

Pathfinder Church

Board of Directors

Monthly Meeting

January 17, 2023

Pathfinder Church
Board of Directors Meeting
January 17, 2023

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Joint Meeting: Board of Directors & Board of Elders
January 17, 2023

This will be an in-person meeting at 7:00 p.m. in the Imagineering Room.

Opening & Agenda - 7:00 p.m. – 7:10 p.m.

- Opening Devotion – Marla Maloney

Board of Directors Business - 7:10 p.m. – 8:00 p.m.

- Approval of December BOD Meeting Minutes – Scott Morris
- YE Giving & Finance Update – Matt Hewitt
- OKRs for 2023 – Dion Garrett
- Board Report Discussion – Dion Garrett
 - School Enrollment – FYI
- Board of Directors nomination process kickoff – Scott Morris

Board of Elders Business – 8:00 p.m. – 8:30 p.m.

- Elders Report – Bob Ingle
- Elders nomination process kickoff – Bob Ingle

Other Business – 8:30 p.m. – 9:00 p.m.

- Doug Mauss Sabbatical
- Other –TBD

Closing Prayer & Adjourn 9:00 p.m.

- Closing Prayer – Matt Finke

December Pathfinder Board of Directors Meeting
December 13, 2022, 7:00 PM
Imagineering Room

Board of Directors Attendees: Pastor Dion Garrett, Matthew Hewitt, Scott Morris, Jennifer Albritton, Annmarie Wallis, Matthew Finke, Marla Maloney, Damola Oshin, and Beth Rusert

Excused: David Pradhan and Adam Bichsel

Guests: Rick Toomey, Kelly Toomey, and Doug Mauss

Scott Morris began the meeting at 7:01 p.m. with a prayer. Damola Oshin made a motion to accept the November board meeting minutes. Matthew Finke seconded the motion. A voice vote was held on the motion and all members present voted affirmative.

Dion Garrett provided an overview of how funds have been gathered to honor Chris Toomey and how the funds were to be held and then distributed. Rick Toomey and Kelly Toomey provided an overview of how they intend to honor Chris' legacy with the creation of a nonprofit named The Impact Collective. Dion Garrett made a motion to disperse the funds of The Impact Collective at the discretion of Rick Toomey, president of The Impact Collective. Scott Morris seconded the motion. A voice vote was held on the motion and all members present voted affirmative.

General business was discussed including the December board reports submitted. Matthew Hewitt gave an overview on generosity trends in November and how that impacted the current fiscal year to date deficit. There was attention also given to capital improvements and those that might be deferred into 2023. Those improvements will be dependent on generosity for timing. Staff will continue to closely monitor.

The Ministry Fund ended with a \$164K surplus balance, which was \$190K favorable to the budget for the month. The FYTD deficit of \$31K was \$391K favorable to the budget deficit.

- Giving in the current month was favorable to budget by \$138K. FYTD giving is \$91K unfavorable to budget. Other Income was \$3K favorable to budget.
- Monthly expenses were favorable to budgeted expenses by \$49K. FYTD expenses are \$479K favorable to budget.

FYTD net results are \$51K favorable to the budgeted deficit after factoring in \$238k of certain delayed spending and an additional \$102K of possible delayed spending.

The School Fund ended the month comparable to the budget.

- Monthly income of \$268K was unfavorable to budgeted income by \$8K.
- Monthly expenses of \$269K were comparable to budget.

The board celebrated the addition of Kelly Reinhart as the Whole Life Director role who will officially start in January. Within the board report the number of confirmands this year and experience was also commented upon as well as feedback from the first weekend of the Christmas Experience. With the busy Christmas season, the staff was recognized for all their additional work.

Doug Mauss joined with Matthew Hewitt to talk about upcoming tuition rates for the 2023-2024 school year. An extensive discussion was held making use of historical data, market analysis, staffing, and current inflation. A motion was made to approve the tuition as requested within the closed board record on page 29 by Marla Maloney with a second by Beth Rusert. A voice vote was held on the motion, all members present voted affirmative.

A closing prayer was given by Marla Maloney. Adam Bichsel brought the meeting to a close at 8:52 p.m.

Respectfully submitted,
Annmarie Wallis
Secretary

Senior Pastor Board Report

Dion Garrett
January 2023

Highlights this month:

OKRs

- Our Strategic Team, with the guidance of board member Damola Oshin, has completed “good enough to get moving” OKRs. They are on the next page.
- These OKRs (Objectives & Key Results) are the fruit of our October Board Retreat. Thank you to ALL who have participated in our process!

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.

YEAR END GIVING GAP

- As we see in the financial reports, we were unable to close our giving gap in December.
- Thankfully, due to open staff positions and deferred expenses (many that do not have to be realized, if necessary) we are NOT in a bad position right now.
- Priority for me is getting our “run rate” up for giving over the next 3-4 months so that we do not have to make big cuts to staffing going into FY23/24.

STAFFING UPDATES

- **Kelly Reinhart** joined us at the end of December as our **Whole Life Director** and has been a real gift already! She is also holding things together in our HR vacancy while we assess what we need. In light of our present giving situation, we want to be very wise before filling open positions.
- **Seth Hinz, Brand, Marketing & Creative Director** has accepted a position with Lutheran Bible Translators (LBT) and will be leaving us in early February. Seth’s passion is helping Lutheran non-profits and churches get their marketing and awareness efforts off the ground and this role will allow him to do that. Seth will be able to work remotely and will remain here in Ellisville and an active part of the Pathfinder faith family. We will be very deliberate as we plot next steps for this open position.
- **Pastor Doug Mauss** is eligible for a **sabbatical** and has submitted his proposal for Board approval in this meeting. If approved, Doug will take sabbatical for 33 days after Easter. I believe Doug deserves this opportunity and am excited for what God gives to him through it. The funds for Doug’s sabbatical were already approved in the FY22/23 budget.

POSTPONING LEADERSHIP APPRECIATION DINNER

- February has been the month when our staff has excitedly held an appreciation dinner for the Board of Directors and Elders. This has been a source of joy for key staff to give back to those who invest so deeply in our ministry.
- Given the turnover in staff leadership, **we are postponing the dinner indefinitely.**
- Our staff wants to pass on our sincere thanks to the members of both Boards. We love you and are grateful for you!

Additional Prayer Items:

- Gratitude for well attended Christmas services and for people’s generosity to our church.
- Staff openings, staff wellness, especially Pastor AJ’s daughter, Sarah.

Objectives and Key Results

Q3 & Q4, FY 22/23



1. Grow Audience Base
2. Increase Engagement of Current Attenders
3. Create a Culture of Whole Life Growth

Objective 1: Grow Audience Base

KR1: Increase In-Person Worship Attendance 5% Compared to Same Quarter Previous Year

KR2: Increase unique website traffic

KR3: Increase Action Team Involvement from non-Pathfinder community

KR4: Increase School Enrollment for 2023/2024 School Year to 211

Objective 2: Increase Engagement of Current Attenders

KR1: Increase getting started enrollments over previous year

KR2: 500 unique participants in action teams for Q3 / Q4 (Jan-Jun)

KR3: Increase number of people volunteering on a recurring basis

KR4: Increase the number of households giving

KR5: Increase favorable sentiment toward Pathfinder

Objective 3: Create a Culture of Whole Life Growth

KR1: 500 people completing the Whole Life assessment

KR2: Increase favorable response to Action Teams

KR3: Increase staff engagement with whole life

KR4: Increase next-gen engagement with whole life

Pastoral Metrics
December 2022

	AUG 2022	Sept 2022	Oct 2022	Nov 2022	22/23 FYTD	21/22 FYTD	FYTD TREND
CARE							
Personal Visits	4	27	29	21	81	1	80
Phone Contacts	25	38	31	29	173	150	23
Other (Chapel, Bible Study)	0	0	0	0	0	0	0
Care Matters added to Database	16	22	18	24	114	87	27
GROWING DEEPER							
Average Daily emails sent	379	NA	NA*	NA*			
Average Daily emails opened	238	NA	NA*	NA*			
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.

*With the new format using Pathfinder Guide, we will be reevaluating this metric and the best way to report.

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January 2023

Membership Changes – December 2022

New Members:

No Getting Started in December

Released Members:

Transferred Out:

Gary Augustin (St Paul's Lutheran Church, Wildwood, MO)
Bryan & Jennifer Baehr (New Beginnings Lutheran Church, Pacific, MO)
David & Carol Bergman (Lord of Life Lutheran Church, Leawood, KS)
Blake & Deb Wolf (St. Matthew Lutheran Church, Lees Summit, MO)

Release by Request:

None

Official Acts:

Baptisms:

Emma Wilhoit (12-04-2022)
Walker Elliot (12-11-2022)

Weddings:

None

Funerals:

None

Weekend Ministry Board Report

AJ Mastic
January 2023

Overview:

Highlights:

- Pua Parker is currently on maternity leave, and Catie Cox is doing a great job as the point person for student ministry through 2/1;
- We held confirmation parent meetings on 12/4 and 1/8, and received 44 registrations for the new year;
- In addition to her normal duties, Julie Lorenz wrote the big idea for our January series; The First Domino;
- Everyone on the Weekend Team did an amazing job with the Christmas experience! Big shout out to Brendan, Lisa, Tiffany, and Abby in particular, who were responsible for large portions of that event;
- Christmas Eve worship was incredible. Brendan, Jonathan, and Eva executed one of the most amazing services I've ever seen! In person attendance was 3,206 and digital was 856, for a total of 4062.
 - That's an increase of 6.2% over 2021, which put us at 88% of pre-pandemic numbers.

