	10,540
Endowment Fund	43,195	43,195	41,007	38,509
Other	207	207	207	357
	274,116	389,105	409,663	387,902
Excess/(Underfunded) Balance pre Affiliate Funds	1,940,799	1,901,203	1,482,305	533,921
Temp. Restricted Funds (Affiliate Controlled)				
Boy Scout Troop #782	21,409	21,880	21,410	26,409
MOPS	28,674	30,069	29,676	27,669
Soccer Association	16,610	24,152	18,684	13,998
Illuminations - Puppet Ministry	7,956	7,906	7,806	7,256
All Other	774	774	717	617
Total Ongoing Fund Balances	75,423	84,781	78,293	75,949
Excess/(Underfunded) Core Cash Balance	$ 1,865,376	$ 1,816,422	$ 1,404,012	$ 457,972
Analysis of Monthly Fluctations in Core Cash Balance				
Increase / (Decrease) in Month End Core Cash	$ 48,954	$ 479,044	$ (188,210)	$ (1,840)
Components Driving Change in Core Cash				
Monthly Surplus / (Deficit) Ministry Fund	39,452	(27,772)	(42,336)	(84,321)
Monthly Surplus / (Deficit) School Fund	(1,273)	4,339	(104,489)	29,149
Total Surplus / (Deficit) for the Month	38,179	(23,433)	(146,825)	(55,172)
Ministry Fund: noncash expense for Debt Principal	38,000	38,000	38,000	35,000
Payment of Annual Debt Principal from Core Cash				
LEAD School Grant Received				
LEAD School Grant: noncash revenue				(9,032)
Increase / (Decrease) in A/P Accrual for NEXT Capex				28,280
Increase / (Decrease) in Prepaid School Tuition	(1,938)	283,265	(138,815)	(71,621)
NEXT CapX: Monthly (Increase)/Decrease in Kitty				27,323
*** Decrease / (Increase) in Other Working Capital	(25,287)	181,212	59,430	43,382
Total Incr. / (Decr.) in Month End Core Cash	48,954	479,044	(188,210)	(1,840)
*** - This amount is an aggregation of all other increases and decreases not separately identified				
in balance?--->		TRUE	TRUE	TRUE
Working Capital Change Detail				
Current Month Deferred Tuition Liability**	347,388	349,326	15,055	13,149
Prior Month Deferred Tuition Liability	349,326	15,055	155,370	86,116
Source of Cash / (Use of Cash): Deferred Tuition	(1,938)	334,271	(140,315)	(72,967)
Current Month Deferred Registration Fees Liability	-	-	51,006	39,235
Prior Month Deferred Registration Fees Liability	-	51,006	49,506	37,889
Source of Cash / (Use of Cash): Deferred Tuition	-	(51,006)	1,500	1,346
Additional Liquidity Information				
Sources:				
Line of Credit Availability	$ 1,000,000	$ 1,000,000	$ 1,000,000	$ 1,000,000
Borrowings Outstanding				
Available Liquidity	1,000,000	1,000,000	1,000,000	1,000,000

