

**Pathfinder Church**

Board of Directors

Monthly Meeting

August 15, 2023

**Pathfinder Church**  
Board of Directors Meeting  
August 15, 2023

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Joint Meeting: Board of Directors & Board of Elders  
Tuesday, August 15, 2023

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

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

- Opening Devotion – Adam Bichsel
- Welcome new BOD members Becky Greer, Craig McArton, and Eduardo Ramos and Introductions – Dion Garrett

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

- Approval of May BOD & Congregational Meeting Minutes – Adam Bichsel
- Acknowledgement of Financial Accounts Resolution Motion – Matt Hewitt
- FY 22/23 Year-End & Cash Projections Discussion – Matt Hewitt & Finance Committee
- School Enrollment Update – Dion Garrett & Matt Hewitt
- New Two-Year Ministry Plan & Campaign Update – Dion Garrett & Matt Hewitt
- Senior Pastor Update – Dion Garrett

**Board of Elders Business – 8:30 p.m. – 9:00 p.m.**

- Elders Report – Bob Ingle
- Pastoral Care/Other Business – Dion Garrett & Bob Ingle

**Closing Prayer & Adjourn 9:00 p.m.**

- Closing Prayer – Anmarie Wallis

# May Pathfinder Board of Directors Meeting

May 16, 2023, 7:00 PM  
Imagineering Room

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

Excused: David Pradhan, Marla Maloney, Damola Oshin

Scott Morris began the meeting at 7:01 p.m. with Annmarie Wallis leading a devotion and a prayer around recognizing and celebrating the ways that God shows up in our lives and in this ministry. Adam Bichsel made a motion to accept the January board meeting minutes. Matthew Finke seconded the motion. A voice vote was held on the motion and all members present voted affirmative.

Mike Frith led conversation surrounding nominations for the Board of Elders and the nominations for continued service for another 2-year term for Bruce Litzsinger, Don Sternberg, and Bob Ingle. A discussion was had around the nomination process and those candidates. A motion was made by Dion Garrett to approve the slate of nominators for an additional two-year term. Beth Rusert seconded the motion. A voice vote was held on the motion and all members present voted affirmative.

Annmarie Wallis gave an overview of the nomination process for the Board of Directors. The candidates selected by the nominating committee were reviewed including their backgrounds, skills, and insights from the interview process. A motion was made by Matthew Finke to present Becky Greer, Craig McArton, and Eduardo Ramos for the member-at-large open positions at the May Congregational Meeting. Adam Bichsel will also be included in the slate as President and Damola Oshin as Vice President. Matthew Hewitt seconded the motion. A voice vote was held on the motion and all members present voted affirmative.

Mike Frith also gave an update on behalf of the Board of Elders on their role and outlook as part of Pathfinder's future. The Board of Directors affirmed their important work and the how the Board of Elders work to reflect and evaluate on how Pathfinder remains Biblically sound.

Dion Garrett then reviewed the OKRs (Objectives and Key Results) from the May board meeting packet. The OKR framework has been a big improvement in focusing the team, but he acknowledged they continue to grow in this format. Amongst all areas of ministry, there is clear growth and life-change occurring. Giving continues to be the only area that's not matching for growth. The team continues to look into this further, especially with having those who are younger in their faith joining Pathfinder. Discussion around some of the people and stories surrounding the Getting Started Orientation was also shared.

The Ministry Fund ended with a \$82K deficit balance, which was favorable by \$8K to the budget for the month. The FYTD surplus of \$91K was \$271K favorable to the budget deficit.

- Giving in the current month was unfavorable to budget by \$65K. FYTD giving is \$520K unfavorable to budget. Other Income was \$5K unfavorable to budget.
- Monthly expenses were \$100K favorable to budgeted expenses. FYTD expenses are \$787K favorable to budget.

The Ministry Fund budgeted a deficit of (\$293,705) and FYTD net results are forecasted to be (\$149,913), which is \$144K favorable to the budgeted deficit. This favorable forecasted variance is due to both giving and expenses being favorable to the forecast as well as the postponement of the

planned sanctuary restroom project. The forecast is based on actual results July through April and forecasted results for May and June.

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

- Monthly income of \$251K was unfavorable to budgeted income by \$4K.
- Monthly expenses of \$254K were favorable to budgeted expenses by \$7K.

The Board came out of closed session to approve the budget as presented to put forth before the May Congregational meeting. A motion was made by Adam Bichsel to accept the budget as presented. Beth Rusert seconded the motion.

A closing prayer was given by Scott Morris. The meeting came to a close at 9:11 p.m.

Respectfully submitted,  
Annmarie Wallis  
Secretary

Pathfinder Church Spring Congregational Meeting  
Pathfinder Sanctuary  
May 21, 2023  
12:45 p.m.

**Welcome** – President Scott Morris welcomed the congregation at 12:46 p.m. to the Spring Congregational Meeting. President Scott Morris gave an overview of the meeting’s agenda and affirmed that the number of present and eligible voting members met quorum.

**Board of Directors Nominations and Introductions** – President Scott Morris introduced the Nominating Committee Members as well as the current Board of Directors including Adam Bichsel as Vice President, Matthew Finke as Treasurer, Annmarie Wallis as Secretary, Damola Oshin, Marla Maloney, David Pradhan, Jennifer Albritton, Beth Rusert, and Damola Oshin as a Member-at-Large, along with church staff Matthew Hewitt and Senior Pastor Dion Garrett.

A motion was made to elect Adam Bichsel as President, Damola Oshin as Vice President, Annmarie Wallis as Secretary and Becky Greer, Eduardo Ramos, and Craig McArton to the Member-at-Large open positions.

A motion was made by Bob Maessen to accept the slate of nominees for the Board of Directors nominees. The motion was seconded by Darla Loesch. The floor was opened for discussion. No discussion was brought forth. A voice vote was held and unanimously was approved by voting members.