Pathfinder Kids:

Highlights:

- The Christmas Experience (Hope Section):
 - As we were positioned at the end of the experience, we had car after car express their appreciation and wonder at how the experience touched them and their family;
 - This year a big win for the Kids Min team was that we raised up a leadership team to head up individual areas of the Hope section to divide up the tasks/load for our team:
 - Steve Wheeler, Ron Schmidt, Garrett Peters, Jason Kreuzman (Jason recruited a team of guys to help us set up).
- Christmas gifts for kids:
 - Our Pathfinder Kids received a goodie bag from us before Christmas containing a cool light-up tube and scavenger hunt card to bring to The Christmas Experience. We also included an envelope to give to a friend inviting them to The Christmas Experience as well;
 - We saw kids coming through the drive through with their gifts and excited about their scavenger hunt!

Challenges:

- We are entering into an incredibly busy season for the next 6 months requiring extra time and energy:
 - Summer Blast meetings, recruitment, preparations;
 - Movie Night planning;
 - Sunday volunteer trainings, team-building, and appreciation events;
 - Special needs volunteer recruitment.

Prayer Requests:

- Praise and thanksgiving:
 - Summer Blast Leadership Team:
 - Most of the 40 directors are returning to lead again for 2023.
- Request:
 - Always more volunteers to cover the needs for Sundays and the hundreds needed for Summer Blast this year.

Student Ministry:***Highlights:***

- We had our CORE and Summit Christmas parties in the month of December which attracted a great group of students. There were about 54 students who came to the CORE Christmas party and 6 were new students. For the Summit Christmas party, due to Catie being sick, two mentors led the night and they did an excellent job! We found some hidden talents in their emceeing ability;
- We have 44 students registered for Confirmation this year.

Challenges:

- It has been a challenge to juggle the workload while our director is away on maternity leave. We look forward to a time when there can be a greater focus on relational ministry with students and when we can make changes in the program that will lead to deeper and more powerful CORE and Summit events.

Prayer Requests:

- Please pray for God to bring us the right Student Ministry Director and that Pua will have an easy transition back into work in February.

Worship:***Highlights:***

- Christmas Eve – With every major service time nearly packed, our services had an impact on the multitudes. We received feedback that the painting videos were powerful and that the service as a whole had an emotional flow to it not seen in years past;
- The majority of our Christmas Eve band was comprised of students. They were able to achieve a high level of musical excellence in a short amount of time;
- Our Advent midweek, Christmas Eve candlelight, and Christmas Day services were also well attended;
- Keeping a singular band across all major Christmas Eve services helped to boost comradery, morale, and technical excellence.

Challenges:

- The addition of a Christmas Day service added another layer of complexity and planning to our typical Christmas mix;
- Hosting an in-person New Year's Day service added to the post-holiday fatigue in our department;
- It felt like we struggled with finding time to celebrate Christmas together as a staff this year. We created moments for our congregation, but didn't really create a space for ourselves.

Prayer Requests:

- Of course, the shadow of Chris' passing looms over us especially during the holidays. I'm reminded of how much joy he was directly responsible for in this place. Prayers that this joy would return with new staff and new seasons at Pathfinder.

Technical & Production:***Highlights:***

- It took about a month to set up the Christmas Experience Lights Section, which went great and blessed our community! People were able to drive in and watch the light show every night in December;
- Christmas services had several high production elements involving lighting, videos, sound, and our custom, in-house built LED Drum. These elements helped to create an even more memorable service for attendees;
- One of our volunteers, Su Nallaballi has return to the US from India and is back on the team, serving on the weekends!

Challenges:

- We are still having troubles filling all of our tech/production volunteer positions every weekend.

Prayer Requests:

- For God to change hearts towards service and create a pull for people to sign up for a volunteer team.

Metrics attached

Weekend Ministry Metrics December 2022

All YTDs for fiscal year July 1- June 30

* Average weekly attendance

	September 2022	October 2022	November 2022	December 2022	December 2021	22/23 FYTD	21/22 FYTD	FYTD TREND
CHILDREN'S MINISTRY								
Nursery*	25	21	23	20↓	22	21	16	5
Preschool*	46	35	34	30↑	29	37	23	14
K - 4*	97	81	86	84↑	68	93	61	32
5th Element*	15	12	12	13↑	12	14	10	4
New Children's Min Registrations	29	15	16	5↑	3	113	55	58
Nursery Unique Participants	40	40	37	33↓	35	67	58	9
Preschool Unique Participants	61	65	56	57↑	49	79	58	21
K-4 Unique Participants	165	180	149	143↑	121	254	155	99
5th Element Unique Participants	27	26	18	20	20	43	24	19
MIDDLE SCHOOL MINISTRY								
6th grade CORE*	21	18	11	15↓	16	18	15	3
7th grade CORE*	22	25	16	24↑	15	23	12	11
8th grade CORE*	15	19	12	17↓	23	17	20	(3)
New CORE Registrations	34	7	3	8	2	127	102	25
CORE Unique Participants	101	108	85	96↑	85	122	106	16
HIGH SCHOOL MINISTRY								
9th Summit*	11	11	7	7↑	5	10	5	5
10th Summit*	3	5	5	4	5	4	5	(1)
11th Summit*	3	3	5	5↑	3	5	3	2
12th Summit*	4	6	5	6↓	7	5	6	(1)
Summit Unique Participants	36	34	28	26↓	28	46	46	0
BAPTISMS								
Infants/Children	3	7	5	2	2	22	19	3
Students (6th-12th grade)	0	0	0	0	0	4	7	(3)
Adults	0	1	0	0	0	1	0	1
Baptism Class*	2	4	3	n/a ¹	n/a ¹	11	12	(1)

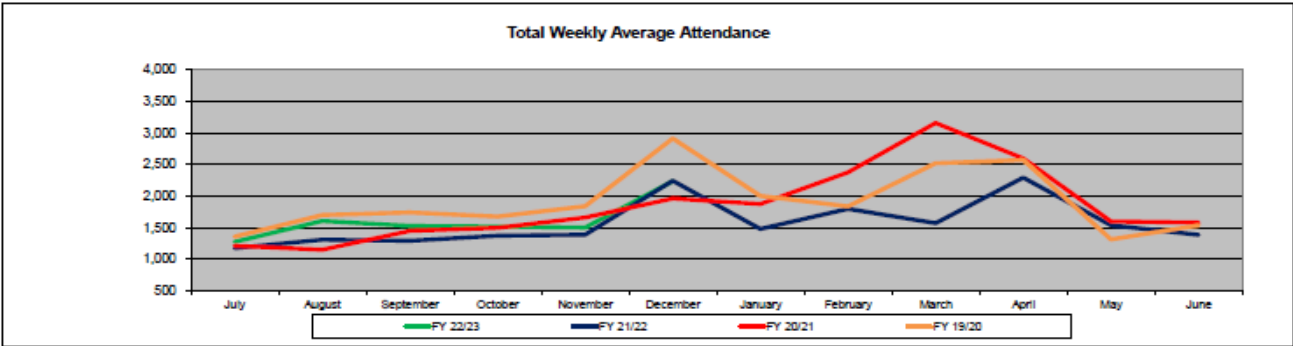
Notes:

1. Baptism Class and Getting Started are not (normally) held in July or December.
2. Kids Min begins August 21; CORE begins August 28. Summit begins August 24.
3. 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.
4. Core and Summit do not meeting in June & July.

Weekend Ministry/Worship Metrics December 2022



MISC. WORSHIP (Monthly #s & FYTD Cumulative)										
Audio Message Downloads	311	467	319	390	344	46	2,317	2,226	91	
SCHOOL OF THE ARTS										
Instructors this session	10	10	10	10	8	2	10	8	2	
Disciplines (Instruments) this session	5	5	5	5	6	(1)	5	7	(2)	
Students this session	86	74	74	74	95	(21)	91	92	(1)	
ATTENDANCE (Monthly & FYTD Averages)										
Live Stream Hits (avg/weekend)	510	625	570	631	575	56	555	628	(73)	
5:00 pm Saturday	106	103	113	121	110	11	114	103	11	
9:00 am Sunday	287	274	325	316	254	62	292	223	70	
10:45 am Sunday	316	286	307	324	311	13	308	148	160	
9:00 am Children's	80	69	77	64	62	2	52	48	4	
10:45 am Children's	85	76	78	84	71	13	69	50	19	