* Per General Ledger

Cash Liquidity Position - Model Periods
As of September 30, 2021

	Forecasted Quarter Ending			Actuals at				
	June-22	**March-22**	**December-21**	**September-21**	**June-21**	**June-20**	**June-19**	**February-19**
Cash and Investments								
Total Cash and Investments *	$ 1,314,700	$ 1,528,808	$ 1,804,294	$ 2,214,915	$ 1,891,968	$ 1,727,223	$ 1,450,007	$ 1,171,543
Less: Insurance claim proceeds to be expended	-	-	-	-	-	-	-	-
Less: PPP Loan	-	-	-	-	-	(805,400)	-	-
Bond principle pymt consistency adj.	-	-	-	-	-	-	-	-
Adjusted Cash and Investments	1,314,700	1,528,808	1,804,294	2,214,915	1,891,968	921,823	1,450,007	1,171,543
Days Cash on Hand - Total Cash[1]	**83.2**	**96.8**	**114.2**	**140.2**	**119.7**	**56.6**	**90.9**	**73.5**
Temp. Restricted Funds (Internally Managed)								
Launch	27,500	33,750	40,000	47,500	161,944	208,194	305,844	315,407
NEXT CapX Available for Expenditure	-	-	-	-	-	28,144	570,160	492,020
School Scholarship Fund	55,683	41,166	59,649	78,132	107,539	-	-	-
Parent Teachers League	47,060	37,297	48,109	66,497	67,491	43,888	5,938	49,733
MF Temporarily Restricted	6,701	6,328	6,193	11,967	3,729	13,164	20,798	-
Missions Designated Gifts	-	-	-	-	-	-	20,798	26,662
Christ In Action	20,547	20,528	20,382	19,449	23,799	45,106	18,395	14,542
School of the Arts	5,731	8,380	7,436	7,169	4,047	10,540	6,295	12,965
Endowment Fund	43,195	43,195	43,195	43,195	41,007	38,509	36,523	36,523
Other	411	483	543	207	207	357	367	4,276
	206,828	191,127	225,507	274,116	409,763	387,902	985,118	952,128
Excess/(Underfunded) Balance pre Affiliate Funds	1,107,871	1,337,681	1,578,786	1,940,799	1,482,205	533,921	464,889	219,415
Temp. Restricted Funds (Affiliate Controlled)								
Boy Scout Troop #782	21,445	21,456	21,396	21,409	21,410	20,282	18,656	19,852
Cub Scout Pack #782	-	-	-	-	-	6,127	6,943	7,101
MOPS	28,585	28,085	27,847	28,674	29,676	27,669	25,953	22,616
Soccer Association	18,199	17,675	16,427	16,610	18,684	13,998	7,621	-
Illuminations - Puppet Ministry	7,790	7,772	7,725	7,956	7,806	7,256	6,528	6,228
All Other	-	-	-	774	717	617	(147)	3,665
Total Ongoing Fund Balances	76,020	74,987	73,396	75,423	78,293	75,949	65,554	59,462
Excess/(Underfunded) Core Cash Balance	$ 1,031,852	$ 1,262,694	$ 1,505,391	$ 1,865,376	$ 1,403,912	$ 457,972	$ 399,335	$ 159,953
Days Cash on Hand - Core Cash[1]	**59.5**	**72.8**	**86.8**	**107.5**	**88.9**	**28.1**	**25.0**	**10.0**
Analysis of Monthly Fluctations in Core Cash Balance								
Increase / (Decrease) in Month End Core Cash	$ (230,842)	$ (242,697)	$ (359,985)	$ 48,954	$ (188,310)	$ (105,315)	$ (120,366)	$ 403,359
Components Driving Change in Core Cash								
Monthly Surplus / (Deficit) Ministry Fund	(94,107)	(26,490)	347,387	39,452	(42,435)	(84,321)	(13,724)	14,510
Monthly Surplus / (Deficit) School Fund	(34,014)	(14,446)	(17,397)	(1,273)	(104,489)	29,149	66,894	(15,783)
Total Surplus / (Deficit) for the Month	(128,121)	(40,936)	329,990	38,179	(146,924)	(55,172)	53,170	(1,273)
Deferred Spending - GF	(186,705)	-	(94,791)	-	-	-	-	-
Deferred Spending - School	-	-	(3,604)	-	-	-	-	-
Ministry Fund: noncash expense for Debt Principal	121,250	121,250	113,000	38,000	38,000	35,000	32,500	32,500
Payment of Annual Debt Principal from Core Cash	-	-	(455,000)	-	-	-	-	-
Additional Debt Principal	150,000	300,000	900,000	-	-	-	-	-
Campus Stewdarship Capital Expenditures	(55,000)	(652,165)	(975,000)	-	-	-	-	-
LEAD School Grant Received	-	-	-	-	-	-	-	-
LEAD School Grant: noncash revenue	-	-	-	-	-	(9,032)	(25,676)	(7,998)
Increase / (Decrease) in AP Accrual for NEXT Capex	-	-	-	-	-	28,280	-	-
Increase / (Decrease) in Prepaid School Tuition	(189,959)	(29,733)	(62,539)	(1,938)	(138,815)	(71,620)	(111,783)	(3,666)
NEXT CapX: Monthly (Increase)/Decrease in Kitty	-	-	-	-	-	27,323	(100,245)	375,464
** Decrease / (Increase) in Other Working Capital	57,693	58,887	(112,041)	(25,287)	59,429	(60,094)	31,667	8,332
Total Incr. / (Decr.) in Month End Core Cash	(230,842)	(242,697)	(359,985)	48,954	(188,310)	(105,315)	(120,366)	403,359
in balance?--->	$ 0.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -

** - This amount is an aggregation of all other increases and decreases not separately identified

Working Capital Change Detail								
Current Month Deferred Tuition Liability	14,152	209,173	284,849	347,388	15,055	13,149	28,392	239,556
Prior Month Deferred Tuition Liability	146,048	243,505	146,190	349,326	155,370	86,116	141,275	262,060
Source of Cash / (Use of Cash): Deferred Tuition	(131,896)	(34,333)	138,659	(1,938)	(140,315)	(72,967)	(112,883)	(22,504)
Current Month Deferred Registration Fees Liability	51,006	45,944	-	-	51,006	39,235	41,903	23,730
Prior Month Deferred Registration Fees Liability	49,506	42,419	-	-	49,506	37,888	40,803	4,892
Source of Cash / (Use of Cash): Deferred Tuition	1,500	3,525	-	-	1,500	1,347	1,101	18,838

* Per General Ledger

[1] Days Cash on Hand of $15,947 for FY19, $16,300 for FY20, $15,800 for FY21 and $17,350 for FY22 calculated as budgeted MF net operating expense plus school operating expense less debt principal payment divided by 365 days.