**Board of Elders Introductions** – Scott Morris introduced the Board of Elders: Bob Ingle as the Chairman, Michael Frith as the Vice Chairman, Don Sternberg as Secretary, and Bruce Litzsinger and Brian Olivio as Elders alongside Dion Garrett as the Senior Pastor. Bob Ingle, Don Sternberg and Bruce Litzsinger are up for re-election and indicated a desire to continue serving. The Board of Directors have approved their continuation of service.

**Ministry Update** – Pastor Dion Garrett gave an overview of Pathfinder, highlighting strong numbers for Getting Started, Baptisms, New Givers, and In-Person Attendance. This was followed by an overview of several initiations as part of the current campaign Return, Rebuild, Reimagine.

All signs point to a strong and healthy church except for giving numbers. Giving is 5% less than last year. Staff has managed the current year giving shortfall by citing over \$700K in expenses from this year’s budget. The goal is to get back to small surpluses

for the 2024/2025 fiscal year. The floor was opened for discussion. No discussion was brought forth.

**Financial Update** – Matthew Hewitt, COO of Pathfinder, gave a deeper overview for the previous fiscal year and recent campus investments. He also presented the forecasting for the remainder of this fiscal year (ending June 30, 2023) with the Ministry Fund being in a deficit of \$149K and the School Fund a deficit of \$22K. Yet the difference being \$112K favorable to what was budgeted.

Matthew Hewitt then went through the proposed 2023/2024 budget for both the Ministry Fund and School Fund, highlighting the plan to have a deficit budget of \$332K.

There was a review a review on the Congregation approved debt from the May 2021 Congregational Meeting which was used for infrastructure updates. Matthew also reviewed how that impacted our outstanding debt. The floor was opened for questions with some coming in around giving strategies as well as how new givers are playing a key role in current levels of generosity.

Scott Morris moved that the 23/24 budget as presented with a Ministry Fund deficit of \$332K and a school fund deficit of \$6K be voted upon. Frank Fischer made the motion with a second by Ron Schmidt. A voice vote was held and unanimously was approved by voting members.

**Other Business** – President Scott Morris opened the floor for new business. No new business was offered from the floor.

The meeting adjourned the at 1:47 PM after a prayer from Pastor Dion Garrett.

Respectfully submitted,  
Annmarie Wallis  
Secretary

# OKR Board Report

As of July 31, 2023

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## Objective #1: Grow Audience Base

### KR1: Increase In-Person Worship Attendance to 95% of December Pre-Pandemic Levels

- Summary
  - At the end of July, Pathfinder in-person attendance is averaging 71% compared to average attendance in December 2019.
- Action Highlights
  - We had over 1500 people for the 4<sup>th</sup> of July event that we invited to worship with us verbally and through a video (ENG / WKND)
  - At the Gary Chapman event we invited the 350+ to worship with us. (ENG)
  - Our summer series (I Do Not Think That Means What You Think It Means and Reel Gospel) are intentionally geared to attract families while Kids Ministry is on break. [WKND]
- Challenges
  -
- Looking Ahead
  - We will continue Action teams that meet on Sunday mornings between worship (prayer group, growing deeper group, etc.) (ENG)

### KR2: Increase FY average Unique Website Traffic to 90% of Total Traffic

- Summary
  - At the end of July unique visitors comprised 91% of total website traffic. That's a jump of 14% compared to July 2022. (STRAT)
- Action Highlights
  - Using QR code signage at many events throughout July, we saw over 2,000 unique visitors to our website through that initial touchpoint. (BM&C/ENG)
  - Tabletop cards have been requested from Marketing and will be put into use once complete (ENG)
  - We added a new feature to the Pathfinder App, called New to Pathfinder, that will send users to the Plan a Visit webpage and the Explore Pathfinder webpage. (ENG)
- Challenges
  -
- Looking Ahead
  - FYTD is currently just the month of July. We will continue to track this KR through the fall to see if it holds steady around the 90% mark or whether it fluctuates. (STRAT)

### KR3: Increase Outside of Pathfinder Action Team Participants in Fall Season by 10%

- Summary



- There is no update on this KR as action team registration has not yet opened for the fall action teams.
- Action Highlights
  - Currently there are 57 offerings which appeal to a wide range of participants in all seasons of life.
- Challenges
  -
- Looking Ahead
  - Engagement team will send out flyers and letters to local community partners including churches, schools and treatment facilities inviting them to our Care groups. (ENG)

**KR4: Increase Tours of St. John School by 15%**

- Summary
  - July is typically the quietest month for tours and visits. However, we already had some good momentum leading to additional tours in August.
- Action Highlights
  - We are working with Sarah G. on some great marketing campaigns.
- Challenges
  - With our current staffing, we are limited in taking additional students for the fall semester, with kindergarten being the one exception.
- Looking Ahead
  - With help from the marketing team & our in-house growth and development of our Personalized Learning, we hope to increase our engagement, tours, and visits to be able to add additional classrooms for the 24-25 school year.

**Objective #2: Increase Engagement of Current Attenders**

**KR1: Total of 65 Explore Pathfinder Participants Through December**

- Summary
  - There is no update to this KR as Explore Pathfinder does not meet in July.
- Action Highlights
  - We added a new feature to the Pathfinder App, called New to Pathfinder, that will send users to the Plan a Visit webpage and the Explore Pathfinder webpage. (ENG)
  - We promoted the new Explore Pathfinder change in Sanctuary Worship. [WKND]
- Challenges
  -
- Looking Ahead
  - Currently there are 10 people signed up for the August Explore Pathfinder Orientation. (ENG)

**KR2: Increase Unique Participants in Action Teams by 5% (July-Dec 2023)**

- Summary
  - There is no update to this KR for July as Action Team registration begins in August.
- Action Highlights
  - We expanded Action Team offerings with a variety of start dates and lengths throughout the season with the goal of attracting more people with different time constraints. (ENG)
  - We intentionally created 7 more Action Teams targeting demographics that previously were missed or have been specifically requested, i.e. seniors, couples, empty nesters and men. (ENG)
- Challenges
  -
- Looking Ahead
  -

