Pathfinder Church

Board of Directors

Monthly Meeting

March 14, 2023

Pathfinder Church

Board of Directors Meeting
March 14, 2023

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Closed Business…….……Appendix A

Board of Directors
Tuesday, March 14, 2023

This will be a <u>virtual meeting</u> at 7:00 p.m. via Microsoft Teams.

Opening & Agenda - 7:00 p.m. – 7:15 p.m.

- Opening Devotion – Matt Finke
- Approval of January BOD Meeting – Adam Bichsel

Board of Directors Strategic Business - 7:15 p.m. – 8:30 p.m.

- Current FY Forecast – Matt Hewitt
- LCEF and Money Market Funds – Matt Hewitt
- Capex Review (Grow/Maintain/Safety) – Matt Hewitt
- OKR Update – Dion Garrett & Matt Hewitt
- Church Business – Dion Garrett

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

- Board of Director Openings & Nominating Committee Selection

Closing Prayer & Adjourn 9:00 p.m.

- Closing Prayer – Annmarie Wallis

January Pathfinder Board of Directors Meeting
January 17, 2023, 7:00 PM
Imagineering Room

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

Excused: David Pradhan and Damola Oshin

Guests: Bob Ingle, Michael Frith, Brian Olivio, Don Sternberg, Bruce Litzsinger, and Kelly Reinhart

Scott Morris began the meeting at 7:02 p.m. with Marla Maloney leading a devotion and prayer surrounding New Year's resolutions. Beth Rusert made a motion to accept the December board meeting minutes. Matthew Finke seconded the motion. A voice vote was held on the motion and all members present voted affirmative.

Matt Hewitt gave an overview for the end of year giving. While Pathfinder was short of the goal by $191,000, Matt celebrated where there had been growth in the generosity journey of many church attenders. Some 2023 projects will be put on hold for the time being as well as re-evaluating open positions. Dion gave insight into what he's seeing at other nonprofits he's familiar with and how they also didn't meet their year-end giving goals.

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.

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.

Dion then spoke about the OKR (Objectives and Key Results) to keep goals clear and concise. These include growing Pathfinder's audience base, increasing engagement of current attenders, and creating a culture of whole life growth. There was great discussion surrounding how these would each be measured, how accountability factors in, and what accomplishing these OKRs would mean for the faith journey of those already within our church and those soon to be!

General business was discussed from the January board reports. This included all the additional services and work done throughout the Christmas season. The entire staff was praised for their efforts and the work they do towards the Pathfinder mission, especially during that busy season. There are also several staffing changes that were discussed including the addition of Kelly Reinhart as the Director of Whole Life Director & People Development and the resignation of Seth Hinz as the Brand, Marketing & Creative Director.

School enrollment has kicked off for the 2023-2024 school year. Families have re-enrollment packets and staff will be monitoring registration rate trends.

The Board of Directors nomination process has also begun. Annmarie Wallis has agreed to continue to serve as Secretary. David Pradham and Scott Morris will both have their terms ending May 2023. Marla Maloney will chair the nomination committee alongside Scott Morris.

Bob Ingle, Chairman of the Board of Elders, gave an update on behalf of the Elders. This included a discussion on their response and praise for the past church season and where they see movement within the church for spiritual growth and outreach. The Board of Elders will also go through a similar nomination process for those whose terms are ending.

With the upcoming synodical election, Pathfinder can nominate key positions within the Lutheran Church Missouri-Synod. Thinking about how our synod might be most effective in reaching the lost, Pathfinder is nominating Rev. Dr. Patrick Ferry for president, Rev. Richard Snow and Rev. Tim Ahlman as first vice-presidents, and Rev. Dr. Benjamin Haupt and Rev. Jeff Cloeter as regional vice-presidents. Dion Garrett made a motion to nominate these candidates. Beth Rusert seconded the motion. A voice vote was held on the motion and all members present voted affirmative.

A closing prayer was given by Matthew Finke. Scott Morris brought the meeting to a close at 8:17 p.m.

Respectfully submitted,
Annmarie Wallis
Secretary

Senior Pastor Board Report

Dion Garrett

March 2023

Highlights this month:

OBJECTIVES & KEY RESULTS (OKRs):

- On Wed March 1st we had an OKR Staff Summit where our teams shared the actions they plan to take to achieve our OKRs. I'm proud of our staff for leaning into this process. We've got a great roadmap to guide us forward.
- Our board reports will start evolving next month to be built around our OKRs. It should result in a smaller, more focused board report. As changes happen, we're inviting board feedback on the new report format.

Our Four RRR 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.

GIVING AND ATTENDANCE

- Based on strong worship attendance, strong Getting Started enrollment (March session is also scheduled to be over-full and puts us on pace to match our best year of GS attendance on record!), and new first-time givers, I am convinced that we will experience a rebound in financial support over the next 6-12 months. All signs point to us being a healthy church. Out of health, God will provide the resources.
- We are also actively managing our expenses to try to match our decreased income this year. We are working to come in near our plan for FY 22/23.

MEMBER CARE CALLS

- Since December, a team of staff is making calls to people in our congregation, to check in, receive any feedback/input, and pray for them. Even though people are hard to reach by phone, or perhaps *especially because* people are hard to reach, people have expressed surprise and gratitude for the care shown to them. I'm proud of our staff for taking on an additional responsibility, especially because it is proving to be beneficial.

Challenges this month:

- February giving was farther behind budget than I would've expected. I'm chalking it up to timing and hoping for more generosity in March and April.
- Looking ahead to FY 23/24, I am concerned about our ability to present a balanced budget. We are looking at open positions to determine which are necessary, but we already know we cannot function for much longer at our current lean staffing level and that's our only substantive lever. Again, I believe this is a temporary slump and that giving will start rebounding soon, but it may take time to get us back to a place where income supports expenses.
- Staff openings are creating challenges for workload and goal achievement. We're grateful to have the lever of NOT hiring to help our financial situation, but it comes at another cost to our organization. We must carefully count the costs of our situation.
- We feel it is important to create an opportunity for project-based givers, who aren't motivated to support our ministry fund but love special projects, to get involved with capital projects currently budgeted. We are going to attempt to do this without

undermining our *one-fund* philosophy. The renovation of the dilapidated Sanctuary Restrooms into separate handicap accessible/family assist restrooms is a great chance for us to experiment with how to motivate other givers to support our awesome church. But there is risk involved in this approach. We feel it's important to move forward with the project because of the need to steward our aging campus AND to engage different kinds of givers in supporting our mission.

Additional Prayer Items:

- No additional prayer items.

Objectives and Key Results

Q3 & Q4, FY 22/23

1. Grow Audience Base (RETURN)
2. Increase Engagement of Current Attenders (REBUILD)
3. Create a Culture of Whole Life Growth (REIMAGINE)

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
February 2023

	Oct 2022	Dec 2022	Jan 2023	Feb 2023	22/23 FYTD	21/22 FYTD	FYTD TREND
CARE							
Personal Visits	29	21	26	28	135	5	130
Phone Contacts	31	29	38	39	250	200	50
Other (Chapel, Bible Study)	0	0	0	0	0	0	0
Care Matters added to Database	18	24	25	23	162	119	43
GROWING DEEPER							
*Average Daily emails sent	NA*	NA*	NA*	NA*			
*Average Daily emails opened	NA*	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.