Pathfinder Church
Actual vs. Budget Savings
FY21/22
As of September 30, 2021

Ministry Fund

Department	Dept. #	Account	Actual	Budget	Difference	Will More Exp. Occur?	When	Certain	Possible
Worship & Music	110	Music Equipment/Maintenance	373	2,050	(1,677)	Yes	???	1,677	
Facilities	120	Flooring Supplies	17,913	40,400	(22,487)	Yes	Oct	40,400	
Facilities	120	HVAC Maintenance	2,309	5,300	(2,991)	?			
Facilities	120	Equipment Purchases	-	6,000	(6,000)	Yes	Dec	6,000	
Facilities	120	Security	-	2,400	(2,400)	?			1,600
Facilities	120	Lighting Supplies	-	7,000	(7,000)	Yes	Jan	7,000	
Facilities	120	Paint Supplies	306	1,600	(1,294)	Yes	Sep	4,000	
Technology	121	Firewall - prevous FY carryover	-	-	9,320	Yes	Dec	9,320	
Technology	121	Hardware Purchases	1,286	5,000	(3,714)	Yes	Dec	3,800	
Finance & Admin	130	Database Training	-	10,000	(10,000)	??			
LIFEjourney	140	Lobby Materials - previous FY carryover	-	-	5,000	Yes	Nov	5,000	
LIFEjourney	140	Guest Gift Bags	-	1,000	(1,000)	?			1,000
Pastoral Office	170	Employee Relocation	3,340	17,500	(14,160)	Yes	Var	14,160	
Marketing & Creative	200	Advertising/Marketing	5,646	9,080	(3,434)	Yes	Var	3,434	
Children's Ministry	260	Sunday School Curriculum	1,372	4,050	(2,678)	??			
Community Engagement	320	Outreach Events	4,262	6,000	(1,738)				
Adult Ministries	330	Iron Man Events	-	1,500	(1,500)	?			
Missions	380	Special Opportunities	-	1,000	(1,000)	?			
Missions	380	Scholarships	-	1,500	(1,500)	?			
Missions	380	Nicagagua Trip (net)	-	8,440	(8,440)	No			
			$ 36,807	$ 129,820	$ (78,693)			$ 94,791	$ 2,600

School Fund

Department	Dept. #	Account	Actual	Budget	Difference	Will More Exp. Occur?	When	Certain	Possible
K-8 Program	110	Classroom Supplies	4,549	5,623	(1,074)	???	Var		1,074
K-8 Program	110	Classroom Equipment	2,233	5,837	(3,604)	Yes	Var	3,604	
School Admin	160	Advertising	2,824	4,703	(1,879)	??	Var		1,879
ECE	170	Classroom Supplies	5,145	8,620	(3,475)	???			
			$ 14,751	$ 24,783	$ (10,032)			$ 3,604	$ 2,953