### **KR3: Increase Number of People Volunteering on a Recurring Basis to 25% of Total In-Person Worship**

- Summary
  - The Serve Fair on July 30<sup>th</sup> yielded 31 new volunteers for our Weekend Ministries! [WKND]
- Action Highlights
  - Hospitality has new volunteers starting to serve after the Serve Fair held at the end of July. (ENG)
  - Missions Week had 170 people serve throughout the week, some for the first time. (ENG)
- Challenges
  -
- Looking Ahead
  - We are aiming to do a second serve fair between Labor Day and Thanksgiving. [WKND]

### **KR4: Increase the Number of Households Giving by 5%**

- Summary
  - Year over year, the number of giving units increased less than 1%.
  - Pathfinder exceeded the giving budget for July. It's a huge blessing to start the year off on a strong note.
- Action Highlights
  - Our first Estate & Planned Giving pop-up was held on July 18<sup>th</sup> – led by the LCMS Foundation and attended by 5 people (4 households). A humble but great start to our efforts to promote planned giving. [WKND]
  - During Kids Min Volunteer Kick-off, training included a generosity component to help volunteers better understand giving so they can help kids understand it better. [WKND]
  - The number of giving units in June matched pre-pandemic June giving unit levels. It shows that with the right motivation and message, that people will give to Pathfinder. (FINOPS)
  - The Strategic Team and BOD members worked with Todd Moritz on some initial design work for the next two-year ministry campaign launching in January 2024. One of the actions that came out of these meetings was assembling a campaign team of staff members to help shepherd the process. (STRAT)
- Challenges

- 
- Looking Ahead
  - Initial two-year ministry plan and campaign vision sessions kick off at the end of August and early in September.

**KR5: Total of 200 NPS Survey Responses to Establish Baseline Score**

- Summary
  - Still have a low amount of surveys completed. Looking to increase awareness of the NPS survey in the coming months. (BM&C)
- Action Highlights
  -
- Challenges
  - Currently, we're receiving more NPS survey responses from people who are dissatisfied about something rather than sharing their satisfaction. (STRAT)
- Looking Ahead
  -

**KR6: Increase Session Length of Current Website Users**

- Summary
  - The average session length for July was 1 min 20 seconds. This is consistent with session duration from July 2022 and establishes a good benchmark on which to measure our growth. (STRAT)
- Action Highlights
  -
- Challenges
  -
- Looking Ahead
  - The Brand, Marketing, & Creative team is brainstorming ways to take message transcripts and faith matters content and turning them into blogs (BM&C)

**KR7: Increase St. John School Parent Pulse Score by 10% Over the Course of the School Year**

- Summary
  - No update on this KR as school has not yet started for the year.
- Action Highlights
  - All contracts have been signed and paid for.
- Challenges
  -
- Looking Ahead
  - Jake Schuchardt has been made point person on the school and we are waiting for company to send out their first parent pulse once school starts!

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**Objective #3: Create a Culture of Whole Life Growth**

## **KR1: 500 People Completing the Whole Life Assessment**

- Summary
  - We are keeping the call to action to complete the WL Assessment in front of our church community through features and quick hits on a recurring basis. (ENG)
- Action Highlights
  - BM&C team is looking to maximize the web-based version of the WL Assessment, through making it more visually engaging and create ad campaigns/social media posts to put it in front of people (both attendees and guests).
  - As part of the rebranded Explore Pathfinder Orientation (formerly Getting Started) that begins in August we are requesting registrants to take the assessment prior to attending. (ENG)
  - Kids Min Volunteers were mandated to take the Whole Life Assessment before the Volunteer Kick-off event. [WKND]
- Challenges
  - Getting more people to use the App. This is a challenge for many people, but once they learn, they will be able to utilize it better! [WKND]
- Looking Ahead
  - Pop-Ups will incorporate a call to action to those who have participated in a pop up as a next step. (ENG)
  - Kids Min will be checking in quarterly to see how volunteers are doing and encouraging them to re-take the Whole Life Assessment. [WKND]

## **KR2: Retain 80% of Prior Action Team Participants**

- Summary
  - Our Action Team Leaders with recurring teams are inviting past participants to sign up for the next season, which launches in August (ENG)
- Action Highlights
  -
- Challenges
  -
- Looking Ahead
  -

## **KR3: Increase 25% Staff Engagement (Including School Staff) in Action Teams**

- Summary
  -
- Action Highlights
  - We are continuing to offer Action Teams during a variety of different times including the workday. (ENG)
- Challenges
  -
- Looking Ahead

- Our staff is being encouraged to use the 1 hour of work time made available to participate in an Action Team. (ENG)

#### **KR4: Total of 5% of Action Team Participants are Next-Gen**

- Summary
  -
- Action Highlights
  - Catie Cox led our summer High School Mission Trip to LA with 14 students and 3 adults. It was an amazing trip, and it laid the groundwork for us to follow up with student-led prosper teams in September. [WKND]
- Challenges
  -
- Looking Ahead
  - Next-Gen invited Engagement staff to speak to Summit about Prosper the City, and to help students set up their own prosper teams (ENG).
  - Information about Fall action teams that include Next-Gen was given to Student Ministry for them to promote and invite their students. (ENG)

#### **KR5: Build Whole-Life Framework in School Staff**

- Summary
  - The School Staff's annual goals included a "whole-life growth goal" this year. This was just the first step in building a whole-life framework in school staff.
- Action Highlights
  -
- Challenges
  -
- Looking Ahead
  -