	July	August	September	October	November	December	January	February	March	April	May	June
FY 22/23	1,274	1,505	1,526	1,616	1,500	2,236						
FY 21/22	1,174	1,308	1,290	1,372	1,388	2,242	1,478	1,798	1,571	2,292	1,688	1,384
FY 20/21	1,213	1,148	1,448	1,497	1,659	1,960	1,878	2,375	3,158	2,596	1,688	1,580
FY 19/20	1,357	1,598	1,740	1,674	1,839	2,818	2,002	1,836	2,618	2,571	1,818	1,535
CY vs. PY	100	236	236	143	112	(6)	(1,478)	(1,798)	(1,571)	(2,292)	(1,538)	(1,384)
CY vs. PY	8.52%	22.61%	18.29%	10.42%	8.07%	-0.27%	-100.00%	-100.00%	-100.00%	-100.00%	-100.00%	-100.00%

Whole Life Board Report

January 2023

Action Teams

Highlights:

- The fall season of Action Teams ended in November and surveys were sent out to both Action Team leaders and participants. Over a hundred people responded. Nearly all (96% and 97%, respectively) indicated that Action Teams were helpful in growing how they wanted and that they would participate in Action Teams again. The majority of participants said that they would recommend an Action Team to someone else.
- Survey feedback provided encouraging testimonials including:
 - “Our group discussions were personal and meaningful. I am grateful for the opportunity to get to know others I didn’t know before and move into a relationship with them...and helped me encounter Jesus in a new way. I want to share it with others.”
 - “I have worked to incorporate what I’ve learned into my daily beginner’s yoga workout.”
 - “I wanted to meet new people and I definitely did. Now I see these same people at church and ...we’ve become great buddies! I really value that.”
 - “In the past I was not comfortable meeting new people, but the Action Team I participated in helped me overcome that!”
- Registration for the Winter/Spring session of Action Teams opened December 23 and included 39 teams.
- Kelly Reinhart joined our team on January 3 as Director of Whole Life & People Development.

Challenges:

- Ashley had a beautiful, healthy baby girl on December 12 for which we are grateful. This leaves the Action Team staff stretched as they manage the new teams and leaders, support action team leaders in their preparation, and plan upcoming special events.

Prayer Requests:

- That Pathfinder members take the next steps in Whole Life and join an Action Team.
- For Action Team leaders, especially new leaders, that they would have peace as they prepare to lead.

Missions

Highlights:

- The Bryan Hill Joy with a Toy drive saw over 400 toys collected for the families at Bryan Hill Elementary school. We did not need to shop for many extra toys because the whole church community stepped up to fill the need.
- A small group of 11 volunteers served during one of Bryan Hill’s shopping opportunities for students to pick out presents for their adults, and it was the first time that a Bryan Hill event has looked like it did pre COVID.

Challenges:

- Looking forward to what the new year will bring as we transition mission trips into intensives as part of Whole Life.

Prayer Requests:

- For all of our partner organizations both local and international as they begin the new year and work towards their organizational goals.

Stronghold Building Project

Highlights:

- Multiple aspects of the building project are being worked on and completed at a rapid pace. Roofing will be complete in January, along with plastering. They are working on plumbing and the electrical system and doors will be going in soon as well.

Challenges: None

Prayer Requests:

- As the construction crew continues to work, that they would stay safe and that no major crises pop up that slow progress.

Hospitality

Highlights:

- Confirmation students continue to reach out about doing their service hours in either hospitality or communion prep.
- Beth and Rob Gordon spent all of Christmas Eve here at church to help keep cookies and hot chocolate flowing for all of the services, and they also manned the café in the Commons to offer great hospitality to the many worship, tech and hospitality volunteers and our whole church community.

Challenges:

- Continued recruitment of new volunteers.

Prayer Requests:

- For the volunteers who served during the Christmas season, that they would continue to serve in the new year as we invite them to be part of our ongoing teams.

Pop Ups

Highlights:

- Advent by Candlelight reverted back to some of the traditional elements of hosting a table and inviting friends and family to join. The event hit capacity long before registration closed and we were able to expand to welcome several of the groups on the waiting list.
- Melissa Bishop and Eva Robinson led the worship portion of ABC and the positive feedback was overwhelming.

Challenges:

- Continuing to recruit leaders for pop ups and encouraging people to take ownership of events they would like to see happen.

Prayer Requests:

- That God would bring new leaders to our team.

Getting Started - *Not offered in December*

Metrics Attached

Whole Life Metrics
December 2022

	Sept 2022	Oct 2022	Nov 2022	Dec 2022	Dec 2021	22/23 FYTD	21/22 FYTD	FYTD TREND
ACTION TEAMS								
*Total Registrations	514	54	0	0	0	884	0	884
# of Teams	51	51	51	0	0	62	0	62
GETTING STARTED								
Total Registrations	22	27	51	160	0	292	0	292
# of Pop Ups	3	3	1	1	0	9	0	9
PREMARITAL								
Pre-Marital	0	4	0	0	0	6	8	(2)
MISSIONS								
Mission Trips	0	0	0	0	0	0	0	0
(**) ***Local Missions (# Volunteers)	0	0	0	13	7	221	349	(128)

Notes:

1. We began reporting metrics for Pop-Ups in May 2022.
 2. We began reporting metrics for Action Teams in June 2022.
 3. We began reporting Care groups and Bible studies as Action Teams in June 2022.
- *In September these numbers include 21 Prosper the City Teams with 230 registrations. (corrected 11/10/22)
- ** Last year Prosper the City was counted under this; this year it's counted as Action Teams.
- ***This year because of COVID this list focuses on Missions Week Volunteers.

Branding, Marketing & Creative
Seth Hinz, Director
January 2023

Highlights this month:

- Christmas services at or near capacity
- Successful Christmas Experience – 5,680 people drove through our campus!
- Created and launched a video storytelling process/workflow for the church.
- Integrated Whole Life assessment to Pathfinder Church App

Challenges this month:

- Christmas events, services, and EOY-giving crunch time!
- Navigating staff and family illnesses in our busiest season.
- End-of-year giving campaign did not hit the mark. Received neutral/negative feedback about the email quantity and personalization.
- We received some negative feedback in December about the number of emails sent asking for more money before the end of the year. Some people were offended that we were using their first names to address them in the email, but had not looked at their giving record to know that they had already given a year-end gift.

Prayer List this Month:

- Successful integration of OKRs and marketing team actions.
- God's impact and anointing on all projects, events, and endeavors from Pathfinder Church staff and St. John School.
- Clearness of mind, health, and support for all Pathfinder Church staff and St. John School.

Metrics attached

Marketing/Creative Metrics
December 2022

	Sept 2022	Oct 2022	Nov 2022	Dec 2022	22/23 FYTD	21/22 FYTD	FYTD TREND
Website - Pathfinder							
Total Visits (Sessions)	7,859	*	6,300	13,929	45,318	46,249	(931)
% Unique Visits (New Visitors)	78%	*	62%	95%	78%	77%	1
Referral Traffic	3%	*	2%	9%	4%	3%	1
Direct Traffic	42%	*	47%	36%	41%	41%	0
Search Traffic	30%	*	46%	37%	39%	37%	2
Website - School							
Total Visits (Sessions)	3,082	*	1,625	1,295	11,067	13,007	(1,940)
% Unique Visits (New Visitors)	83%	*	81%	74%	78%	79%	(1)
Referral Traffic	4%	*	4%	12%	6%	9%	(3)
Direct Traffic	55%	*	41%	49%	49%	42%	7
Search Traffic	27%	*	30%	38%	31%	28%	3
Social Media - Pathfinder							
Facebook Total Followers	2,595	2,605	2,624	2,643	15,611	12,904	2,707
Instagram Followers	1,200	1,210	1,207	1,213	7,185	6,251	934
Twitter - Followers	465	465	462	461	2,779	2,753	26
YouTube Subscribers	3	3,302	3,321	3,357	19,777	17,565	2,212
YouTube Views	286	5,203	5,014	5,522	30,335	38,557	(8,222)
Social Media - School							
Facebook Total Followers	814	820	824	825	4,895	3,467	1,428
Instagram Followers	450	448	451	447	2,688	2,616	72
Twitter - Followers	145'	144	143	143	866	857	9

*Update to Google Analytics 4 resulted in October issue

December 2022 Member Success Team metrics:

Feedback Breakdown Report

Id	Name	Not Started	In Progress	Completed	Total
7	*Member Success Team	0	0	0	0
12	Adult	0	1	0	1
16	Care	0	0	0	0
13	Communications	0	0	0	0
14	Doctrine/ Messages	0	0	0	0
9	Facilities	0	0	0	0
17	General	0	1	0	1
11	Generosity	1	1	0	2
8	Kids Min	0	0	0	0
18	Membership	0	0	0	0
10	Student Ministry	0	0	0	0
15	Worship	0	0	0	0

Operations & Finance Board Report

Matt Hewitt
January 2023

Celebrations this month:

- While we finished behind budget in giving, Pathfinder saw waves of generosity from the people of Pathfinder. This includes 18 giving for the very first time!

Challenges:

- Pathfinder finished 2022 behind budget in giving. As of December 31, 2022, giving FYTD was (10.3%) behind the FYTD Budget.
- Pathfinder received some critical feedback related to the year-end financial email campaign.
- Extreme cold...(see Facilities highlight below)

Prayer Request:

- Continued generosity of the congregation as we kick off 2023.

Highlights:

Accounting & Human Resources & IT:

- Assisted with several year-end mailings for the Ministry Fund and School Annual Fund.
- Supported the school with modeling for 23/24 school year in order for tuition rates to be set for the upcoming year.