Pathfinder Church

Board of Directors Meeting
March 2023

Membership Changes – February 2023

New Members:
Information Class:
Abbie Luegger © Camille
Thiago & Evelyn Mendes
Jean Tyler
Matt & Cindy Kurz
Valerie Behrens
Kurtis & Michelle Parks
Steve & Emily Crawford
Frank & Kristi Weatherford

Reaffirmation:
Scott & Marilyn Schatteman

Released Members:
Transferred Out:
Tim & Heather Liebnau (Webster Gardens Lutheran Church, Webster Groves, MO)

Release by Request: (previous months not included in reports)
October 2022:
Casey & Jennifer Baker © Lauren
John & Teresa Howard © Joshua
Hannah Moellenhoff
Sam & Melody Meiners © Grace
Kurt & Emily Roth © Kelly & Avri

November 2022:
Adam & Maria Clements © Caeli & Olivia
Barrett Harting
Ashley Longrie
Brian & Tracy McRae © Lily & Emily

December 2022:
Tony & Meghan Higgs
Eric & Carolyn Token
Irene Wirsing

January 2023:
Ken & Tara Peterson © David
Mark Turkcan
Rick Kurtz
Sam Kurtz

© Children

February 2023:
Jill Kaestner
Anne Reilly
Chuck & Amy Vollmer © Bella & Zach

<u>Official Acts:</u>
Baptisms:
Cooper Beau Click (02-05-2023)

Weddings:
None

Funerals:
Adam James Westberg (Death 01-29-2023; Funeral 02-10-2023)
Laura Ruth Bickford (Death 01-26-2023; Funeral 02-01-2023)

© Children

Weekend Ministry Board Report

AJ Mastic

March 2023

Overview:

Highlights:

- Our Sanctuary projectors are now operating in 4K thanks to Brendan and the tech team;
- The Weekend Team met twice and came up with some great OKR actions for the remainder of the fiscal year;
- Kids Ministry hosted a Cars Movie Night on 2/26 which was attended by about 350 people (many of whom gave us their contact info);
- We recently launched a new "Jump Right In" page on the website which advertises our 5 most needed volunteer roles. The page will be updated routinely and we'll use QR codes to send prospective volunteers there first, instead of to the page which lists every volunteer opportunity;
- Jonathan did a great job planning Ash Wednesday and Lent. We're currently finalizing plans for Good Friday and Easter;
- I celebrate Julie Lorenz's heart for embracing a wide range of work, assisting our pastors, and ensuring the needs of our members are met!

Challenges:

- AJ's current MA class schedule prohibits him from attending Staff Development through the end of May;
- Finding our next Student Ministry Director.

Prayer Requests:

- That God would soon bring us some amazing new candidates for Student Ministry Director!

Pathfinder Kids:

Highlights:

- Preschool FX (Family Experience):
    - We invited parents to experience a morning in our preschool environments during the service time. Parents and kids thought it was a great day spending time with each other and seeing what happens in Preschool on Sunday mornings.
- Cars Movie Night:
    - We invited the community to attend a special viewing of the movie Cars which included special effects lighting, free popcorn, and water, goodie bags and a raffle where we collected email addresses to follow up with offerings at Pathfinder. Families raved about how incredible it was and there were several families who were new to pathfinder.

Challenges:

- We have a LOT of confirmation students who want to complete their service hours with our team. That is a great thing! The challenge is scheduling them all and coordinating their availability.

Prayer Requests:

- We celebrate that we have had a few volunteers who have reached out with interest in serving and have joined our team. What a blessing!
- Thanksgiving that as of Feb 24th, we have a full leadership team for Summer Blast! That is directors and coordinators. We can now MOVE forward full steam ahead! Praise Jesus!
- Prayers for guidance and focus for planning all of the family events coming ahead.
- We pray for healthy rhythms in planning, recruiting and appreciating volunteers.

Student Ministry:

Highlights:

- The month of February we kicked off our Question series in both Summit and CORE and we had many different excellent speakers come and share with the students. These speakers included a counselor, Pastors, and mentors. During our Question series, in the messages, our speaker answers the specific questions that the students submitted and we have found this to be extremely fruitful and that it has brought about many great discussions during our small group time.

Prayer Requests:

- Please continue to pray for God to bring us the right Student Ministry Director and that God touches the students at CORE and Summit.

Worship:

Highlights:

- We've officially booked a night of Worship featuring Cody Carnes, Bryan and Katie Torwalt, Sean Curran, and Jonathan Traylor on Wednesday May 10th. We'll be encouraging our congregation to bring a friend outside of Pathfinder Church to the concert in order to align with our ministry objectives;
- The Lenten season begun with a successful Ash Wednesday service. We had comments from many attendees that the service was supernaturally impactful and deeply emotional;
- Jonathan has had the chance to connect with several different ministries in the area to share ideas and encouragement.

Challenges:

- We're continually looking to take each of our adult and student volunteers to the "next level" in skill and spirit. As our volunteer pool grows, this coaching need expands as well.

Prayer Requests:

- Plans for Easter are well underway – prayers for continued perseverance in planning and wisdom in decision-making;
- The high school retreat is coming up in early March – prayers for deep connection and a sense of belonging for our students.

Technical & Production:

Highlights:

- We have made some improvements to the sanctuary worship visuals, including shuffling the band member positions around in order to get multiple people at a time in the frame of camera shots;

- Volunteers, including Isaac H. and Joey M. have been learning new positions, which has been going very well. I am excited to see them learning new things!

Challenges:

- We are still searching for a Summer Tech Intern to apply for the position;
- We are still occasionally needing more volunteers for some weekends.

Prayers:

- Continued growth in our volunteers, and team;
- Additional members to the production team.

Metrics Attached

Weekend Ministry Metrics
February 2023

All YTDs for fiscal year July 1- June 30

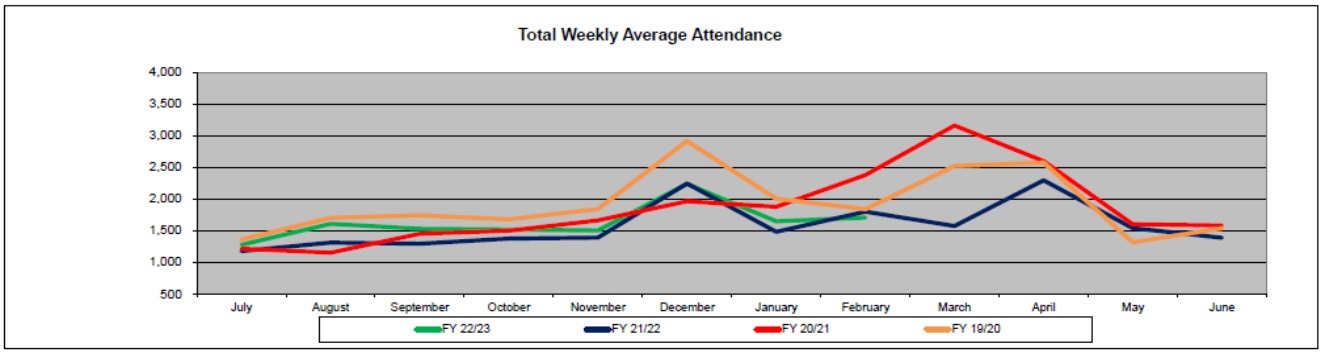
* Average weekly attendance	November 2022	December 2022	January 2023	February 2023	February 2022	22/23 FYTD	21/22 FYTD	FYTD TREND
CHILDREN'S MINISTRY								
Nursery*	23	20	28	33↑	29	24	16	8
Preschool*	34	30	36	35↓	37	36	23	13
K - 4*	86	84	100	92↓	94	94	61	33
5th Element*	12	13	14	14↑	13	14	10	4
New Children's Min Registrations	16	5	29	29↓	33	171	55	116
Nursery Unique Participants	37	33	52	61↑	51	93	58	35
Preschool Unique Participants	56	57	69	74↑	63	96	58	38
K-4 Unique Participants	149	143	193	183↑	163	293	155	138
5th Element Unique Participants	18	20	24	24	24	49	24	25
MIDDLE SCHOOL MINISTRY								
6th grade CORE*	11	15	15	11↓	17	16	15	1
7th grade CORE*	16	24	23	27↑	12	23	12	11
8th grade CORE*	12	17	21	24↑	22	19	21	(2)
New CORE Registrations	3	8	11	6	6	145	123	22
CORE Unique Participants	85	96	108	99↑	92	140	117	23
HIGH SCHOOL MINISTRY								
9th Summit*	7	7	10	7↑	6	9	5	4
10th Summit*	5	4	6	5↓	6	4	5	(1)
11th Summit*	5	5	6	4↓	5	5	4	1
12th Summit*	5	6	3	4↓	5	5	5	0
Summit Unique Participants	28	26	14	21↓	27	46	47	(1)
BAPTISMS								
Infants/Children	5	2	7	1↓	2	30	26	4
Students (6th-12th grade)	0	0	1	0	0	5	7	(2)
Adults	0	0	0	0	0	1	0	1
Baptism Class*	3	n/a[1]	3	4↑	0	14	16	(2)