	July 2023	23-24 FYTD	22-23 FYTD	Change (FY0-FY1)	% Change (FY0-FY1)/FY1	OKR Data Reference	OKR Reference
<b>Worship Attendance Metrics</b>							
(Monthly & FYTD Averages)							
Live Stream Hits*	498	498	642	(144)	-22%		
5 pm Saturday*	105	105	110	(5)	-5%	180	
9 am Sunday*	320	320	280	40	14%	419	O1 KR1
11 am Sunday*	317	317	214	103	48%	443	
Baptisms	3	3	5	(2)	-40%		
Number of Members - Including Kids* (Updated Quarterly)	3,323	3,323	2,998	325	11%		
<b>Giving Metrics</b>							
Total Unique Giving Units*	621	621	617	4	1%		
New Donors	5	5	12	(7)	-58%		O2 KR4
Unique Electronic Recurring Givers*	333	333	333	-	0%		
<b>NextGen Metrics</b>							
New Kids Min Registrations	3	3	4	(1)	-25%		
Kids Min Unique Participants	39	39	36	3	8%		
New Core Registrations	-	-	-	-	0%		
CORE Unique Participants	-	-	-	-	0%		
New Summit Registrations	-	-	-	-	0%		
Summit Unique Participants	-	-	-	-	0%		
<b>Engagement Metrics</b>							
<b>Explore Pathfinder Metrics</b>							
Total Explore Pathfinder Participants	-	-	-	-	0%		
<b>Action Team Metrics (Updated Seasonally)</b>							
First-Time Participants	130	130	146	(16)	-11%		
Total Unique Participants	288	288	146	142	97%		
<b>Pop-Up Metrics</b>							
Total Participants **	526	526	-	526	0%		
<b>Intensives Metrics</b>							
Total Unique Participants	-	-	-	-	0%		
<b>Website Metrics</b>							
Total Visits / Sessions	18,224	18,224	9,479	8,745	92%		
% Unique Visitors*	91%	91%	77%	14%	18%		
% Referral Traffic*	10%	10%	3%	7%	243%		O1 KR2
% Direct Traffic*	44%	44%	37%	7%	18%		
% Search Traffic*	32%	32%	42%	-10%	-24%		
<b>NPS Metrics</b>							
Total Unique NPS Submissions	4	4	-	400%	0%		
Promoters	25%	25%	#DIV/0!	0%	0%		
Passives	25%	25%	#DIV/0!	0%	0%		O2 KR5
Detractors	50%	50%	#DIV/0!	0%	0%		
Cumulative NPS Score	35	35	#DIV/0!	0%	0%		
<b>School Metrics</b>							
Early Childhood Enrollment	160	160	178	(18)	-10%		
K-8 Enrollment	181	181	159	22	14%		O1 KR4
Total Enrollment	341	341	337	4	1%		

\* FYTD is an Average

\*\* July 2023 Pop-up participants are Missions Week and Gary Chapman participants

**Pathfinder Church**  
Board of Directors Meeting  
August 2023

**Membership Changes – July 2023**

**New Members:**

**Information Class:**

No Getting Started in July

**Released Members:**

**Transferred Out:**

None

**Release by Request:**

Lisa Bruce

Julie Lintner

Nancy Goble

**Official Acts:**

**Baptisms:**

Hudson Richard Moore (07-09-2023)

Noelle Charlotte Gress (07-16-2023)

**Weddings:**

None

**Funerals:**

Earl Fritsche (Death 06-30-2023; Funeral 07-07-2023)

**Pathfinder Church**  
**Financial Notes**  
**Period Ending June 30, 2023**

Ministry Fund

Overview

The Ministry Fund ended with a \$130K surplus balance, which was favorable by \$244K to the budget for the month. The FYTD surplus of \$244K was \$538K favorable to the budget deficit.

- Giving in the current month was favorable to budget by \$163K. FYTD giving is \$319K unfavorable to budget. Other Income was \$16K favorable to budget.
- Monthly expenses were \$65K favorable to budgeted expenses. FYTD expenses are \$837K favorable to budget.

Pastoral Office

- \$16K favorable for salaries and benefits.

Operations

- \$40K favorable for Facilities primarily due to capital improvements not being spent.
- \$19K favorable for Finance and Administration for salary expenses.
- \$5K unfavorable for Technology due to hardware purchases.

Marketing and Creative

- \$7K favorable for Marketing and Creative due to salaries and benefits.

Whole Life Ministry

- \$4K favorable for Whole Life Ministry due to salaries and benefits combined with lack of Action Team spending.
- \$8K unfavorable for Missions due to College Hill Projects of \$3K and \$5K for the Missouri District payment budgeted in previous month.
- \$3K favorable for Staff Culture & Development due to a savings from employee recruitment and relocation.

Weekend Ministry

- \$7K favorable for Kids Ministry for Summer Blast.
- \$3K favorable for Student Ministry due to salaries and benefits.

School Fund

Overview

The School Fund ended the month with an \$48K favorable variance to the budget. The FYTD surplus of \$26K was \$15K favorable to the budget surplus.

- Monthly income of \$256K was favorable to budgeted income by \$24K.
- Monthly expenses of \$208K were favorable to budgeted expenses by \$22K.

FY 22/23 actual results are favorable to the forecast presented at the May Congregational meeting.

Income

- \$19K favorable for annual fund giving.



- \$6K favorable variance for budgeted adjusted income

#### Expenses

- \$4K unfavorable variance for salary and benefits.
- \$3K unfavorable variance for athletic events
- \$5K favorable for bad debt expense
- \$44K favorable variance for Other Expenses which was primarily due to space improvements savings.
- \$30K favorable variance for Budgeted Adjustment Expenses

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

#### Consolidated Balance Sheet

- Cash and Investments decreased by \$80K.
- Accounts Receivable decreased by \$47K due to end of the school year.
- Prepaid Expenses decreased \$30K due to Summer Blast expenses.
- Accounts Payable decreased \$55K due to carpet replacement and security camera system invoices paid from the prior month.
- Deferred Tuition and Revenue decreased \$232K due recognition of school tuition and June Summer Blast and After Party registrations.