Infrastructure Update

	Status	Expense Incurred as 11/30/22	Projection for Total Expense	As Presented May 2021
HVAC Units & Controls	Completed	\$1,138,520	\$1,138,520	\$1,200,000
Cornerstone Roof	Completed	\$75,015	\$75,015	75,000
Systems (Fire, Phone, Video Security)	Phone Completed Fire Completed Security In Progress	\$144,093	\$189,321	117,000
Sanctuary Projectors	Completed	\$243,590	\$243,590	220,000
South Wing/Gym	Completed	\$99,882	\$99,882	75,000
TOTAL		\$1,701,100	\$1,746,328	\$1,687,000

Facilities:

- Revel Architect delivered a drawing to renovate the sanctuary restrooms turning the male/female restrooms into 5 individual family assist restrooms. We received an initial quote of \$219k. We're working with the architect to make some changes to the design to hopefully reduce some cost.
- The extreme cold resulted in boiler issues and frozen pipes in both the South Wing and the gym. There were in total 20 leaks in copper pipes as well as some damage to components in the boiler systems in both the South Wing and the Gym. We had to close the gym because the water had to be shut off.
- The security camera vendor will complete the cable runs and start installing the cameras this month.

Metrics attached

Operations/Finance Metrics
December 2022

	Sept 2022	Oct 2022	Nov 2022	Dec 2022	22/23 FYTD	21/22 FYTD	FYTD TREND
GENERAL FUND DONOR SUPPORT							
Total Unique Giving Units*	610	645	655	735	649	623	26
Donors \$500 to \$1,000*	98	118	108	124	112	125	(13)
Donors \$1,000 plus*	60	70	86	129	78	76	2
New Donors	8	13	19	17	78	59	19
HUMAN RESOURCES *							
Unique online givers *	480	504	512	535	500	465	35
Percentage Given Electronic*	73%	77%	73%	79%	77%	66%	11
Total Electronic Giving \$	206,382	238,359	376,259	459,233	1,808,728	1,719,352	89,376
Electronic Recurring Gifts \$	127,020	114,875	124,957	136,878	768,133	736,776	31,357
Unique Electronic Recurring givers *	335	324	345	350	337	308	29
TECHNOLOGY							
Workstations in service *	111	110	111	114	107	105	2
Helpdesk tickets	20	12	14	18	121	268	(147)
FOOD SERVICE							
Café number of tickets	433	512	418	376	2,313	2,161	152
FACILITIES							
Number of work orders received	53	103	61	72	477	418	59
Number of work orders completed	64	102	50	85	468	411	57
Number of work orders outstanding	27	28	39	26			

* FYTD is an average

School Team Board Report

Doug Mauss, Derek Scott, Rachel Bausch
January 2023

K-8

Highlights:

- After holding several town hall meetings, meetings with teachers regarding class structures for the 23-24 school year it has been determined that we plan to have: 2 Kindergarten classes, 1 standalone 1st grade class, 1 standalone 2nd grade class, and two 1/2 studio classrooms. Intermediate classes have been restructured and will include 2 3rd/4th grade studios. 5th and 6th grade will merge to become a studio and we will continue to have one 7th and one 8th grade class.
- PTL is hosting a family fun event at the Ellisville Bowling Alley on Sunday, Jan 15, 4-6 P.M.! Our community is excited to get together and enjoy exclusive use of the facility. Spectators are welcome.
- January 22-27 is National Lutheran Schools Week (NLSW). On January 21 and 22 ST. John students will be emceeding the services, leading worship, and working in various hospitality roles. We look forward to a great weekend of service at church and for all of the exciting events planned for NLSW

Challenges:

- Centered Care staffing shortages are ongoing.

Requests for prayer/involvement:

- To find a long-term sub in the next two weeks for Wesly before she leaves on maternity leave.

EC

Highlights:

- Christmas Vignettes (3s & Pre-K classes) were a huge success! Students showcased talents as they sang and acted out the Christmas story as well as parents having the opportunity to meet and build our St. John family.
- We continue to schedule family tours for the 23-24 school year. (In the month of December, a total of 13 families have toured or connected about next steps to start the process of enrolling their EC student for the fall).
- We are continuing to build relationships and partner with our current Pre-K families to have them stay on into our K-8 School. Here is a family email follow-up/testimonial from a current Pre-K family looking to stay for Kindergarten:
I trust you all so much and this year has shown me so much positive from you all- I can't express my gratitude, nor can I express how impressed I am with St. John.

Challenges:

- Continuing to recruit Centered Care teachers to fill roles on a daily basis.
- Adjusting spaces to accommodate students/classroom structures moving into the future.

Requests for prayer:

- For continued work/life balance in our community.
- For the enrollment season to go smoothly.

Metrics attached

School Ministry
December 2022

	Sept 2022	Oct 2022	Nov 2022	Dec 2022	Dec 2021	TREND
SCHOOL MINISTRY						
Early Childhood Enrollment	183	182	182	181	159	22
Kindergarten - 8th Grade Enrollment	207	207	207	209	181	28
Total Enrollment	390	389	389	390	340	50

Pathfinder Church
Financial Notes
Period Ending December 31, 2022

Corrected 1.16.23

Ministry Fund

Overview

The Ministry Fund ended with a \$353K surplus balance, which was \$173K unfavorable to the budget for the month. The FYTD surplus of \$321K was \$218K favorable to the budget deficit.

- Giving in the current month was unfavorable to budget by \$191K. FYTD giving is \$282K unfavorable to budget. Other Income was \$10K favorable to budget.
- Monthly expenses were favorable to budgeted expenses by \$16K. FYTD expenses are \$495K favorable to budget.

FYTD net results are \$121K unfavorable to the budgeted deficit after factoring in \$168K of committed delayed spending and an additional \$171K of discretionary delayed spending.

Pastoral Office

- \$4K favorable due to unused bonus pool.

Operations

- \$9K unfavorable for Facilities due to delayed \$8K budgeted energy rebate.
- \$12K favorable for Finance and Administration for salary expense.

Marketing and Creative

- \$3K favorable for Marketing and Creative due to Christmas production expenses being lower than budgeted.

Whole Life Ministry

- \$9K favorable for Whole Life Ministry for salaries and benefits.
- \$8K favorable for Missions due to College Hill project donations being greater than budgeted.

Weekend Ministry

- \$4K favorable for Kids Ministry due to salaries and delayed spending for family events.
- \$7K favorable for Student Ministry for salaries and benefits.
- \$15K unfavorable for Worship due to music equipment maintenance budgeted in previous months.

School Fund

Overview

The School Fund ended the month with a \$3K favorable variance to the budget.

- Monthly income of \$264K was unfavorable to budgeted income by \$34K.
- Monthly expenses of \$266K were favorable to budget expenses by \$72K.

Income

- \$40K unfavorable variance for annual fund.

Expenses

- \$3K favorable variance for conferences and staff development.
- \$6K favorable variance for technology.
- \$37K favorable for other expenses

September Forecast

The School Fund ended the month with a net \$39K favorable variance for the month and \$82K favorable FYTD variance compared to the September reforecast. Factoring in delayed spending of \$26K, and the reforecast net loss of \$55K, net results are projected to be \$13K unfavorable to the reforecast. Reminder that the September Forecast projected an \$14K surplus, which is not a significant variance from the original 22/23 budget.

**Variances of \$3,000 or greater are noted.*

Consolidated Balance Sheet

- Cash and Investments increased by \$321K.
- Accounts Receivable decreased by \$15K due to a \$8K of collected donated stock proceeds and \$7K of school tuition suspense payments.
- Prepaid Expenses decreased \$16K due to \$9K for new drum cage installation and \$4K for prior December event spending.
- Construction in Progress increased by \$16K due to the installation of church security equipment.
- Accounts Payable decreased \$29K due decreases in accruals for HVAC maintenance, copier lease renewal and Stronghold Cambodia quarterly payment.
- Accrued Expenses decreased \$20K due to reduced accruals for school lunch expense and employee benefits.
- Deferred Tuition and Revenue decreased by \$35K due to the recognition of school revenue and deferred confirmation revenue.