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
February 2023

	Nov 2022	Dec 2022	Jan 2023	Feb 2023	Feb 2022	MONTHLY TREND	22/23 FYTD	21/22 FYTD	FYTD TREND
MISC. WORSHIP (Monthly #s & FYTD Cumulative)									
Audio Message Downloads	319	390	371	448	342	106	3,136	2,974	162
SCHOOL OF THE ARTS									
Instructors this session	10	10	9	9	9	0	10	8	1
Disciplines (Instruments) this session	5	5	6	6	6	0	5	6	(1)
Students this session	74	74	73	73	98	(25)	75	95	(20)
ATTENDANCE (Monthly & FYTD Averages)									
Live Stream Hits (avg/weekend)	570	631	625	584	799	(215)	567	667	(100)
5:00 pm Saturday	113	121	144	139	140	(1)	121	108	13
9:00 am Sunday	325	316	345	392	276	116	311	227	84
10:45 am Sunday	307	324	362	349	343	6	320	264	56
9:00 am Children's	77	64	87	93	88	5	61	54	7
10:45 am Children's	78	84	90	81	87	(6)	63	56	7



	July	August	September	October	November	December	January	February	March	April	May	June
FY 22/23	**1,274**	1,605	1,526	**1,515**	1,500	2,236	**1,645**	1,704				
FY 21/22	1,174	**1,309**	1,290	**1,372**	1,388	2,242	**1,478**	1,798	1,571	2,292	**1,538**	1,384
FY 20/21	1,213	**1,149**	1,448	1,497	1,659	1,960	**1,873**	2,375	3,158	2,596	**1,599**	1,580
FY 19/20	1,357	1,698	**1,740**	1,674	1,839	**2,913**	2,002	1,836	**2,519**	2,571	**1,313**	1,535
CY vs. PY	100	296	236	143	112	(6)	167	(94)	(1,571)	(2,292)	(1,538)	(1,384)
CY vs. PY	8.52%	22.61%	18.29%	10.42%	8.07%	-0.27%	11.30%	-5.23%	-100.00%	-100.00%	-100.00%	-100.00%

Whole Life Board Report
Kelly Reinhart
March 2023

Action Teams
Highlights:
- Action teams saw an increase of 16 new people joining existing action teams in February.
- This brings the total of registrations to 508.
- Unique participants in action teams are up to from 374 to 381.

Challenges
- Ashley continues to be on maternity leave until March 7, but the team has been working well together to cover her responsibilities.

Prayer Requests:
- For Action Team participants to not only meet their goals but to consider leading an action team.
- For the recruitment efforts of future leaders and Action Teams, specifically for men's spiritual teams, relational/physical family teams, and co-ed relational and spiritual teams.

Intensives:
Highlights:
- A Mission Trip Meeting was held on Feb. 26 with 14 people in attendance. A vision was cast for "Vocational Intensives" at Pathfinder Church, and the Nicaragua and Cambodia trips were highlighted. Many in attendance (in addition to some people who could not make the meeting) requested applications.

Challenges:
- As Pathfinder reenters the international mission trip scene after a two-year hiatus due to COVID, leadership is reevaluating policies.

Prayer Requests:
- For God to provide leaders interested in leading Intensives (financial and employment workshops, etc.).
- That God would direct those who should be on the mission trips to Nicaragua and Cambodia and that they would answer His call.

Stronghold Building Project
Highlights:
- The remaining tile and painting are complete, and the team is moving into a deep clean once all construction areas are complete.

Challenges:
- No pressing challenges currently.

Prayer Requests:
- That the whole project finishes strong, and everyone stays focused and safe.

Hospitality

Highlights:

- Between the café, communion prep, and hospitality, we have five confirmation students serving with our weekend teams. One of the students in the café wants to continue to serve after his hours are up.
- We have an upcoming communion training we are recruiting for to increase our communion service volunteer numbers.

Challenges:

- Identifying any holes in our weekend hospitality and fixing them quickly.

Prayer Requests:

- There have been personal challenges with many hospitality volunteers over the last few months. We would love prayers for servant hearts that need to be poured into.

Pop Ups

Highlights:

- We had 5 new Pop Ups confirmed and registration to go live.
- Going forward, Tara Reimann will work with the volunteer who coordinates with the Red Cross to offer the blood drives held on our campus and present them as Pop Ups.

Challenges:

- Pop Ups are filling up fast, so some people haven't been able to sign up. We are hoping to turn that into a highlight and get more people that want to lead a similar Pop Up.

Prayer Requests:

- That new people connect to Pathfinder through these Pop Ups.

Getting Started

- Getting Started was held on Sunday, February 12th. Seventeen people attended, and fifteen of those people became members. One of the couples also has a teenager who will be a member.

Metrics Attached

Whole Life Metrics
February 2023

	Nov 2022	Dec 2022	Jan 2023	Feb 2023	Feb 2022	22/23 FYTD	21/22 FYTD	FYTD TREND
ACTION TEAMS								
*Total Registrations per month	0	0	493	16	0	1,393	0	1,393
**Total Unique Participants for season			374		0	1,113	0	1,113
**Total First-Time Participants for season			135		0	135	0	135
# of Teams	51	0	40	39	0	102	0	102
POP UPS								
Total Registrations	51	160	0	50	0	342	0	342
# of Pop Ups	1	1	0	1	0	10	0	10
GETTING STARTED								
Getting Started	14	0	14	17	16	86	52	34
New Members	10	0	5	13	12	53	41	12
Guest Registrations	2	2	4	9	3	33	26	7
PREMARITAL								
Pre-Marital	0	0	2	0	6	8	14	(6)
MISSIONS								
Mission Trips	0	0	0	0	0	0	0	0
(**) ***Local Missions (# Volunteers)	0	13	0	0	0	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 included 21 Prosper the City Teams with 230 registrations. (corrected 11/10/22)

** This line was added Jan. 2023 and will be reported in July (summer), Oct. (fall), and Jan/Mar (winter/spring).

***This year because of COVID this list focuses on Missions Week Volunteers. Last year Prosper the City was counted under this; this year it's counted as Action Teams.

Branding, Marketing & Creative
March 2023

Highlights this month:

- In February, the MST Team got 8 positive feedback comments about the “Hard Conversations” message series.
- Filmed and finalized Rob Jacklin’s story and began production on a few more stories.
- Finalized new lease contract with Ricoh – Updating all campus printers (5+ years old).
- Exciting Actions developed out of our OKR work/presentations.

Challenges this month:

- Getting more Volunteers to cover the reception desk for extra meetings required.
- Having sufficient and the right equipment to be able to run a on location multi camera shoot and film footage that meets the vision and expectations of projects.
- Adjusting to Seth Hinz’s departure. Workloads, responsibility transitions, etc.

Prayer List this Month:

- For the many families (especially the children) struggling with separation or divorce in and outside of our church.
- God’s impact and anointing on all projects, events, and endeavors from Pathfinder Church staff and St. John School.
- For stamina and rest amongst the craziness of transition.