#### 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%	4,766.48
Savings	First Community CU	0.00%	10.00
Steward Acct.	LCEF	00.625%	51,127.53
Steward Acct.	Vanguard	5.05%	883,168.64
Checking	Fifth Third Bank	0.5000%**	1,093,163.30
			<u>2,033,035.95</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 12 - June  
 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>
<b>MINISTRY FUND</b>							
3 General Offerings	\$5,000,000	\$509,584	\$346,617	\$162,967	\$4,680,786	\$5,000,000	(\$319,214)
<b>MINISTRY FUND INCOME</b>	<b>\$5,000,000</b>	<b>\$509,584</b>	<b>\$346,617</b>	<b>\$162,967</b>	<b>\$4,680,786</b>	<b>\$5,000,000</b>	<b>(\$319,214)</b>
<b>PASTORAL OFFICE</b>							
5 Pastoral Office	(\$496,315)	(\$36,972)	(\$53,286)	\$16,314	(\$476,500)	(\$496,315)	\$19,815
6 Stewardship	(\$18,290)	(\$577)	(\$630)	\$53	(\$9,098)	(\$18,290)	\$9,192
7 Care Ministries	(\$5,104)	(\$2,111)	(\$222)	(\$1,889)	(\$17,256)	(\$5,104)	(\$12,152)
<b>TOTAL PASTORAL OFFICE</b>	<b>(\$519,709)</b>	<b>(\$39,661)</b>	<b>(\$54,138)</b>	<b>\$14,477</b>	<b>(\$502,854)</b>	<b>(\$519,709)</b>	<b>\$16,855</b>
<b>OPERATIONS</b>							
9 Facilities	(\$1,166,597)	(\$72,176)	(\$111,962)	\$39,786	(\$809,513)	(\$1,166,597)	\$357,084
10 Finance & Administration	(\$689,719)	(\$42,987)	(\$62,060)	\$19,073	(\$507,879)	(\$689,719)	\$181,840
11 Mortgage/Debt	(\$672,406)	(\$56,845)	(\$58,077)	\$1,232	(\$682,127)	(\$672,406)	(\$9,721)
12 School Tuition Assistance	(\$150,000)	(\$12,500)	(\$12,500)	\$0	(\$150,000)	(\$150,000)	\$0
13 Technology	(\$116,083)	(\$12,025)	(\$6,870)	(\$5,155)	(\$110,413)	(\$116,083)	\$5,670
<b>TOTAL OPERATIONS</b>	<b>(\$2,794,805)</b>	<b>(\$196,534)</b>	<b>(\$251,469)</b>	<b>\$54,935</b>	<b>(\$2,259,932)</b>	<b>(\$2,794,805)</b>	<b>\$534,873</b>
<b>MARKETING &amp; CREATIVE</b>							
15 Marketing & Creative	(\$555,770)	(\$35,092)	(\$42,422)	\$7,330	(\$490,144)	(\$555,770)	\$65,626
16 Technical - A/V/L	(\$226,777)	(\$19,102)	(\$17,322)	(\$1,780)	(\$191,411)	(\$226,777)	\$35,366
17 Community Awareness	(\$13,005)	(\$13)	(\$340)	\$327	(\$8,543)	(\$13,005)	\$4,462
<b>TOTAL MARKETING &amp; CREATIVE</b>	<b>(\$795,552)</b>	<b>(\$54,208)</b>	<b>(\$60,084)</b>	<b>\$5,876</b>	<b>(\$690,098)</b>	<b>(\$795,552)</b>	<b>\$105,454</b>
<b>WHOLE LIFE MINISTRY</b>							
19 Whole Life Ministry	(\$320,657)	(\$26,184)	(\$30,560)	\$4,376	(\$231,132)	(\$320,657)	\$89,525
20 Missions	(\$153,464)	(\$14,156)	(\$6,040)	(\$8,116)	(\$137,585)	(\$153,464)	\$15,879
21 Staff Culture & Development	(\$47,030)	(\$3,399)	(\$6,140)	\$2,741	(\$38,426)	(\$47,030)	\$8,604
22 Cafe'	(\$23,240)	(\$1,761)	(\$2,151)	\$390	(\$20,611)	(\$23,240)	\$2,629
23 Hospitality	(\$8,895)	(\$1,278)	(\$330)	(\$948)	(\$9,938)	(\$8,895)	(\$1,043)
<b>TOTAL WHOLE LIFE MINISTRY</b>	<b>(\$553,286)</b>	<b>(\$46,777)</b>	<b>(\$45,221)</b>	<b>(\$1,556)</b>	<b>(\$437,692)</b>	<b>(\$553,286)</b>	<b>\$115,594</b>
<b>WEEKEND MINISTRY</b>							
25 Kids Ministry	(\$199,021)	(\$11,695)	(\$18,514)	\$6,819	(\$188,012)	(\$199,021)	\$11,009
26 Student Ministry	(\$200,113)	(\$11,221)	(\$14,017)	\$2,796	(\$126,325)	(\$200,113)	\$73,788
27 Weekend Ministry Leadership	(\$12,989)	(\$1,765)	(\$297)	(\$1,468)	(\$9,756)	(\$12,989)	\$3,233
28 Worship	(\$218,230)	(\$18,208)	(\$16,920)	(\$1,288)	(\$222,015)	(\$218,230)	(\$3,785)
<b>TOTAL WEEKEND MINISTRY</b>	<b>(\$630,353)</b>	<b>(\$42,889)</b>	<b>(\$49,748)</b>	<b>\$6,859</b>	<b>(\$546,108)</b>	<b>(\$630,353)</b>	<b>\$84,245</b>
<b>TOTAL MINISTRY FUND</b>	<b>(\$293,705)</b>	<b>\$129,515</b>	<b>(\$114,043)</b>	<b>\$243,558</b>	<b>\$244,103</b>	<b>(\$293,705)</b>	<b>\$537,808</b>
<b>SCHOOL FUND</b>							
30 Income	\$3,138,360	\$256,115	\$231,992	\$24,123	\$3,145,727	\$3,138,360	\$7,367
31 Expenses	(\$3,127,096)	(\$208,127)	(\$229,671)	\$21,544	(\$3,119,338)	(\$3,127,096)	\$7,758
<b>TOTAL SCHOOL FUND</b>	<b>\$11,264</b>	<b>\$47,988</b>	<b>\$2,321</b>	<b>\$45,667</b>	<b>\$26,389</b>	<b>\$11,264</b>	<b>\$15,125</b>

Budgeted Financial Statement for Period 12 - June  
 22-23 Report 2: Income Statement (Income Detail)  
 Company#: 1 Name: Pathfinder Church