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	0.099%	2,166.53
Savings	First Community CU	0.00%	10.00
Steward Acct.	LCEF	00.750%	723,504.02
Checking	Fifth Third Bank	0.4000%**	1,671,796.55
			<u>2,398,277.10</u>

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

Budgeted Financial Statement for Period 6 - December
22-23 Report 1: Income Statement
Company#: 1 Name: Pathfinder Church
Fiscal Year Beginning 7/1/2022

<u>Acct #</u> <u>Description</u>	<u>Budget</u> <u>Annual</u>	<u>Actual for</u> <u>Period</u>	<u>Budget for</u> <u>Period</u>	<u>Variance</u> <u>for Period</u>	<u>Actual</u> <u>YTD</u>	<u>Budget</u> <u>YTD</u>	<u>Var. Actual</u> <u>to YTD</u> <u>Budget Dollar</u>
MINISTRY FUND							
3 General Offerings	\$5,000,000	\$731,102	\$922,215	(\$191,113)	\$2,470,927	\$2,753,282	(\$282,355)
MINISTRY FUND INCOME	\$5,000,000	\$731,102	\$922,215	(\$191,113)	\$2,470,927	\$2,753,282	(\$282,355)
PASTORAL OFFICE							
5 Pastoral Office	(\$496,315)	(\$35,956)	(\$39,925)	\$3,969	(\$222,841)	(\$240,085)	\$17,244
6 Stewardship	(\$18,290)	(\$2,992)	(\$2,720)	(\$272)	(\$7,480)	(\$10,190)	\$2,710
7 Care Ministries	(\$5,104)	(\$1,760)	(\$472)	(\$1,288)	(\$6,086)	(\$2,527)	(\$3,559)
TOTAL PASTORAL OFFICE	(\$519,709)	(\$40,707)	(\$43,117)	\$2,410	(\$236,407)	(\$252,802)	\$16,395
OPERATIONS							
9 Facilities	(\$1,166,597)	(\$61,795)	(\$52,374)	(\$9,421)	(\$372,335)	(\$633,741)	\$261,406
10 Finance & Administration	(\$689,719)	(\$48,297)	(\$60,711)	\$12,414	(\$266,397)	(\$333,509)	\$67,112
11 Mortgage/Debt	(\$672,406)	(\$56,701)	(\$56,162)	(\$539)	(\$324,317)	(\$328,013)	\$3,696
12 School Tuition Assistance	(\$150,000)	(\$12,500)	(\$12,500)	\$0	(\$75,000)	(\$75,000)	\$0
13 Technology	(\$116,083)	(\$5,955)	(\$4,870)	(\$1,085)	(\$56,127)	(\$66,720)	\$10,593
TOTAL OPERATIONS	(\$2,794,805)	(\$185,248)	(\$186,617)	\$1,369	(\$1,094,176)	(\$1,436,983)	\$342,807
MARKETING & CREATIVE							
15 Marketing & Creative	(\$555,770)	(\$51,458)	(\$48,341)	(\$3,117)	(\$270,634)	(\$286,943)	\$16,309
16 Technical - A/V/L	(\$226,777)	(\$16,614)	(\$14,240)	(\$2,374)	(\$97,073)	(\$108,279)	\$11,206
17 Community Awareness	(\$13,005)	\$154	(\$5,600)	\$5,754	(\$7,038)	(\$12,415)	\$5,377
TOTAL MARKETING & CREATIVE	(\$795,552)	(\$67,917)	(\$68,181)	\$264	(\$374,745)	(\$407,637)	\$32,892
WHOLE LIFE MINISTRY							
19 Whole Life Ministry	(\$320,657)	(\$17,321)	(\$26,264)	\$8,943	(\$83,936)	(\$153,140)	\$69,204
20 Missions	(\$153,464)	(\$4,667)	(\$12,460)	\$7,793	(\$40,524)	(\$48,005)	\$7,481
21 Staff Culture & Development	(\$47,030)	(\$898)	(\$1,140)	\$242	(\$29,678)	(\$27,640)	(\$2,038)
22 Cafe'	(\$23,240)	(\$1,608)	(\$2,171)	\$563	(\$9,308)	(\$10,684)	\$1,376
23 Hospitality	(\$8,895)	(\$1,957)	(\$2,460)	\$503	(\$5,100)	(\$4,860)	(\$240)
TOTAL WHOLE LIFE MINISTRY	(\$553,286)	(\$26,451)	(\$44,495)	\$18,044	(\$168,546)	(\$244,329)	\$75,783
WEEKEND MINISTRY							
25 Kids Ministry	(\$199,021)	(\$14,587)	(\$18,351)	\$3,764	(\$95,760)	(\$99,052)	\$3,292
26 Student Ministry	(\$200,113)	(\$7,195)	(\$13,846)	\$6,651	(\$60,882)	(\$84,809)	\$23,927
27 Weekend Ministry Leadership	(\$12,989)	(\$434)	(\$2,247)	\$1,813	(\$3,232)	(\$8,147)	\$4,915
28 Worship	(\$218,230)	(\$35,725)	(\$19,813)	(\$15,912)	(\$115,762)	(\$116,094)	\$332
TOTAL WEEKEND MINISTRY	(\$630,353)	(\$57,941)	(\$54,257)	(\$3,684)	(\$275,635)	(\$308,102)	\$32,467
TOTAL MINISTRY FUND	(\$293,705)	\$352,839	\$525,548	(\$172,709)	\$321,416	\$103,429	\$217,987
SCHOOL FUND							
30 Income	\$3,138,360	\$263,578	\$297,082	(\$33,504)	\$1,622,730	\$1,638,188	(\$15,458)
31 Expenses	(\$3,127,096)	(\$266,234)	(\$338,408)	\$72,174	(\$1,541,167)	(\$1,676,783)	\$135,616
TOTAL SCHOOL FUND	\$11,264	(\$2,656)	(\$41,326)	\$38,670	\$81,563	(\$38,595)	\$120,158

Budgeted Financial Statement for Period 6 - December
 22-23 Report 2: Income Statement (Income Detail)
 Company#: 1 Name: Pathfinder Church
 Fiscal Year Beginning 7/1/2022

<u>Acct #</u> <u>Description</u>	<u>Budget</u> <u>Annual</u>	<u>Actual for</u> <u>Period</u>	<u>Budget for</u> <u>Period</u>	<u>Variance</u> <u>for Period</u>	<u>Actual</u> <u>YTD</u>	<u>Budget</u> <u>YTD</u>	<u>Var. Actual</u> <u>to YTD</u> <u>Budget Dollar</u>
MINISTRY FUND INCOME							
MINISTRY GIVING INCOME							
3 Ministry Offerings	\$5,000,000	\$731,102	\$922,215	(\$191,113)	\$2,470,927	\$2,753,282	(\$282,355)
TOTAL MINISTRY GIVING INCOME	\$5,000,000	\$731,102	\$922,215	(\$191,113)	\$2,470,927	\$2,753,282	(\$282,355)
PASTORAL OFFICE							
TOTAL PASTORAL OFFICE	\$0	\$0	\$0	\$0	\$0	\$0	\$0
OPERATIONS							
7 Facilities	\$13,150	\$0	\$8,150	(\$8,150)	\$800	\$13,150	(\$12,350)
8 Finance & Administration	\$5,326	\$5,326	\$5,326	(\$0)	\$5,326	\$5,326	(\$0)
9 Investment Income	\$1,801	\$768	\$153	\$615	\$2,884	\$908	\$1,976
10 Technology	\$0	\$0	\$0	\$0	\$180	\$0	\$180
TOTAL OPERATIONS	\$20,277	\$6,093	\$13,629	(\$7,536)	\$9,190	\$19,384	(\$10,194)
MARKETING & CREATIVE							
12 Marketing & Creative	\$28,947	\$6,542	\$3,002	\$3,540	\$17,795	\$14,896	\$2,899
13 Technical A/V/L	\$1,000	\$861	\$0	\$861	\$11,635	\$0	\$11,635
14 Community Awareness	\$16,525	\$12,750	\$15,000	(\$2,250)	\$13,478	\$16,500	(\$3,022)
TOTAL MARKETING & CREATIVE	\$46,472	\$20,153	\$18,002	\$2,151	\$42,907	\$31,396	\$11,511
WHOLE LIFE MINISTRY							
16 Whole Life Ministry	\$34,275	\$1,225	\$1,000	\$225	\$16,557	\$15,375	\$1,182
17 Missions	\$39,455	\$7,314	\$0	\$7,314	\$14,807	\$13,500	\$1,307
18 Cafe'	\$20,855	\$1,946	\$2,025	(\$79)	\$10,208	\$10,200	\$8
19 Hospitality	\$880	\$161	\$40	\$121	\$541	\$440	\$101
TOTAL WHOLE LIFE MINISTRY	\$95,465	\$10,646	\$3,065	\$7,581	\$42,113	\$39,515	\$2,598
WEEKEND MINISTRY							
21 Kids Ministry	\$41,200	\$0	\$0	\$0	\$1,308	\$600	\$708
22 Student Ministry	\$40,560	\$0	\$30	(\$30)	\$14,035	\$13,930	\$105
23 Worship	\$0	\$0	\$0	\$0	\$169	\$0	\$169
TOTAL WEEKEND MINISTRY	\$81,760	\$0	\$30	(\$30)	\$15,513	\$14,530	\$983
TOTAL MINISTRY FUND INCOME	\$5,243,974	\$767,995	\$956,941	(\$188,946)	\$2,580,650	\$2,858,107	(\$277,457)
SCHOOL INCOME							
25 Tuition K-8	\$1,797,761	\$149,906	\$149,873	\$33	\$899,241	\$898,523	\$718
26 Tuition ECE	\$961,772	\$79,486	\$80,007	(\$521)	\$480,035	\$481,730	(\$1,695)
27 Tuition - Childcare	\$123,501	\$11,660	\$11,816	(\$156)	\$64,079	\$64,321	(\$242)
28 Annual Fund	\$100,090	\$9,879	\$50,000	(\$40,121)	\$25,789	\$80,090	(\$54,301)
31 Grant Income	\$7,800	\$0	\$0	\$0	\$7,800	\$7,800	\$0
32 Athletics	\$28,390	\$640	\$0	\$640	\$17,463	\$16,740	\$723
33 Learning Center Fees	\$4,450	\$806	\$650	\$156	\$3,356	\$2,075	\$1,281
34 Chapel/Mission Offerings	\$3,630	\$33	\$700	(\$667)	\$779	\$2,730	(\$1,951)
35 Field Trips	\$7,000	\$490	\$0	\$490	\$2,741	\$3,500	(\$759)
36 Other Income	\$23,191	\$1,691	\$1,615	\$76	\$10,279	\$10,326	(\$47)
37 Budgeted Adjusted Income	(\$56,227)	\$0	(\$3,519)	\$3,519	\$0	(\$34,359)	\$34,359
38 School Lunch Income	\$62,558	\$8,944	\$5,940	\$3,004	\$36,636	\$30,268	\$6,368
39 Online Enrollment/Registrations	(\$74,444)	(\$44)	\$0	(\$44)	(\$74,531)	(\$74,444)	(\$87)
TOTAL SCHOOL INCOME	\$3,138,360	\$263,578	\$297,082	(\$33,504)	\$1,622,730	\$1,638,188	(\$15,458)