Metrics attached

Marketing/Creative Metrics
February 2023

	Nov 2022	Dec 2022	Jan 2023	Feb 2023	22/23 FYTD	21/22 FYTD	FYTD TREND
Website - Pathfinder							
Total Visits (Sessions)	6,300	13,929	16,324	15,513	77,155	62,350	14,805
% Unique Visits (New Visitors)	62%	95%	92%	91%	82%	77%	5
Referral Traffic	2%	9%	8%	11%	6%	2%	4
Direct Traffic	47%	36%	46%	45%	42%	41%	1
Search Traffic	46%	37%	28%	29%	36%	36%	0
Website - School							
Total Visits (Sessions)	1,625	1,295	5,626	4,344	21,037	18,040	2,997
% Unique Visits (New Visitors)	81%	74%	95%	93%	83%	79%	4
Referral Traffic	4%	12%	20%	10%	9%	9%	0
Direct Traffic	41%	49%	39%	48%	47%	42%	5
Search Traffic	30%	38%	36%	30%	32%	29%	3
Social Media - Pathfinder							
Facebook Total Followers	2,624	2,643	2,649	2,658	20,918	17,377	3,541
Instagram Followers	1,207	1,213	1,217	1,225	9,627	8,396	1,231
Twitter - Followers	462	461	461	460	3,700	3,669	31
YouTube Subscribers	3,321	3,357	3,377	3,402	26,556	23,662	2,894
YouTube Views	5,014	5,522	5,508	5,102	40,945	51,446	(10,501)
Social Media - School							
Facebook Total Followers	824	825	832	837	6,564	4,623	1,941
Instagram Followers	451	447	446	449	3,583	3,492	91
Twitter - Followers	143	143	142	140	1,148	1,141	7

*Update to Google Analytics 4 resulted in October issue

MST Feedback Report

Name	Not Started	In Progress	Completed	Total	POS	NEU	NEG
Member Success Team	0	0	0	0			
Whole Life	0	0	0	0	0	0	0
Care	0	0	0	0			
Communications	0	0	0	0			
Doctrine/ Messages	0	0	7	7			
Facilities	0	0	0	0			
General	0	1	0	1	1		
Generosity	0	0	1	1	0	1	
Kids Min	0	0	2	2	1	1	
Membership	0	1	0	1		1	
Student Ministry	0	0	0	0			
Worship	0	0	0	3	1	1	1
TOTAL				15	10	4	1

Since keeping track in "ROCK", this is the most positive comments we have received on a message series: _("The Lost Art of Hard conversations").

Operations & Finance Board Report

Matt Hewitt

March 2023

Celebrations this month:

- Our team has completed the fiscal year forecast. The forecasted variance is only ($33K) unfavorable to the budgeted deficit. While this variance is unfavorable, with giving down this variance could be far worse.
- Pathfinder's insurance renewal came in at a 7% increase, which is the lowest increase over the past several years.

Challenges:

- Giving in February was ($102K) below our budget of $369K.

Prayer Request:

- Continued generosity of the congregation this fiscal year and wisdom for our team in how to prioritize projects and investments that had been budgeted to live within our means.

Highlights:

Accounting & Human Resources & IT:

- We're continuing to develop a plan to engage project-based givers related to the sanctuary restroom project.
- Our team is getting started on our annual budgeting process.
- There was no new spending related to our infrastructure updates in February. ENT is still in the process of installing the new security cameras. Installation should be wrapping up here in March.

Infrastructure Update

	Status	**Expense Incurred as 2/28/23**	**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	$159,773	$189,321	117,000
Sanctuary Projectors	Completed	$243,590	$243,590	220,000
South Wing/Gym	Completed	$99,882	$99,882	75,000
TOTAL		**$1,716,780**	**$1,746,328**	**$1,687,000**

Facilities:

- The team has selected a new carpet and cove base to replace the carpet on Ministry Center 3rd floor which is original to the building.
- At this time the cubes will not be replaced as originally planned in the FY 2022-2023 budget.

Metrics attached

Operations/Finance Metrics
February 2023

	Nov 2022	Dec 2022	Jan 2023	Feb 2023	22/23 FYTD	21/22 FYTD	FYTD TREND
GENERAL FUND DONOR SUPPORT							
Total Unique Giving Units*	655	735	630	599	640	617	23
Donors $500 to $1,000*	108	124	105	97	109	123	(14)
Donors $1,000 plus*	86	129	73	56	75	73	2
New Donors	19	17	9	13	100	73	27
Unique online givers *	512	535	493	465	495	468	27
Percentage Given Electronic*	73%	79%	79%	80%	77%	701%	11
Total Electronic Giving $	376,259	459,233	284,079	215,123	2,444,861	2,306,410	138,451
Electronic Recurring Gifts $	124,957	136,878	124,193	124,028	1,016,354	996,444	19,910
Unique Electronic Recurring givers *	345	350	323	326	334	309	25
HUMAN RESOURCES *							
Full-time school	24	24	24	24	23	20	3
Part-time school	72	72	72	72	69	63	6
Full-time church	23	24	23	22	23	24	(1)
Part-time church	17	18	17	18	17	15	2
Total employees	136	138	136	136	132	121	11
Total Full-time Equivalent (FTE)*	76.15	73.48	78.68	74.12	73.17	69.43	3.74
TECHNOLOGY							
Workstations in service *	111	114	110	97	106	105	1
Helpdesk tickets	14	18	13	13	147	336	(189)
FOOD SERVICE							
Café number of tickets	418	376	405	461	3,179	2,945	234
FACILITIES							
Number of work orders received	61	72	70	52	599	548	51
Number of work orders completed	50	85	71	47	586	534	52
Number of work orders outstanding	39	26	25	30			

*** FYTD is an average**

School Team Board Report

Doug Mauss, Derek Scott, Rachel Bausch

March 2023

K-8

Highlights:

- We are scheduling tours weekly and have enrolled 2 new middle school students for next year.
- Parent/Teacher Conferences are occurring this week. Great conversations are happening all over campus.
- The Learning Fair was a huge success! It's been a long time since we've had so many families participate in an on-campus academic event. Here are a few parent quotes:
    - "It was nice to be in a community and surrounded by learning our students are doing."
    - "I love this celebration of our students and what they are learning."
- God has provided for our long-term sub needs in middle school! Current staff members, Brenda Angus and Amy Calzada, along with one of our treasured substitutes, Debbie Armbruster, have been working together to provide our students with a consistent and high quality middle school experience.

Challenges:

- Planning for next year's staffing and space needs
- Finding time to work on long-term goals and planning while running day-to-day operations

Requests for prayer/involvement:

- For a restful and restorative spring break for our whole community (3/20-3/24)
- For energy and wisdom as we plan for next year.

EC

Highlights:

- We continue to schedule family tours for the 23-24 school year. We currently have **144 students enrolled in EC** and several classes that are waitlisted already.
- The Daddy/Daughter Dance (hosted by PTL) was a great success for EC families and building community within our greater school.
- EC Administration met with EC lead teachers to have GOALS CHECK-IN meetings to ensure growth and next steps.
- We continue to have a pulse on the culture and often times there are bumps in the road that need to be addressed in the moment – we dug into some negativity amongst EC staff and are working on positive steps forward that will only better who we are. Hard conversations create beauty within!

Challenges:

- Hiring/adjusting staff for next year's needs.
- Adjusting spaces to accommodate students/classroom structures moving into the future.

Requests for prayer:

- For continued work/life balance in our community.

Metrics attached

School Ministry
February 2023

SCHOOL MINISTRY	Nov 2022	Dec 2022	Jan 2023	Feb 2023		Feb 2022	TREND
Early Childhood Enrollment	182	181	182	182		159	23
Kindergarten - 8th Grade Enrollment	207	209	208	210		181	29
Total Enrollment	389	390	390	392		340	52

Pathfinder Church
Financial Notes
Period Ending February 28, 2023
Updated – March 13, 2023

Ministry Fund

Overview

The Ministry Fund ended with a $66K deficit balance, which was $3K unfavorable to the budget for the month. The FYTD surplus of $215K was $255K favorable to the budget deficit.

- Giving in the current month was unfavorable to budget by $102K. FYTD giving is $429K unfavorable to budget. Other Income was $18K unfavorable to budget primarily due to a rescheduled Cambodia mission trip.
- Monthly expenses were favorable to budgeted expenses by $116K. FYTD expenses are $687K favorable to budget.