<u>Account</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>to YTD</u> <u>Budget Dollar</u>
<b>MINISTRY FUND INCOME</b>							
<b>MINISTRY GIVING INCOME</b>							
3 Ministry Offerings	\$5,000,000	\$509,584	\$346,617	\$162,967	\$4,680,786	\$5,000,000	(\$319,214)
<b>TOTAL MINISTRY GIVING INC</b>	<b>\$5,000,000</b>	<b>\$509,584</b>	<b>\$346,617</b>	<b>\$162,967</b>	<b>\$4,680,786</b>	<b>\$5,000,000</b>	<b>(\$319,214)</b>
<b>PASTORAL OFFICE</b>							
<b>TOTAL PASTORAL OFFICE</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>OPERATIONS</b>							
7 Facilities	\$13,150	\$0	\$0	\$0	\$8,157	\$13,150	(\$4,993)
8 Finance & Administration	\$5,326	\$0	\$0	\$0	\$6,799	\$5,326	\$1,473
9 Investment Income	\$1,801	\$3,968	\$148	\$3,820	\$13,977	\$1,801	\$12,176
10 Technology	\$0	\$220	\$0	\$220	\$400	\$0	\$400
<b>TOTAL OPERATIONS</b>	<b>\$20,277</b>	<b>\$4,188</b>	<b>\$148</b>	<b>\$4,040</b>	<b>\$29,334</b>	<b>\$20,277</b>	<b>\$9,057</b>
<b>MARKETING &amp; CREATIVE</b>							
12 Marketing & Creative	\$28,947	\$2,492	\$1,452	\$1,040	\$31,618	\$28,947	\$2,671
13 Technical A/V/L	\$1,000	\$9,132	\$1,000	\$8,132	\$33,984	\$1,000	\$32,984
14 Community Awareness	\$16,525	\$0	\$25	(\$25)	\$14,728	\$16,525	(\$1,797)
<b>TOTAL MARKETING &amp; CREAT</b>	<b>\$46,472</b>	<b>\$11,624</b>	<b>\$2,477</b>	<b>\$9,147</b>	<b>\$80,329</b>	<b>\$46,472</b>	<b>\$33,857</b>
<b>WHOLE LIFE MINISTRY</b>							
16 Whole Life Ministry	\$34,275	\$825	\$1,275	(\$450)	\$23,934	\$34,275	(\$10,341)
17 Missions	\$39,455	\$3,576	\$2,500	\$1,076	\$18,408	\$39,455	(\$21,047)
18 Cafe'	\$20,855	\$1,911	\$1,685	\$226	\$23,735	\$20,855	\$2,880
19 Hospitality	\$880	\$0	\$40	(\$40)	\$1,721	\$880	\$841
<b>TOTAL WHOLE LIFE MINISTR</b>	<b>\$95,465</b>	<b>\$6,312</b>	<b>\$5,500</b>	<b>\$812</b>	<b>\$67,798</b>	<b>\$95,465</b>	<b>(\$27,667)</b>
<b>WEEKEND MINISTRY</b>							
21 Kids Ministry	\$41,200	\$40,141	\$40,000	\$141	\$44,378	\$41,200	\$3,178
22 Student Ministry	\$40,560	\$21,835	\$20,000	\$1,835	\$41,706	\$40,560	\$1,146
23 Worship	\$0	\$0	\$0	\$0	\$169	\$0	\$169
<b>TOTAL WEEKEND MINISTRY</b>	<b>\$81,760</b>	<b>\$61,976</b>	<b>\$60,000</b>	<b>\$1,976</b>	<b>\$86,253</b>	<b>\$81,760</b>	<b>\$4,493</b>
<b>TOTAL MINISTRY FUND INCO</b>	<b>\$5,243,974</b>	<b>\$593,684</b>	<b>\$414,742</b>	<b>\$178,942</b>	<b>\$4,944,501</b>	<b>\$5,243,974</b>	<b>(\$299,473)</b>
<b>SCHOOL INCOME</b>							
25 Tuition K-8	\$1,797,761	\$149,312	\$149,873	(\$561)	\$1,795,076	\$1,797,761	(\$2,685)
26 Tuition ECE	\$961,772	\$79,490	\$80,007	(\$517)	\$956,666	\$961,772	(\$5,106)
27 Tuition - Childcare	\$123,501	\$4	\$0	\$4	\$125,038	\$123,501	\$1,537
28 Annual Fund	\$100,090	\$21,100	\$2,000	\$19,100	\$52,318	\$100,090	(\$47,773)
31 Grant Income	\$7,800	\$0	\$0	\$0	\$7,800	\$7,800	\$0
32 Athletics	\$28,390	\$1,668	\$1,600	\$68	\$23,995	\$28,390	(\$4,395)
33 Learning Center Fees	\$4,450	\$0	\$0	\$0	\$7,906	\$4,450	\$3,456
34 Chapel/Mission Offerings	\$3,630	\$0	\$0	\$0	\$2,190	\$3,630	(\$1,440)
35 Field Trips	\$7,000	\$450	\$0	\$450	\$4,039	\$7,000	(\$2,961)
36 Other Income	\$23,191	\$1,786	\$1,515	\$271	\$19,207	\$23,191	(\$3,984)
37 Budgeted Adjusted Income	(\$56,227)	\$0	(\$5,593)	\$5,593	\$0	(\$56,227)	\$56,227
38 School Lunch Income	\$62,558	\$2,305	\$2,590	(\$285)	\$76,612	\$62,558	\$14,054
39 Online Enrollment/Registrat	(\$74,444)	\$0	\$0	\$0	(\$74,881)	(\$74,444)	(\$437)
<b>TOTAL SCHOOL INCOME</b>	<b>\$3,138,360</b>	<b>\$256,115</b>	<b>\$231,992</b>	<b>\$24,123</b>	<b>\$3,145,727</b>	<b>\$3,138,360</b>	<b>\$7,367</b>

Budgeted Financial Statement for Period 12 - June  
 22-23 Report 3: Income Statement (Expense Detail)  
 Company#: 1 Name: Pathfinder Church