**Budgeted Financial Statement for Period 6 - December
22-23 Report 3: Income Statement (Expense Detail)
Company#: 1 Name: Pathfinder Church
Fiscal Year Beginning 7/1/2022**

<u>Acct #</u> <u>Description</u>	<u>Budget</u> <u>Annual</u>	<u>Actual for</u> <u>Period</u>	<u>Budget for</u> <u>Period</u>	<u>Variance</u> <u>for Period</u>	<u>Actual</u> <u>YTD</u>	<u>Budget</u> <u>YTD</u>	<u>Var. Actual</u> <u>to YTD</u> <u>Budget Dollar</u>
MINISTRY FUND EXPENSES							
PASTORAL OFFICE							
3 Pastoral Office	(\$496,315)	(\$35,956)	(\$39,925)	\$3,969	(\$222,841)	(\$240,085)	\$17,244
4 Stewardship	(\$18,290)	(\$2,992)	(\$2,720)	(\$272)	(\$7,480)	(\$10,190)	\$2,710
5 Care Ministries	(\$5,104)	(\$1,760)	(\$472)	(\$1,288)	(\$6,086)	(\$2,527)	(\$3,559)
TOTAL PASTORAL OFFICE	(\$519,709)	(\$40,707)	(\$43,117)	\$2,410	(\$236,407)	(\$252,802)	\$16,395
OPERATIONS							
7 Facilities	(\$1,179,747)	(\$61,795)	(\$60,524)	(\$1,271)	(\$373,135)	(\$646,891)	\$273,756
8 Finance & Administration	(\$695,045)	(\$53,623)	(\$66,037)	\$12,414	(\$271,723)	(\$338,835)	\$67,112
9 Mortgage/Debt	(\$674,207)	(\$57,469)	(\$56,315)	(\$1,154)	(\$327,201)	(\$328,921)	\$1,720
10 School Tuition Assistance	(\$150,000)	(\$12,500)	(\$12,500)	\$0	(\$75,000)	(\$75,000)	\$0
11 Technology	(\$116,083)	(\$5,955)	(\$4,870)	(\$1,085)	(\$56,307)	(\$66,720)	\$10,413
TOTAL OPERATIONS	(\$2,815,082)	(\$191,341)	(\$200,246)	\$8,905	(\$1,103,366)	(\$1,456,367)	\$353,001
MARKETING & CREATIVE							
13 Marketing & Creative	(\$584,717)	(\$58,000)	(\$51,343)	(\$6,657)	(\$288,429)	(\$301,839)	\$13,410
14 Technical - A/V/L	(\$227,777)	(\$17,474)	(\$14,240)	(\$3,234)	(\$108,708)	(\$108,279)	(\$429)
15 Community Awareness	\$29,530	\$12,596	\$20,600	(\$8,004)	\$20,516	\$28,915	(\$8,399)
TOTAL MARKETING & CREATIVE	(\$842,024)	(\$88,070)	(\$86,183)	(\$1,887)	(\$417,653)	(\$439,033)	\$21,380
WHOLE LIFE MINISTRY							
17 Whole Life Ministry	(\$354,932)	(\$18,546)	(\$27,264)	\$8,718	(\$100,493)	(\$168,515)	\$68,022
18 Missions	(\$192,919)	(\$11,981)	(\$12,460)	\$479	(\$55,331)	(\$61,505)	\$6,174
19 Staff Culture & Development	\$47,030	\$898	\$1,140	(\$242)	\$29,678	\$27,640	\$2,038
20 Cafe'	(\$44,095)	(\$3,554)	(\$4,196)	\$642	(\$19,516)	(\$20,884)	\$1,368
21 Hospitality	(\$9,775)	(\$2,118)	(\$2,500)	\$382	(\$5,641)	(\$5,300)	(\$341)
TOTAL WHOLE LIFE MINISTRY	(\$648,751)	(\$37,097)	(\$47,560)	\$10,463	(\$210,660)	(\$283,844)	\$73,184
WEEKEND MINISTRY							
23 Kids Ministry	(\$240,221)	(\$14,587)	(\$18,351)	\$3,764	(\$97,068)	(\$99,652)	\$2,584
24 Student Ministry	(\$240,673)	(\$7,195)	(\$13,876)	\$6,681	(\$74,917)	(\$98,739)	\$23,822
25 Weekend Ministry Leadership	(\$12,989)	(\$434)	(\$2,247)	\$1,813	(\$3,232)	(\$8,147)	\$4,915
26 Worship	\$218,230	\$35,725	\$19,813	\$15,912	\$115,931	\$116,094	(\$163)
TOTAL WEEKEND MINISTRY	(\$712,113)	(\$57,941)	(\$54,287)	(\$3,654)	(\$291,148)	(\$322,632)	\$31,484
TOTAL MINISTRY FUND EXPENSES	(\$5,537,679)	(\$415,156)	(\$431,393)	\$16,237	(\$2,259,234)	(\$2,754,678)	\$495,444
SCHOOL EXPENSES							
28 Salary, Wages, Benefits & Outsourced Labor	(\$2,286,983)	(\$204,652)	(\$202,748)	(\$1,904)	(\$1,121,199)	(\$1,108,484)	(\$12,715)
29 Classroom Supplies, Materials & Equipment	(\$42,297)	(\$2,061)	(\$1,450)	(\$611)	(\$25,163)	(\$27,597)	\$2,434
30 Conferences, Education & Development	(\$26,323)	\$0	(\$2,550)	\$2,550	(\$4,365)	(\$14,973)	\$10,608
31 Technology Services, Hardware & Software	(\$113,487)	(\$5,854)	(\$10,953)	\$5,099	(\$66,599)	(\$85,469)	\$18,870
32 Centered Care Expenses	(\$115,437)	(\$9,927)	(\$10,408)	\$481	(\$55,325)	(\$59,038)	\$3,713
33 Athletic Events	(\$30,775)	(\$3,007)	(\$2,830)	(\$177)	(\$15,544)	(\$19,060)	\$3,516
34 Field Trips	(\$7,000)	\$175	\$0	\$175	(\$2,111)	(\$3,500)	\$1,389
35 Copier Expense	(\$10,241)	(\$780)	(\$800)	\$20	(\$6,506)	(\$5,241)	(\$1,265)
36 Bad Debt	(\$5,000)	\$0	\$0	\$0	\$0	\$0	\$0
37 Missions	(\$1,500)	\$0	\$0	\$0	\$0	\$0	\$0
38 Fundraising Expense	(\$500)	\$0	(\$500)	\$500	\$0	(\$500)	\$500
39 Other Expenses	(\$469,495)	(\$31,120)	(\$68,560)	\$37,440	(\$201,671)	(\$242,071)	\$40,400
40 Budgeted Adjustment Expenses	\$53,966	\$0	(\$31,091)	\$31,091	\$0	(\$73,201)	\$73,201
41 School Lunch Expenses	(\$72,024)	(\$9,007)	(\$6,518)	(\$2,489)	(\$42,684)	(\$37,649)	(\$5,035)
TOTAL SCHOOL EXPENSES	(\$3,127,096)	(\$266,234)	(\$338,408)	\$72,174	(\$1,541,167)	(\$1,676,783)	\$135,616

Statement of Financial Position for Period 6 - December
Company#: 1 Name: Pathfinder Church
Fiscal Year Beginning 7/1/2022