The Ministry Fund budgeted a deficit of ($293,705) and FYTD net results are forecasted to be ($326,283), which is $33K unfavorable to the budgeted deficit. The forecast is based on actual results July through February and forecasted results for March through June.

Pastoral Office

- No significant variances of note.

Operations

- $63K favorable for Facilities due to the net of:
  - $40K of flooring supplies not purchasesd
  - $20K of previous HVAC maintenance reclassed to the appropriate cost center - School
- $20K favorable for Finance and Administration for salary expenses
- $3K unfavorable for Mortgage/Debt due interest rates being higher than budgeted.

Marketing and Creative

- $3K favorable for Marketing and Creative due to salaries expenses
- $3K favorable for Technical – A/V/L due to equipment sales.

Whole Life Ministry

- $11K favorable for Missions due to the Stronghold Cambodia trip being rescheduled to October 2023.

Weekend Ministry

- $3K favorable for Weekend Ministry Leadership due to no activity for budgeted travel or professional development.

School Fund

Overview

The School Fund ended the month with an $41K unfavorable variance to the budget.

- Monthly income of $255K was favorable to budgeted income by $5K.

- Monthly expenses of $296K were unfavorable to budgeted expenses by $49K.

Income
- $3.5K favorable variance for budgeted adjusted income
- $2K favorable variance for school lunch income

Expenses
- $5K unfavorable variance for salary, wages and benefits
- $49K unfavorable variance for budgeted adjustment expenses

February Forecast
The School Fund budgeted a surplus of $11,264 and FYTD net results are forecasted to be ($14,841), which is $26K unfavorable to the budgeted surplus. The forecast is based on actual results July through February and forecasted results for March through June.

Reminder that the September Forecast projected an $14K surplus and the Feb Forecast now projects a $15K deficit.

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

Consolidated Balance Sheet
- Cash and Investments decreased by $157K.
- Accounts Receivable increased by $39K due to school tuition suspense payments activity.
- Prepaid Expenses decreased $21K due to $4K for Mauss sabbatical, $3K for PTL school auction and $11K school class trips.
- Accounts Payable decreased $33K due decreases in accruals for utility expenses, maintenance work and school spending.
- Deferred Tuition and Revenue decreased by $31K due recognition of monthly school 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	0.101%	1,972.05
Savings	First Community CU	0.00%	10.00
Steward Acct.	LCEF	01.250%	724,966.63
Checking	Fifth Third Bank	0.5000%**	1,311,935.72
			2,039,684.40

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

Budgeted Financial Statement for Period 8 - February
22-23 Report 1: Income Statement
Company#: 1 Name: Pathfinder Church
Fiscal Year Beginning 7/1/2022

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	$5,000,000	$267,035	$369,164	($102,129)	$3,096,615	$3,525,963	($429,348)
MINISTRY FUND INCOME	**$5,000,000**	**$267,035**	**$369,164**	**($102,129)**	**$3,096,615**	**$3,525,963**	**($429,348)**
PASTORAL OFFICE							
5 Pastoral Office	($496,315)	($36,868)	($37,459)	$591	($298,974)	($314,521)	$15,547
6 Stewardship	($18,290)	($157)	($530)	$373	($7,844)	($11,130)	$3,286
7 Care Ministries	($5,104)	($2,158)	($662)	($1,496)	($10,160)	($3,711)	($6,449)
TOTAL PASTORAL OFFICE	**($519,709)**	**($39,183)**	**($38,651)**	**($532)**	**($316,979)**	**($329,362)**	**$12,383**
OPERATIONS							
9 Facilities	($1,166,597)	($37,247)	($100,402)	$63,155	($494,681)	($858,036)	$363,355
10 Finance & Administration	($689,719)	($37,584)	($56,190)	$18,606	($361,813)	($456,514)	$94,701
11 Mortgage/Debt	($672,406)	($59,403)	($56,728)	($2,675)	($446,871)	($439,609)	($7,262)
12 School Tuition Assistance	($150,000)	($12,500)	($12,500)	$0	($100,000)	($100,000)	$0
13 Technology	($116,083)	($7,800)	($8,798)	$998	($72,254)	($88,053)	$15,799
TOTAL OPERATIONS	**($2,794,805)**	**($154,534)**	**($234,618)**	**$80,084**	**($1,475,620)**	**($1,942,212)**	**$466,592**
MARKETING & CREATIVE							
15 Marketing & Creative	($555,770)	($43,439)	($46,101)	$2,662	($359,125)	($375,975)	$16,850
16 Technical - A/V/L	($226,777)	($13,400)	($16,581)	$3,181	($123,880)	($137,743)	$13,863
17 Community Awareness	($13,005)	($12)	($50)	$38	($8,139)	($12,515)	$4,376
TOTAL MARKETING & CREAT	**($795,552)**	**($56,850)**	**($62,732)**	**$5,882**	**($491,144)**	**($526,233)**	**$35,089**
WHOLE LIFE MINISTRY							
19 Whole Life Ministry	($320,657)	($25,624)	($27,544)	$1,920	($129,650)	($208,747)	$79,097
20 Missions	($153,464)	($6,142)	($16,634)	$10,492	($52,850)	($70,704)	$17,854
21 Staff Culture & Developmer	($47,030)	($2,299)	($1,140)	($1,159)	($32,736)	($35,220)	$2,484
22 Cafe'	($23,240)	($1,722)	($1,846)	$124	($12,200)	($14,583)	$2,383
23 Hospitality	($8,895)	($633)	($245)	($388)	($6,581)	($5,500)	($1,081)
TOTAL WHOLE LIFE MINISTR	**($553,286)**	**($36,419)**	**($47,409)**	**$10,990**	**($234,017)**	**($334,754)**	**$100,737**
WEEKEND MINISTRY							
25 Kids Ministry	($199,021)	($16,676)	($14,852)	($1,824)	($126,423)	($128,423)	$2,000
26 Student Ministry	($200,113)	($12,946)	($13,803)	$857	($84,856)	($144,941)	$60,085
27 Weekend Ministry Leadersh	($12,989)	($104)	($3,147)	$3,043	($3,883)	($11,591)	$7,708
28 Worship	($218,230)	($15,995)	($16,228)	$233	($149,102)	($148,716)	($386)
TOTAL WEEKEND MINISTRY	**($630,353)**	**($45,720)**	**($48,030)**	**$2,310**	**($364,263)**	**($433,671)**	**$69,408**
TOTAL MINISTRY FUND	**($293,705)**	**($65,671)**	**($62,276)**	**($3,395)**	**$214,592**	**($40,269)**	**$254,861**
SCHOOL FUND							
30 Income	$3,138,360	$254,966	$250,427	$4,539	$2,126,527	$2,148,242	($21,715)
31 Expenses	($3,127,096)	($296,045)	($246,972)	($49,073)	($2,074,988)	($2,160,003)	$85,015
TOTAL SCHOOL FUND	**$11,264**	**($41,079)**	**$3,455**	**($44,534)**	**$51,540**	**($11,761)**	**$63,301**

Budgeted Financial Statement for Period 8 - February
22-23 Report 2: Income Statement (Income Detail)
Company#: 1 Name: Pathfinder Church
Fiscal Year Beginning 7/1/2022