<u>Account</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>to YTD</u> <u>Budget Dollar</u>
<b>MINISTRY FUND EXPENSES</b>							
<b>PASTORAL OFFICE</b>							
3 Pastoral Office	(\$496,315)	(\$36,972)	(\$53,286)	\$16,314	(\$476,500)	(\$496,315)	\$19,815
4 Stewardship	(\$18,290)	(\$577)	(\$630)	\$53	(\$9,098)	(\$18,290)	\$9,192
5 Care Ministries	(\$5,104)	(\$2,111)	(\$222)	(\$1,889)	(\$17,256)	(\$5,104)	(\$12,152)
<b>TOTAL PASTORAL OFFICE</b>	<b>(\$519,709)</b>	<b>(\$39,661)</b>	<b>(\$54,138)</b>	<b>\$14,477</b>	<b>(\$502,854)</b>	<b>(\$519,709)</b>	<b>\$16,855</b>
<b>OPERATIONS</b>							
7 Facilities	(\$1,179,747)	(\$72,176)	(\$111,962)	\$39,786	(\$817,670)	(\$1,179,747)	\$362,077
8 Finance & Administration	(\$695,045)	(\$42,987)	(\$62,060)	\$19,073	(\$514,678)	(\$695,045)	\$180,367
9 Mortgage/Debt	(\$674,207)	(\$60,813)	(\$58,225)	(\$2,588)	(\$696,104)	(\$674,207)	(\$21,897)
10 School Tuition Assistance	(\$150,000)	(\$12,500)	(\$12,500)	\$0	(\$150,000)	(\$150,000)	\$0
11 Technology	(\$116,083)	(\$12,245)	(\$6,870)	(\$5,375)	(\$110,813)	(\$116,083)	\$5,270
<b>TOTAL OPERATIONS</b>	<b>(\$2,815,082)</b>	<b>(\$200,722)</b>	<b>(\$251,617)</b>	<b>\$50,895</b>	<b>(\$2,289,266)</b>	<b>(\$2,815,082)</b>	<b>\$525,816</b>
<b>MARKETING &amp; CREATIVE</b>							
13 Marketing & Creative	(\$584,717)	(\$37,585)	(\$43,874)	\$6,289	(\$521,763)	(\$584,717)	\$62,954
14 Technical - A/V/L	(\$227,777)	(\$28,234)	(\$18,322)	(\$9,912)	(\$225,395)	(\$227,777)	\$2,382
15 Community Awareness	\$29,530	\$13	\$365	(\$352)	\$23,270	\$29,530	(\$6,260)
<b>TOTAL MARKETING &amp; CREAT</b>	<b>(\$842,024)</b>	<b>(\$65,832)</b>	<b>(\$62,561)</b>	<b>(\$3,271)</b>	<b>(\$770,428)</b>	<b>(\$842,024)</b>	<b>\$71,596</b>
<b>WHOLE LIFE MINISTRY</b>							
17 Whole Life Ministry	(\$354,932)	(\$27,009)	(\$31,835)	\$4,826	(\$255,066)	(\$354,932)	\$99,866
18 Missions	(\$192,919)	(\$17,732)	(\$8,540)	(\$9,192)	(\$155,993)	(\$192,919)	\$36,926
19 Staff Culture & Developmer	\$47,030	\$3,399	\$6,140	(\$2,741)	\$38,426	\$47,030	(\$8,604)
20 Cafe'	(\$44,095)	(\$3,671)	(\$3,836)	\$165	(\$44,345)	(\$44,095)	(\$250)
21 Hospitality	(\$9,775)	(\$1,278)	(\$370)	(\$908)	(\$11,659)	(\$9,775)	(\$1,884)
<b>TOTAL WHOLE LIFE MINISTR</b>	<b>(\$648,751)</b>	<b>(\$53,089)</b>	<b>(\$50,721)</b>	<b>(\$2,368)</b>	<b>(\$505,490)</b>	<b>(\$648,751)</b>	<b>\$143,261</b>
<b>WEEKEND MINISTRY</b>							
23 Kids Ministry	(\$240,221)	(\$51,836)	(\$58,514)	\$6,678	(\$232,389)	(\$240,221)	\$7,832
24 Student Ministry	(\$240,673)	(\$33,056)	(\$34,017)	\$961	(\$168,032)	(\$240,673)	\$72,641
25 Weekend Ministry Leadersh	(\$12,989)	(\$1,765)	(\$297)	(\$1,468)	(\$9,756)	(\$12,989)	\$3,233
26 Worship	\$218,230	\$18,208	\$16,920	\$1,288	\$222,185	\$218,230	\$3,955
<b>TOTAL WEEKEND MINISTRY</b>	<b>(\$712,113)</b>	<b>(\$104,865)</b>	<b>(\$109,748)</b>	<b>\$4,883</b>	<b>(\$632,361)</b>	<b>(\$712,113)</b>	<b>\$79,752</b>
<b>TOTAL MINISTRY FUND EXPE</b>	<b>(\$5,537,679)</b>	<b>(\$464,169)</b>	<b>(\$528,785)</b>	<b>\$64,616</b>	<b>(\$4,700,398)</b>	<b>(\$5,537,679)</b>	<b>\$837,281</b>
<b>SCHOOL EXPENSES</b>							
28 Salary, Wages, Benefits & (	(\$2,286,983)	(\$174,420)	(\$178,458)	\$4,038	(\$2,315,994)	(\$2,286,983)	(\$29,011)
29 Classroom Supplies, Materi	(\$42,297)	(\$1,958)	(\$1,100)	(\$858)	(\$35,092)	(\$42,297)	\$7,205
30 Conferences, Education & l	(\$26,323)	(\$560)	(\$2,200)	\$1,640	(\$10,068)	(\$26,323)	\$16,255
31 Technology Services, Hard	(\$113,487)	(\$2,391)	(\$4,453)	\$2,062	(\$87,002)	(\$113,487)	\$26,485
32 Centered Care Expenses	(\$115,437)	(\$4,906)	(\$2,559)	(\$2,347)	(\$109,113)	(\$115,437)	\$6,324
33 Athletic Events	(\$30,775)	(\$2,933)	\$0	(\$2,933)	(\$26,612)	(\$30,775)	\$4,163
34 Field Trips	(\$7,000)	\$0	\$0	\$0	(\$4,872)	(\$7,000)	\$2,128
35 Copier Expense	(\$10,241)	(\$239)	(\$500)	\$261	(\$13,463)	(\$10,241)	(\$3,222)
36 Bad Debt	(\$5,000)	\$0	(\$5,000)	\$5,000	(\$167)	(\$5,000)	\$4,833
37 Missions	(\$1,500)	\$0	\$0	\$0	(\$508)	(\$1,500)	\$992
38 Fundraising Expense	(\$500)	\$0	\$0	\$0	\$0	(\$500)	\$500
39 Other Expenses	(\$469,495)	(\$20,571)	(\$64,397)	\$43,826	(\$429,730)	(\$469,495)	\$39,765
40 Budgeted Adjustment Expe	\$53,966	\$0	\$30,082	(\$30,082)	\$0	\$53,966	(\$53,966)
41 School Lunch Expenses	(\$72,024)	(\$148)	(\$1,086)	\$938	(\$86,297)	(\$72,024)	(\$14,273)
42 Website Social Media	\$0	\$0	\$0	\$0	\$420	\$0	\$420
<b>TOTAL SCHOOL EXPENSES</b>	<b>(\$3,127,096)</b>	<b>(\$208,127)</b>	<b>(\$229,671)</b>	<b>\$21,544</b>	<b>(\$3,119,338)</b>	<b>(\$3,127,096)</b>	<b>\$7,758</b>