<u>Account</u>	<u>YTD</u> <u>Current</u>	<u>Prior</u> <u>Period</u>	<u>FYE</u> <u>21-22</u>	<u>FYE</u> <u>20-21</u>
Assets				
Current Assets - Unrestricted				
Cash and Investments	\$2,524,453.42	\$2,203,386.82	\$1,681,853.44	\$1,891,967.85
Accounts Receivable	\$85,971.33	\$101,332.42	\$36,473.76	\$10,596.34
Inventory	\$3,102.04	\$2,600.61	\$2,757.09	\$3,172.17
Prepaid Expenses	\$66,612.56	\$83,005.00	\$93,978.83	\$56,807.46
Total Current Assets - Unrestricted	\$2,680,139.35	\$2,390,324.85	\$1,815,063.12	\$1,962,543.82
Fixed Assets				
Land	\$2,436,786.76	\$2,436,786.76	\$2,422,931.83	\$2,440,779.79
Buildings	\$25,272,205.08	\$25,272,205.08	\$25,272,205.08	\$24,305,567.76
Furniture/Fixtures/Technology	\$1,874,400.87	\$1,874,400.87	\$1,874,400.87	\$1,700,885.91
Capitalized Interest	\$46,465.34	\$46,465.34	\$46,465.34	\$46,465.34
Construction in Progress	\$492,414.99	\$476,734.99	\$241,710.00	\$0.00
Less Accumulated Depreciation	(\$17,514,750.16)	(\$17,514,750.16)	(\$17,514,750.16)	(\$17,109,664.59)
Total Fixed Assets	\$12,607,522.88	\$12,591,842.88	\$12,342,962.96	\$11,384,034.21
Other Assets				
Deferred Financing Costs	\$27,994.26	\$29,274.18	\$35,034.48	\$38,313.99
Other Assets	\$221,009.97	\$221,009.97	\$221,009.97	\$215,037.93
Total Other Assets	\$249,004.23	\$250,284.15	\$256,044.45	\$253,351.92
Total Assets	\$15,536,666.46	\$15,232,451.88	\$14,414,070.53	\$13,599,929.95
Liabilities and Net Assets				
Liabilities				
Current Liabilities				
Accounts Payable	\$77,672.85	\$106,454.16	\$492,384.83	\$100,333.94
Accrued Expenses	\$167,715.07	\$187,904.41	\$145,213.09	\$149,559.89
Deferred Tuition and Revenue	\$241,833.07	\$276,919.40	\$114,014.37	\$75,916.55
Current Maturities of LT Debt	\$485,000.00	\$485,000.00	\$485,000.00	\$420,000.00
Total Current Liabilities	\$972,220.99	\$1,056,277.97	\$1,236,612.29	\$745,810.38
Long-Term Liabilities				
Bonds, Less Current Maturities	\$0.00	\$0.00	\$0.00	\$4,270,000.00
Swap Contract Liability	\$0.00	\$0.00	\$0.00	\$42,530.23
Long Term Loan Payable	\$5,250,000.00	\$5,250,000.00	\$4,500,000.00	\$0.00
Total Long-Term Liabilities	\$5,250,000.00	\$5,250,000.00	\$4,500,000.00	\$4,312,530.23
Interfund Payables/Receivables	\$0.02	\$0.00	\$0.00	\$0.00
Total Liabilities	\$6,222,221.01	\$6,306,277.97	\$5,736,612.29	\$5,058,340.61
Net Assets				
Ministry Fund Operating	\$1,055,923.12	\$703,084.58	\$734,507.47	\$592,137.44
School Fund Operating	\$5,268.39	\$7,924.83	(\$76,294.16)	(\$113,740.39)
Building Fund	\$7,821,230.52	\$7,780,730.52	\$7,578,230.52	\$7,616,876.29
Launch	\$15,000.00	\$15,000.00	\$27,500.00	\$161,944.31
Unrealized Derivative Gain(Loss)	\$0.00	\$0.00	\$0.00	(\$42,530.23)
All Others	\$417,023.42	\$419,433.98	\$413,514.41	\$326,901.92
Total Net Assets	\$9,314,445.45	\$8,926,173.91	\$8,677,458.24	\$8,541,589.34
Total Liabilities and Net Assets	(\$15,536,666.46)	(\$15,232,451.88)	(\$14,414,070.53)	(\$13,599,929.95)

22-23 Detail 5: Cash and Liquidity Position Summary
Company#: 1 Name: Pathfinder Church
Fiscal Year Beginning 7/1/2022

	FY 22/23 December	FY 22/23 November	FY 21/22 June	FY 20/21 June
Cash and Investments				
Total Cash and Investments *	\$ 2,524,453	\$ 2,203,387	\$ 1,681,853	\$ 1,891,968
Temp. Restricted Funds (Internally Managed)				
Launch	15,000	15,000	27,500	161,944
School Scholarship Fund	125,643	130,238	169,941	107,539
Parent Teachers League	99,468	89,205	63,445	67,491
Chris Toomey Student Mission Fund	72,360	62,470	38,134	
MF Temporarily Restricted	620	13,434	5,731	3,629
Christ In Action				23,799
School of the Arts	5,980	7,607	6,087	4,047
Endowment Fund	45,478	45,478	43,195	41,007
Other	207	207	207	207
	<u>364,756</u>	<u>363,639</u>	<u>354,240</u>	<u>409,663</u>
Excess/(Underfunded) Balance pre Affiliate Funds	2,159,697	1,839,748	1,327,613	1,482,305
Temp. Restricted Funds (Affiliate Controlled)				
Boy Scout Troop #782	13,907	14,714	17,282	21,410
MOPS	26,981	28,306	32,182	29,676
Soccer Association	16,927	18,451	27,275	18,684
Illuminations - Puppet Ministry	8,656	8,606	8,406	7,806
All Other	797	717	717	717
Total Ongoing Fund Balances	<u>67,268</u>	<u>70,794</u>	<u>85,862</u>	<u>78,293</u>
Excess/(Underfunded) Core Cash Balance	<u>\$ 2,092,429</u>	<u>\$ 1,768,954</u>	<u>\$ 1,241,751</u>	<u>\$ 1,404,012</u>
Analysis of Monthly Fluctations in Core Cash Balance				
Increase / (Decrease) in Month End Core Cash	\$ 323,475	\$ 804,995	\$ (360,505)	\$ (188,210)
Components Driving Change in Core Cash				
Monthly Surplus / (Deficit) Ministry Fund	352,839	164,271	(144,443)	(42,336)
Monthly Surplus / (Deficit) School Fund	(2,656)	(483)	(139,910)	(104,489)
	<u>350,183</u>	<u>163,788</u>	<u>(284,353)</u>	<u>(146,825)</u>
Ministry Fund: noncash expense for Debt Principal Payment of Annual Debt Principal from Core Cash	40,500	40,500	40,500	38,000
School Grant Received School Grant: noncash revenue				
Increase / (Decrease) in Prepaid School Tuition	(35,486)	(44,301)	(157,307)	(138,815)
*** Decrease / (Increase) in Other Working Capital	(31,722)	645,008	40,655	59,430
Total Incr. / (Decr.) in Month End Core Cash	<u>323,475</u>	<u>804,995</u>	<u>(360,505)</u>	<u>(188,210)</u>
*** - This amount is an aggregation of all other increases and decreases not separately identified				
in balance?-->	TRUE	TRUE	TRUE	TRUE
Working Capital Change Detail				
Current Month Deferred Tuition Liability**	238,076	273,562	40,290	15,055
Prior Month Deferred Tuition Liability	273,562	317,863	198,647	155,370
Source of Cash / (Use of Cash): Deferred Tuition	<u>(35,486)</u>	<u>(44,301)</u>	<u>(158,357)</u>	<u>(140,315)</u>
Current Month Deferred Registration Fees Liability			59,144	51,006
Prior Month Deferred Registration Fees Liability			58,094	49,506
Source of Cash / (Use of Cash): Deferred Tuition			<u>1,050</u>	<u>1,500</u>
Additional Liquidity Information				
Sources:				
Line of Credit Availability	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
Borrowings Outstanding				
Available Liquidity	<u>1,000,000</u>	<u>1,000,000</u>	<u>1,000,000</u>	<u>1,000,000</u>