Pathfinder Church
Launch Reconciliation
9/30/21

Total Pledges	$ 3,044,854.00
Total Participants	2,068
Total Family Units	828
Contributions	
Contributions FY10/11	$ 803,538.10
Contributions FY11/12	917,273.88
Contributions FY12/13	695,270.32
Contributions FY13/14	255,179.75
Total Contributions	$ 2,671,262.05
Expenses	
FY09/10	
Campaign Expenses	$ (24,196.88)
FY10/11	
Campaign Expenses	(101,425.38)
MF Staffing Expenses	(13,646.00)
Cambodia Expenses	(101,678.50)
FY11/12	
MF Staffing Expenses	(26,492.00)
Cambodia Expenses	(110,671.51)
Campaign Expenses	(3,948.06)
Technology Expenses	(121,069.09)
Belize Expenses	(10,000.00)
FY12/13	
Campaign Expenses	(962.42)
MF Staffing Expenses	(19,932.00)
Technology Expenses	(19,509.35)
Debt Reduction	(1,419,030.51)
Cambodia Expenses	(91,173.89)
St. John Missions	(29,700.00)
FY13/14	
Campaign Expenses	(2,524.45)
MF & SF Staffing Expenses	(79,988.04)
Technology Expenses	(61,595.34)
Debt Reduction	(165,000.00)
Cambodia Expenses	273,171.54
Angel Dormitory Expenses	(6,000.00)
St. John Missions	(27,863.00)
FY14/15	
MF Staffing Expenses	(6,338.01)
Debt Reduction	(20,000.00)
Angel Dormitory Expenses	(1,872.00)
Missions Director Staffing Expense	(13,932.00)
FY15/16	
MF Staffing Expenses	(38,568.00)
FY16/17	
MF Staffing Expenses	(15,648.00)
Stronghold Cambodia Expenses	(29,157.33)
Cambodian Legal Counsel Refund	3,195.00
FY17/18	
Stronghold Cambodia Expenses	(59,050.00)
FY18/19	
Stronghold Cambodia Expenses	(20,812.50)
FY19/20	
Stronghold Cambodia Expenses	(97,650.00)
Correction	(0.02)
FY20/21	
Stronghold Cambodia Expenses	(41,250.00)
MCN Mission Support	(5,000.00)
FY21/22	
Stronghold Cambodia Expenses	(7,500.00)
Stronghold Cambodia Building Fund Match	(106,944.31)
Total Expenses	$ (2,623,762.05)
Fund Balance	$ 47,500.00

By Category:	
Staffing	$ -
Technology	$ -
Debt	$ -
Outside Missions	$ 47,500.00
St. John Missions	$ 0.00
Total Fund Balance	$ 47,500.00

Pathfinder Church
Launch Reconciliation
9/30/21

Contributions		
Contributions FY10/11	$	136,601.48
Contributions FY11/12		155,936.56
Contributions FY12/13		118,195.95
Contributions FY13/14		43,380.56
Total Contributions	$	454,114.55
Expenses		
Contributions to LCMS Ablaze! For Cambodia FY10/11	$	(101,678.65)
Funding in Belize FY11/12		(10,000.00)
Contributions to LCMS Ablaze! For Cambodia FY11/12		(110,671.51)
Contributions to LCMS Ablaze! For Cambodia FY12/13		(91,173.89)
Reimbursement of funds from LCMS Ablaze! FY13/14		273,171.54
Angel Dormitory Expenses FY13/14		(6,000.00)
Angel Dormitory Expenses FY14/15		(1,872.00)
Stronghold Cambodia Expenses FY16/17		(29,157.33)
Reimbursement of unused fund from Camb. Legal Counsel		3,195.00
Stronghold Cambodia Expenses FY17/18		(59,050.00)
Stronghold Cambodia Expenses FY18/19		(20,812.50)
Stronghold Cambodia Expenses FY19/20		(97,650.00)
Stronghold Cambodia Expenses FY20/21		(41,250.00)
Balance from St. John Missions FY20/21		778.97
Correction		0.13
Stronghold Cambodia Building Fund Match - 09/21		(106,944.31)
Stronghold Cambodia Expenses FY21/22		(7,500.00)
Total Expenses	$	(406,614.55)
Fund Balance	$	47,500.00
Future Commitments		
FY21/22 for Stronghold Cambodia		(20,000.00)
FY22/23 for Stronghold Cambodia		(20,000.00)
FY23/24 for Stronghold Cambodia		(7,500.00)
Total Committed		(47,500.00)

17% of total contributions are designated to this objective.

LCMS Ablaze! will receive quarterly payments from St. John for use in Cambodia. These payments will equal 20% of total Launch contributions during the quarter. LCMS will then refund to St. John 30% of that payment to use for missions that St. John chooses. Of the 30% refunded, half will go to this objective and half will go to the St. John Missions objective.

Original Launch Presentation

$850k to be distributed to current mission projects in the city of St. Louis and Belize and through the mission efforts of the LCMS Ablaze! Campaign. Pastor Garrett and the Strategic Leaders will work closely with LCMS national leaders to ensure that two to four mission projects are adopted that reflect the mission and values of SJ's congregation. These projects will be specific mission efforts with which we can form an ongoing association over the course of the campaign and hopefully beyond.

Additional Cambodia Funding

In the fall of 2011 an option to give directly to the efforts in Cambodia was created. The primary purpose of this option is to engage our community and other churches in our mission efforts in Cambodia. It also allows people within our ministry to give directly to Cambodia, over and above their commitment to Launch. This money will go directly to our efforts in Cambodia. UPDATE: JAN 2019 $20K donation for land purchase that was directed to Stronghold in January 2020.

Stronghold Cambodia Match Program

	2021	
Jan	$	3,239
Feb	$	647
March	$	12,073
April	$	3,764
May	$	35,600
June	$	72,951
Total	$	128,274