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	$5,000,000	$267,035	$369,164	($102,129)	$3,096,615	$3,525,963	($429,348)
TOTAL MINISTRY GIVING INCOME	**$5,000,000**	**$267,035**	**$369,164**	**($102,129)**	**$3,096,615**	**$3,525,963**	**($429,348)**
PASTORAL OFFICE							
TOTAL PASTORAL OFFICE	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
OPERATIONS							
7 Facilities	$13,150	$255	$0	$255	$6,892	$13,150	($6,258)
8 Finance & Administration	$5,326	$0	$0	$0	$5,326	$5,326	($0)
9 Investment Income	$1,801	$695	$138	$557	$4,347	$1,199	$3,148
10 Technology	$0	$0	$0	$0	$180	$0	$180
TOTAL OPERATIONS	**$20,277**	**$950**	**$138**	**$812**	**$16,745**	**$19,675**	**($2,930)**
MARKETING & CREATIVE							
12 Marketing & Creative	$28,947	$1,697	$2,533	($836)	$22,212	$19,997	$2,215
13 Technical A/V/L	$1,000	$3,913	$0	$3,913	$19,903	$0	$19,903
14 Community Awareness	$16,525	$0	$0	$0	$13,728	$16,500	($2,772)
TOTAL MARKETING & CREATIVE	**$46,472**	**$5,611**	**$2,533**	**$3,078**	**$55,843**	**$36,497**	**$19,346**
WHOLE LIFE MINISTRY							
16 Whole Life Ministry	$34,275	$1,224	$900	$324	$18,906	$18,650	$256
17 Missions	$39,455	$0	$23,355	($23,355)	$14,832	$36,855	($22,023)
18 Cafe'	$20,855	$2,950	$1,700	$1,250	$14,869	$13,725	$1,144
19 Hospitality	$880	$113	$40	$73	$709	$520	$189
TOTAL WHOLE LIFE MINISTRY	**$95,465**	**$4,287**	**$25,995**	**($21,708)**	**$49,316**	**$69,750**	**($20,434)**
WEEKEND MINISTRY							
21 Kids Ministry	$41,200	$344	$150	$194	$1,932	$900	$1,032
22 Student Ministry	$40,560	$0	$0	$0	$14,035	$14,330	($295)
23 Worship	$0	$0	$0	$0	$169	$0	$169
TOTAL WEEKEND MINISTRY	**$81,760**	**$344**	**$150**	**$194**	**$16,136**	**$15,230**	**$906**
TOTAL MINISTRY FUND INCOME	**$5,243,974**	**$278,225**	**$397,980**	**($119,755)**	**$3,234,656**	**$3,667,115**	**($432,459)**
SCHOOL INCOME							
25 Tuition K-8	$1,797,761	$148,997	$149,873	($876)	$1,197,236	$1,198,269	($1,033)
26 Tuition ECE	$961,772	$79,393	$80,007	($614)	$638,789	$641,744	($2,955)
27 Tuition - Childcare	$123,501	$12,245	$11,816	$429	$88,335	$88,053	$282
28 Annual Fund	$100,090	$464	$2,000	($1,536)	$28,503	$92,090	($63,587)
31 Grant Income	$7,800	$0	$0	$0	$7,800	$7,800	$0
32 Athletics	$28,390	$1,458	$0	$1,458	$19,727	$19,990	($263)
33 Learning Center Fees	$4,450	$925	$650	$275	$5,131	$2,950	$2,181
34 Chapel/Mission Offerings	$3,630	$216	$500	($284)	$1,557	$3,330	($1,773)
35 Field Trips	$7,000	$0	$0	$0	$2,775	$3,500	($725)
36 Other Income	$23,191	$2,251	$1,840	$411	$13,571	$15,981	($2,410)
37 Budgeted Adjusted Income	($56,227)	$0	($3,519)	$3,519	$0	($41,397)	$41,397
38 School Lunch Income	$62,558	$9,016	$7,260	$1,756	$48,571	$41,488	$7,083
39 Online Enrollment/Registrations	($74,444)	$0	$0	$0	($74,531)	($74,444)	($87)
TOTAL SCHOOL INCOME	**$3,138,360**	**$254,966**	**$250,427**	**$4,539**	**$2,126,527**	**$2,148,242**	**($21,715)**

Budgeted Financial Statement for Period 8 - February
22-23 Report 3: Income Statement (Expense Detail)
Company#: 1 Name: Pathfinder Church
Fiscal Year Beginning 7/1/2022

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	($496,315)	($36,868)	($37,459)	$591	($298,974)	($314,521)	$15,547
4 Stewardship	($18,290)	($157)	($530)	$373	($7,844)	($11,130)	$3,286
5 Care Ministries	($5,104)	($2,158)	($662)	($1,496)	($10,160)	($3,711)	($6,449)
TOTAL PASTORAL OFFICE	**($519,709)**	**($39,183)**	**($38,651)**	**($532)**	**($316,979)**	**($329,362)**	**$12,383**
OPERATIONS							
7 Facilities	($1,179,747)	($37,502)	($100,402)	$62,900	($501,573)	($871,186)	$369,613
8 Finance & Administration	($695,045)	($37,584)	($56,190)	$18,606	($367,139)	($461,840)	$94,701
9 Mortgage/Debt	($674,207)	($60,098)	($56,866)	($3,232)	($451,218)	($440,808)	($10,410)
10 School Tuition Assistance	($150,000)	($12,500)	($12,500)	$0	($100,000)	($100,000)	$0
11 Technology	($116,083)	($7,800)	($8,798)	$998	($72,434)	($88,053)	$15,619
TOTAL OPERATIONS	**($2,815,082)**	**($155,483)**	**($234,756)**	**$79,273**	**($1,492,365)**	**($1,961,887)**	**$469,522**
MARKETING & CREATIVE							
13 Marketing & Creative	($584,717)	($45,136)	($48,634)	$3,498	($381,337)	($395,972)	$14,635
14 Technical - A/V/L	($227,777)	($17,313)	($16,581)	($732)	($143,783)	($137,743)	($6,040)
15 Community Awareness	$29,530	$12	$50	($38)	$21,867	$29,015	($7,148)
TOTAL MARKETING & CREATIVE	**($842,024)**	**($62,461)**	**($65,265)**	**$2,804**	**($546,987)**	**($562,730)**	**$15,743**
WHOLE LIFE MINISTRY							
17 Whole Life Ministry	($354,932)	($26,848)	($28,444)	$1,596	($148,556)	($227,397)	$78,841
18 Missions	($192,919)	($6,142)	($39,989)	$33,847	($67,682)	($107,559)	$39,877
19 Staff Culture & Development	$47,030	$2,299	$1,140	$1,159	$32,736	$35,220	($2,484)
20 Cafe'	($44,095)	($4,671)	($3,546)	($1,125)	($27,069)	($28,308)	$1,239
21 Hospitality	($9,775)	($746)	($285)	($461)	($7,290)	($6,020)	($1,270)
TOTAL WHOLE LIFE MINISTRY	**($648,751)**	**($40,705)**	**($73,404)**	**$32,699**	**($283,333)**	**($404,504)**	**$121,171**
WEEKEND MINISTRY							
23 Kids Ministry	($240,221)	($17,019)	($15,002)	($2,017)	($128,355)	($129,323)	$968
24 Student Ministry	($240,673)	($12,946)	($13,803)	$857	($98,891)	($159,271)	$60,380
25 Weekend Ministry Leadership	($12,989)	($104)	($3,147)	$3,043	($3,883)	($11,591)	$7,708
26 Worship	$218,230	$15,995	$16,228	($233)	$149,271	$148,716	$555
TOTAL WEEKEND MINISTRY	**($712,113)**	**($46,064)**	**($48,180)**	**$2,116**	**($380,400)**	**($448,901)**	**$68,501**
TOTAL MINISTRY FUND EXPENSES	**($5,537,679)**	**($343,897)**	**($460,256)**	**$116,359**	**($3,020,064)**	**($3,707,384)**	**$687,320**
SCHOOL EXPENSES							
28 Salary, Wages, Benefits & Outsourced L	($2,286,983)	($215,224)	($210,399)	($4,825)	($1,525,991)	($1,505,400)	($20,591)
29 Classroom Supplies, Materials & Equipm	($42,297)	($870)	($1,850)	$980	($26,805)	($31,647)	$4,842
30 Conferences, Education & Development	($26,323)	($1,104)	($550)	($554)	($7,936)	($19,173)	$11,237
31 Technology Services, Hardware & Softwa	($113,487)	($2,716)	($3,103)	$387	($76,086)	($98,175)	$22,089
32 Centered Care Expenses	($115,437)	($11,178)	($12,739)	$1,561	($72,329)	($80,089)	$7,760
33 Athletic Events	($30,775)	($2,313)	($2,750)	$437	($19,305)	($24,750)	$5,445
34 Field Trips	($7,000)	$0	$0	$0	($2,573)	($3,500)	$927
35 Copier Expense	($10,241)	($1,313)	($1,000)	($313)	($9,386)	($7,241)	($2,145)
36 Bad Debt	($5,000)	($167)	$0	($167)	($167)	$0	($167)
37 Missions	($1,500)	$0	($1,500)	$1,500	($508)	($1,500)	$992
38 Fundraising Expense	($500)	$0	$0	$0	$0	($500)	$500
39 Other Expenses	($469,495)	($51,429)	($54,383)	$2,954	($280,096)	($322,324)	$42,228
40 Budgeted Adjustment Expenses	$53,966	$0	$49,268	($49,268)	$0	($15,244)	$15,244
41 School Lunch Expenses	($72,024)	($9,732)	($7,966)	($1,766)	($53,804)	($50,460)	($3,344)
TOTAL SCHOOL EXPENSES	**($3,127,096)**	**($296,045)**	**($246,972)**	**($49,073)**	**($2,074,988)**	**($2,160,003)**	**$85,015**