* Per General Ledger

Cash Liquidity Position - Model Periods
As of December 31, 2022

	Forecasted Quarter Ending		Actuals at				
	June-23	March-23	December-22	June-22	June-21	June-20	June-19
Cash and Investments							
Total Cash and Investments *	\$ 1,192,363	\$ 1,725,492	\$ 2,524,453	\$ 1,681,853	\$ 1,891,968	\$ 1,727,223	\$ 1,450,007
Less: Insurance claim proceeds to be expended	-	-	-	-	-	-	-
Less: PPP Loan	-	-	-	-	-	(805,400)	-
Bond principle pymt consistency adj.	-	-	-	-	-	-	-
Adjusted Cash and Investments	1,192,363	1,725,492	2,524,453	1,681,853	1,891,968	921,823	1,450,007
Days Cash on Hand - Total Cash¹	63.3	91.6	134.0	96.9	119.7	56.6	90.9
Temp. Restricted Funds (Internally Managed)							
Launch	7,500	11,250	15,000	27,500	161,944	208,194	305,844
NEXT CapX Available for Expenditure	-	-	-	-	-	28,144	570,160
School Scholarship Fund	85,623	105,633	125,643	169,941	107,539	-	-
Parent Teachers League	19,785	78,487	99,468	63,445	67,491	43,888	5,938
Chris Toomey Student Mission Fund	-	-	-	-	-	-	-
MF Temporarily Restricted	342	608	620	5,731	3,729	13,164	20,798
Missions Designated Gifts	-	-	-	-	-	-	20,798
Christ In Action	-	-	-	-	23,799	45,106	18,395
School of the Arts	5,626	7,296	5,980	6,087	4,047	10,540	6,295
Endowment Fund	45,478	45,478	45,478	43,195	41,007	38,509	36,523
Other	207	207	207	207	207	357	367
	164,560	248,959	364,756	354,240	409,763	387,902	985,118
Excess/(Underfunded) Balance pre Affiliate Funds	1,027,803	1,476,533	2,159,697	1,327,613	1,482,205	533,921	464,889
Temp. Restricted Funds (Affiliate Controlled)							
Boy Scout Troop #782	17,221	16,710	13,907	17,282	21,410	20,282	18,656
Cub Scout Pack #782	-	-	-	-	-	6,127	6,943
MOPS	29,978	29,218	26,981	32,182	29,676	27,669	25,953
Soccer Association	22,977	23,008	16,927	27,275	18,684	13,998	13,998
Illuminations - Puppet Ministry	8,502	8,460	8,656	8,406	7,806	7,256	6,528
All Other	-	-	797	717	717	617	(147)
Total Ongoing Fund Balances	78,679	77,396	67,268	85,862	78,293	75,949	65,554
Excess/(Underfunded) Core Cash Balance	\$ 949,125	\$ 1,399,137	\$ 2,092,429	\$ 1,241,751	\$ 1,403,912	\$ 457,972	\$ 399,335
Days Cash on Hand - Core Cash¹	50.4	74.2	111.0	71.6	88.9	28.1	25.0
Analysis of Monthly Fluctuations in Core Cash Balance							
Increase / (Decrease) in Month End Core Cash	\$ (450,013)	\$ (693,292)	\$ 850,678	\$ (162,161)	\$ 945,940	\$ 58,637	\$ 179,534
Components Driving Change in Core Cash							
Monthly Surplus / (Deficit) Ministry Fund	(224,913)	(172,221)	321,416	169,177	594,004	(322,941)	553,355
Monthly Surplus / (Deficit) School Fund	(42,554)	(12,886)	81,563	37,447	301,206	(66,386)	42,582
Total Surplus / (Deficit) for the Month	(267,467)	(185,107)	402,979	206,624	895,210	(389,327)	595,937
Deferred Spending - GF	(4,000)	(335,402)	-	(33,542)	-	-	-
Deferred Spending - School	(10,000)	(15,909)	-	-	-	-	-
Ministry Fund: noncash expense for Debt Principal	131,250	131,250	242,500	469,500	438,000	405,000	390,000
Payment of Annual Debt Principal from Core Cash	-	(485,000)	-	(455,000)	(420,000)	(390,000)	(390,000)
Additional Debt Principal	-	-	750,000	750,000	-	-	-
Campus Stewardship Capital Expenditures	-	(48,484)	(227,706)	(1,489,075)	-	-	-
School Grant Received	-	-	7,800	-	-	80,000	108,000
School Grant: noncash revenue	-	-	-	-	(25,402)	(85,301)	(78,731)
Increase / (Decrease) in AP Accrual for Capex	-	-	(389,000)	389,000	(28,280)	28,280	(397,527)
Increase / (Decrease) in Prepaid School Tuition	(307,509)	178,536	138,642	33,373	13,677	(17,911)	(53,360)
NEXT CapX: Monthly (Increase)/Decrease in Kitty	-	-	-	-	28,144	542,016	83,785
** Decrease / (Increase) in Other Working Capital	7,713	66,824	(74,537)	(33,041)	44,591	(114,120)	(78,570)
Total Incr. / (Decr.) in Month End Core Cash	(450,013)	(693,292)	850,678	(162,161)	945,940	58,637	179,534
in balance?-->	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
** - This amount is an aggregation of all other increases and decreases not separately identified							
Working Capital Change Detail							
Current Month Deferred Tuition Liability	49,960	362,587	238,076	40,290	15,055	13,149	28,392
Prior Month Deferred Tuition Liability	246,322	384,488	273,562	198,647	155,370	86,116	141,275
Source of Cash / (Use of Cash): Deferred Tuition	(196,363)	(21,901)	(35,486)	(158,357)	(140,315)	(72,967)	(112,883)
Current Month Deferred Registration Fees Liability	59,144	54,025	-	59,144	51,006	39,235	41,903
Prior Month Deferred Registration Fees Liability	58,094	49,875	-	58,094	49,506	37,888	40,803
Source of Cash / (Use of Cash): Deferred Tuition	1,050	4,150	-	1,050	1,500	1,347	1,101

* Per General Ledger

¹ Days Cash on Hand of \$15,947 for FY19, \$16,300 for FY20, \$15,800 for FY21, \$17,350 for FY22 and \$18,845 for FY23 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
FY22/23
As of December 31, 2022

Ministry Fund

Department	Dept. #	Account	Actual	Budget	Difference	Will More			
						Exp. Occur?	When	Certain	Possible
Weekend Worship	100	Professional Development	2,105	5,640	(3,535)	No			
Worship	110	Christmas/Easter Services	933	3,225	(2,292)	Yes			2,292
Tech A/V	114	Tech Equipment Children 's Ministry	4,120	6,160	(2,040)	Yes	Nov/Dec	2,040	
Tech A/V	114	Tech Equipment Installation	2,500	4,800	(2,300)	Yes	Jan/Feb	2,300	
Tech A/V	114	Video Production	2,195	4,540	(2,345)	Yes			2,345
Facilities	120	Flooring Supplies	-	65,000	(65,000)	Yes	Feb/Mar	35,000	30,000
Facilities	120	Property Maintenance	4,386	5,500	(1,114)	Yes	Var	1,114	
Facilities	120	Roof Maintenance	-	2,000	(2,000)	Yes	Var	2,000	
Facilities	120	HVAC Maintenance	3,229	10,000	(6,771)	Yes	Var	6,771	
Facilities	120	Capital Improvements	3,195	125,000	(121,805)	Yes	Mar	72,300	49,505
Facilities	120	Furniture/Fixture Purchases	1,151	56,000	(54,849)	Yes	Feb/Mar		54,849
Facilities	120	Fire Prevention Services	1,620	4,274	(2,654)	Yes	Var	2,656	
Technology	121	Database Training	-	2,000	(2,000)	Yes	Feb	500	
Technology	121	Hardware Purchases	12,460	20,500	(8,040)	Yes			3,500
Finance & Admin	130	Salaries	136,169	193,461	(57,292)	Yes	Nov/Dec	21,339	
Staff Culture & Develop	145	Employee Recruitment	4,191	8,800	(4,609)	Yes	Var	4,609	
Pastoral Office	170	Sabbatical Expense	4,000	11,635	(7,635)	Yes	Jan	7,635	
Pastoral Office	170	Bonus Pool	1,000	5,000	(4,000)	Yes	June		4,000
Marketing & Creative	200	Christmas/Easter Productions	2,245	10,250	(8,005)	Yes	Mar		8,005
Marketing & Creative	200	Marketing/Website/ Social Media	22,328	23,480	(1,152)	Yes	Var	1,152	
Marketing & Creative	200	Mobile App	4,306	17,314	(13,008)	Yes	Var		13,008
Community Awareness	210	December Event	12,596	20,000	(7,404)	No			
Kids Ministry	260	Leadership Development	1,685	3,200	(1,515)	Yes			1,515
Kids Ministry	260	Family Events	-	4,000	(4,000)	Yes	Feb	2,000	
Whole Life	330	Women Intensive	3,533	7,500	(3,967)	Yes	Var	3,967	
Missions	380	Mission Partner Support	-	3,000	(3,000)	Yes	Var	3,000	
Missions	380	Scholarships	-	4,000	(4,000)	??			2,000
Student Ministry	430	MS Fall Retreat	10,260	13,000	(2,740)	No			
			\$ 240,207	\$ 639,279	\$ (399,072)			\$ 168,383	\$ 171,019

School Fund

Department	Dept. #	Account	Actual	Budget	Difference	Will More			
						Exp. Occur?	When	Certain	Possible
K-8 Program	110	Curriculum Materials	8,138	11,613	(3,475)	Yes	Var	3,475	
K-8 Program	110	Computer Equipment	32,092	52,216	(20,124)	Yes	May		10,000
K-8 Program	110	Security Systems	7,225	42,056	(34,831)	Yes	Jan		
Personnel	150	Teacher Conferences	150	2,000	(1,850)	Yes			1,850
Personnel	150	Staff Development	3,148	5,505	(2,357)	Yes			2,357
School Admin	160	Office Software	132	2,459	(2,327)	Yes	Var	2,327	
School Admin	160	Conferences	206	3,606	(3,400)	Yes	Var	3,400	
ECE	170	Continuing Education	-	2,500	(2,500)	Yes			2,500
			\$ 51,091	\$ 121,955	\$ (70,864)			\$ 9,202	\$ 16,707

**Pathfinder Church
Launch Reconciliation
12/31/2022**

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	(27,500.00)
Stronghold Cambodia Expenses FY22/23	<u>(12,500.00)</u>
Total Expenses	\$ (439,114.55)
Fund Balance	<u><u>\$ 15,000.00</u></u>
 Future Commitments	
FY21/22 for Stronghold Cambodia	0.00
FY22/23 for Stronghold Cambodia	(7,500.00)
FY23/24 for Stronghold Cambodia	<u>(7,500.00)</u>
Total Committed	<u><u>(15,000.00)</u></u>

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.