Statement of Financial Position for Period 8 - February
Company#: 1 Name: Pathfinder Church
Fiscal Year Beginning 7/1/2022

Account	YTD Current	Prior Period	FYE 21-22	FYE 20-21
Assets				
Current Assets - Unrestricted				
Cash and Investments	$2,076,316	$2,233,575	$1,681,853	$1,891,968
Accounts Receivable	$77,922	$39,006	$36,474	$10,596
Inventory	$2,970	$3,197	$2,757	$3,172
Prepaid Expenses	$110,524	$99,890	$93,979	$56,807
Total Current Assets - Unrestricted	$2,267,731	$2,375,669	$1,815,063	$1,962,544
Fixed Assets				
Land	$2,436,787	$2,436,787	$2,422,932	$2,440,780
Buildings	$25,272,205	$25,272,205	$25,272,205	$24,305,568
Furniture/Fixtures/Technology	$1,874,401	$1,874,401	$1,874,401	$1,700,886
Capitalized Interest	$46,465	$46,465	$46,465	$46,465
Construction in Progress	$492,415	$492,415	$241,710	$0
Less Accumulated Depreciation	($17,514,750)	($17,514,750)	($17,514,750)	($17,109,665)
Total Fixed Assets	$12,607,523	$12,607,523	$12,342,963	$11,384,034
Other Assets				
Deferred Financing Costs	$25,543	$26,714	$35,034	$38,314
Other Assets	$221,010	$221,010	$221,010	$215,038
Total Other Assets	$246,553	$247,724	$256,044	$253,352
Total Assets	$15,121,807	$15,230,916	$14,414,071	$13,599,930
Liabilities and Net Assets				
Liabilities				
Current Liabilities				
Accounts Payable	$89,643	$110,959	$492,385	$100,334
Accrued Expenses	$175,432	$165,687	$145,213	$149,560
Deferred Tuition and Revenue	$424,276	$454,692	$114,014	$75,917
Current Maturities of LT Debt	$525,000	$525,000	$485,000	$420,000
Total Current Liabilities	$1,214,351	$1,256,338	$1,236,612	$745,810
Long-Term Liabilities				
Bonds, Less Current Maturities	$0	$0	$0	$4,270,000
Swap Contract Liability	$0	$0	$0	$42,530
Long Term Loan Payable	$4,725,000	$4,725,000	$4,500,000	$0
Total Long-Term Liabilities	$4,725,000	$4,725,000	$4,500,000	$4,312,530
Interfund Payables/Receivables	$0	$0	$0	$0
Total Liabilities	$5,939,351	$5,981,338	$5,736,612	$5,058,341
Net Assets				
Ministry Fund Operating	$949,100	$1,014,771	$734,507	$592,137
School Fund Operating	($24,755)	$16,325	($76,294)	($113,740)
Building Fund	$7,908,731	$7,864,981	$7,578,231	$7,616,876
Launch	$15,000	$15,000	$27,500	$161,944
Unrealized Derivative Gain(Loss)	$0	$0	$0	($42,530)
All Others	$334,380	$338,501	$413,514	$326,902
Total Net Assets	$9,182,456	$9,249,578	$8,677,458	$8,541,589
Total Liabilities and Net Assets	($15,121,807)	($15,230,916)	($14,414,071)	($13,599,930)

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

	FY 22/23 February	FY 22/23 January	FY 21/22 June	FY 20/21 June
Cash and Investments				
Total Cash and Investments *	$ 2,076,316	$ 2,233,575	$ 1,681,853	$ 1,891,968
Temp. Restricted Funds (Internally Managed)				
Launch	15,000	15,000	27,500	161,944
School Scholarship Fund	119,870	122,302	169,941	107,539
Parent Teachers League	97,088	96,977	63,445	67,491
Chris Toomey Student Mission Fund	-	-	38,134	
MF Temporarily Restricted	620	620	5,731	3,629
Christ In Action	-	-	-	23,799
School of the Arts	5,626	5,939	6,087	4,047
Endowment Fund	45,478	45,478	43,195	41,007
Other	207	207	207	207
	283,889	286,523	354,240	409,663
Excess/(Underfunded) Balance pre Affiliate Funds	1,792,427	1,947,052	1,327,613	1,482,305
Temp. Restricted Funds (Affiliate Controlled)				
Boy Scout Troop #782	14,106	14,313	17,282	21,410
MOPS	24,856	26,237	32,182	29,676
Soccer Association	8,805	16,927	27,275	18,684
Illuminations - Puppet Ministry	8,805	8,705	8,406	7,806
All Other	797	797	717	717
Total Ongoing Fund Balances	57,369	66,979	85,862	78,293
Excess/(Underfunded) Core Cash Balance	$ 1,735,058	$ 1,880,073	$ 1,241,751	$ 1,404,012
Analysis of Monthly Fluctations in Core Cash Balance				
Increase / (Decrease) in Month End Core Cash	$ (145,015)	$ (212,356)	$ (360,505)	$ (188,210)
Components Driving Change in Core Cash				
Monthly Surplus / (Deficit) Ministry Fund	(65,671)	(41,152)	(144,443)	(42,336)
Monthly Surplus / (Deficit) School Fund	(41,079)	11,056	(139,910)	(104,489)
	(106,750)	(30,096)	(284,353)	(146,825)
Ministry Fund: noncash expense for Debt Principal	43,750	43,750	40,500	38,000
Payment of Annual Debt Principal from Core Cash		(485,000)		
School Grant Received				
School Grant: noncash revenue				
Increase / (Decrease) in Prepaid School Tuition	(30,586)	196,200	(157,307)	(138,815)
*** Decrease / (Increase) in Other Working Capital	(51,429)	62,790	40,655	59,430
Total Incr. / (Decr.) in Month End Core Cash	(145,015)	(212,356)	(360,505)	(188,210)

*** - 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**	337,977	375,763	40,290	15,055
Prior Month Deferred Tuition Liability	375,763	238,076	198,647	155,370
Source of Cash / (Use of Cash): Deferred Tuition	(37,786)	137,687	(158,357)	(140,315)
Current Month Deferred Registration Fees Liability	65,713	58,513	59,144	51,006
Prior Month Deferred Registration Fees Liability	58,513	-	58,094	49,506
Source of Cash / (Use of Cash): Deferred Tuition	7,200	58,513	1,050	1,500
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 February 28, 2023

	Forecasted Quarter Ending		Actuals at				
	June-23	March-23	February-23	June-22	June-21	June-20	June-19
Cash and Investments							
Total Cash and Investments *	$ 1,329,174	$ 2,060,280	$ 2,076,316	$ 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	1,329,174	2,060,280	2,076,316	1,681,853	1,891,968	921,823	1,450,007
Days Cash on Hand - Total Cash[1]	**70.5**	**109.3**	**110.2**	**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	93,190	113,200	119,870	169,941	107,539	-	-
Parent Teachers League	60,614	132,088	97,088	63,445	67,491	43,888	5,938
Chris Toomey Student Mission Fund	-	-					
MF Temporarily Restricted	367	654	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	5,019	6,509	5,626	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
	212,375	309,386	283,889	354,240	409,763	387,902	985,118
Excess/(Underfunded) Balance pre Affiliate Funds	1,116,798	1,750,894	1,792,427	1,327,613	1,482,205	533,921	464,889
Temp. Restricted Funds (Affiliate Controlled)							
Boy Scout Troop #782	14,403	14,935	14,106	17,282	21,410	20,282	18,656
Cub Scout Pack #782	-	-	-	-	-	6,127	6,943
MOPS	29,284	28,672	24,856	32,182	29,676	27,669	25,953
Soccer Association	20,903	21,410	8,805	27,275	18,684	13,998	7,621
Illuminations - Puppet Ministry	8,571	8,514	8,805	8,406	7,806	7,256	6,528
All Other	-	-	797	717	717	617	(147)
Total Ongoing Fund Balances	73,160	73,531	57,369	85,862	78,293	75,949	65,554
Excess/(Underfunded) Core Cash Balance	$ 1,043,638	$ 1,677,362	$ 1,735,058	$ 1,241,751	$ 1,403,912	$ 457,972	$ 399,335
Days Cash on Hand - Core Cash[1]	**55.4**	**89.0**	**92.1**	**71.6**	**88.9**	**28.1**	**25.0**
Analysis of Monthly Fluctations in Core Cash Balance							
Increase / (Decrease) in Month End Core Cash	$ (633,724)	$ (57,696)	$ 493,307	$ (162,161)	$ 945,940	$ 58,637	$ 179,534
Components Driving Change in Core Cash							
Monthly Surplus / (Deficit) Ministry Fund	(430,632)	(110,243)	214,593	169,177	594,004	(322,941)	553,355
Monthly Surplus / (Deficit) School Fund	(72,354)	5,973	51,540	37,447	301,206	(66,386)	42,582
Total Surplus / (Deficit) for the Month	(502,986)	(104,270)	266,133	206,624	895,210	(389,327)	595,937
Deferred Spending - GF	-	-	-	(33,542)	-	-	-
Deferred Spending - School	-	-	-	-	-	-	-
Ministry Fund: noncash expense for Debt Principal	131,250	43,750	330,000	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 Stewdarship 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	(301,752)	27,896	304,256	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	39,764	23,412	(63,176)	(33,041)	44,591	(114,120)	(78,570)
Total Incr. / (Decr.) in Month End Core Cash	(633,724)	(57,696)	493,307	(162,161)	945,940	58,637	179,534
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	49,960	362,587	337,977	40,290	15,055	13,149	28,392
Prior Month Deferred Tuition Liability	246,322	337,977	375,763	198,647	155,370	86,116	141,275
Source of Cash / (Use of Cash): Deferred Tuition	(196,363)	24,610	(37,786)	(158,357)	(140,315)	(72,967)	(112,883)
Current Month Deferred Registration Fees Liability	79,875	68,999	65,713	59,144	51,006	39,235	41,903
Prior Month Deferred Registration Fees Liability	76,071	65,713	58,513	58,094	49,506	37,888	40,803
Source of Cash / (Use of Cash): Deferred Tuition	3,804	3,286	7,200	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 February 28, 2023

Ministry Fund

Department	Dept. #	Account	Actual	Budget	Difference	Will More Exp. Occur?	When	Committed	Discretionary
Weekend Worship	100	Professional Development	2,273	7,520	(5,247)	No			
Worship	110	Christmas/Easter Services	966	3,225	(2,259)	Yes	Mar/Apr	2,259	
Tech A/V	114	Tech Equipment Installation	3,000	6,400	(3,400)	Yes	May/Jun		1,500
Tech A/V	114	Video Production	2,195	5,340	(3,145)	Yes	Mar/Apr	1,000	
Facilities	120	Flooring Supplies	-	105,000	(105,000)	Yes	April	64,000	
Facilities	120	Snow Removal	2,107	6,700	(4,593)	Yes			4,593
Facilities	120	Roof Maintenance	-	4,000	(4,000)	Yes			4,000
Facilities	120	HVAC Maintenance	3,324	11,000	(7,676)	Yes	June		7,676
Facilities	120	Capital Improvements	6,952	185,000	(178,048)	Yes	May/Jun		178,048
Facilities	120	Furniture/Fixture Purchases	1,199	56,000	(54,801)	No			
Facilities	120	Fire Prevention Services	2,389	4,274	(1,885)	Yes	Var	1,885	
Technology	121	Database Training	-	2,000	(2,000)	No			
Technology	121	Hardware Purchases	12,665	24,428	(11,763)	Yes			3,000
Finance & Admin	130	Salaries	189,308	269,866	(80,558)	No			
Staff Culture & Develop	145	Employee Recruitment	6,622	10,400	(3,778)	Yes	Var		3,778
Pastoral Office	170	Sabbatical Expense	4,000	11,635	(7,635)	Yes	Mar/Apr	7,635	
Pastoral Office	170	Conferences	139	2,240	(2,101)	No			
Pastoral Office	170	Bonus Pool	1,500	5,000	(3,500)	No			
Pastoral Office	170	District/Synodical Convention	-	2,000	(2,000)	Yes	Mar	2,000	
Marketing & Creative	200	Christmas/Easter Productions	5,438	10,250	(4,812)	Yes	Mar/Apr	4,812	
Marketing & Creative	200	Marketing/Website/ Social Media	26,961	29,550	(2,589)	Yes	Var	2,589	
Marketing & Creative	200	Mobile App	6,199	17,786	(11,587)	Yes	Var	7,000	4,587
Community Awareness	210	December Event	14,302	20,000	(5,698)	No			
Kids Ministry	260	Leadership Development	1,703	3,300	(1,597)	No			
Kids Ministry	260	Family Events	1,484	4,000	(2,516)	Yes	Feb	2,516	
Whole Life	330	Women Intensive	3,533	7,500	(3,967)	Yes	Var		3,967
Missions	380	Mission Partner Support	3,000	6,000	(3,000)	Yes	Var	3,000	
Missions	380	Scholarships	-	4,000	(4,000)	Yes	May/Jun	4,000	
Cambodia Trip	380	Cambodia trip - net	-	10,525	(10,525)	No			
Student Ministry	430	MS Fall Retreat - net	1,109	3,000	(1,891)	No			
			$ 302,368	$ 837,939	$ (535,571)			$ 102,696	$ 211,149

School Fund

Department	Dept. #	Account	Actual	Budget	Difference	Will More Exp. Occur?	When	Committed	Discretionary
K-8 Program	110	Curriculum Materials	8,206	12,113	(3,907)	Yes	Var	3,907	
K-8 Program	110	Computer Equipment	35,872	58,716	(22,844)	Yes	May/June		10,000
K-8 Program	110	Security Systems	7,281	42,056	(34,775)	Yes	Mar/Apr	34,775	
Child Care	140	Child Care Equipment	20	2,200	(2,180)	Yes	June		2,180
Child Care	140	Child Care Supplies	2,523	4,702	(2,179)	Yes	Var		2,179
Personnel	150	Continuing Education	-	3,500	(3,500)	Yes	May/June		3,500
Personnel	150	Teacher Conferences	150	2,000	(1,850)	Yes	May/June		1,850
Personnel	150	Staff Development	4,602	6,005	(1,403)	Yes	May/June		1,403
School Admin	160	Office Software	1,746	3,699	(1,953)	Yes	Var		1,953
School Admin	160	Advertising	12,946	18,826	(5,880)	Yes	Var		5,880
School Admin	160	Conferences	206	3,606	(3,400)	Yes	Var	3,400	
ECE	170	Continuing Education	-	2,500	(2,500)	Yes	May/June		2,500
Other	190	Space Improvements	34,050	56,086	(22,036)	No			
			$ 107,602	$ 216,009	$ (108,407)			$ 42,082	$ 31,445

Pathfinder Church
Launch Reconciliation
2/28/2023

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

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.