**Statement of Financial Position for Period 12 - June**  
**Company#: 1 Name: Pathfinder Church**  
**Fiscal Year Beginning 7/1/2022**

<u>Account</u>	<u>YTD</u> Current	<u>Prior</u> Period	<u>FYE</u> 21-22	<u>FYE</u> 20-21
<b>Assets</b>				
<b>Current Assets - Unrestricted</b>				
Cash and Investments	\$2,093,435	\$2,013,524	\$1,681,853	\$1,891,968
Accounts Receivable	\$31,364	\$78,094	\$36,474	\$10,596
Inventory	\$3,136	\$3,841	\$2,757	\$3,172
Prepaid Expenses	\$59,597	\$89,432	\$93,979	\$56,807
<b>Total Current Assets - Unrestricted</b>	<b>\$2,187,532</b>	<b>\$2,184,891</b>	<b>\$1,815,063</b>	<b>\$1,962,544</b>
<b>Fixed Assets</b>				
Land	\$2,422,932	\$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	\$507,311	\$493,456	\$241,710	\$0
Less Accumulated Depreciation	(\$17,514,750)	(\$17,514,750)	(\$17,514,750)	(\$17,109,665)
<b>Total Fixed Assets</b>	<b>\$12,608,564</b>	<b>\$12,608,564</b>	<b>\$12,342,963</b>	<b>\$11,384,034</b>
<b>Other Assets</b>				
Deferred Financing Costs	\$20,856	\$22,028	\$35,034	\$38,314
Other Assets	\$269,774	\$272,642	\$221,010	\$215,038
<b>Total Other Assets</b>	<b>\$290,630</b>	<b>\$294,670</b>	<b>\$256,044</b>	<b>\$253,352</b>
<b>Total Assets</b>	<b>\$15,086,727</b>	<b>\$15,088,125</b>	<b>\$14,414,071</b>	<b>\$13,599,930</b>
<b>Liabilities and Net Assets</b>				
<b>Liabilities</b>				
<b>Current Liabilities</b>				
Accounts Payable	\$119,041	\$118,360	\$492,385	\$100,334
Accrued Expenses	\$177,982	\$176,205	\$145,213	\$149,560
Deferred Tuition and Revenue	\$131,917	\$363,571	\$114,014	\$75,917
Current Maturities of LT Debt	\$525,000	\$525,000	\$485,000	\$420,000
<b>Total Current Liabilities</b>	<b>\$953,940</b>	<b>\$1,183,135</b>	<b>\$1,236,612</b>	<b>\$745,810</b>
<b>Long-Term Liabilities</b>				
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
<b>Total Long-Term Liabilities</b>	<b>\$4,725,000</b>	<b>\$4,725,000</b>	<b>\$4,500,000</b>	<b>\$4,312,530</b>
Interfund Payables/Receivables	\$0	\$0	\$0	\$0
<b>Total Liabilities</b>	<b>\$5,678,940</b>	<b>\$5,908,135</b>	<b>\$5,736,612</b>	<b>\$5,058,341</b>
<b>Net Assets</b>				
Ministry Fund Operating	\$978,610	\$849,095	\$734,507	\$592,137
School Fund Operating	(\$49,905)	(\$97,894)	(\$76,294)	(\$113,740)
Building Fund	\$8,083,731	\$8,039,981	\$7,578,231	\$7,616,876
Launch	\$7,500	\$11,250	\$27,500	\$161,944
Unrealized Derivative Gain(Loss)	\$0	\$0	\$0	(\$42,530)
All Others	\$387,851	\$377,557	\$413,514	\$326,902
<b>Total Net Assets</b>	<b>\$9,407,787</b>	<b>\$9,179,989</b>	<b>\$8,677,458</b>	<b>\$8,541,589</b>
<b>Total Liabilities and Net Assets</b>	<b>(\$15,086,727)</b>	<b>(\$15,088,125)</b>	<b>(\$14,414,071)</b>	<b>(\$13,599,930)</b>

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

	FY 22/23 June	FY 22/23 May	FY 21/22 June	FY 20/21 June
<b>Cash and Investments</b>				
Total Cash and Investments *	\$ 2,093,435	\$ 2,013,532	\$ 1,681,853	\$ 1,891,968
<b>Temp. Restricted Funds (Internally Managed)</b>				
Launch	7,500	11,250	27,500	161,944
School Scholarship Fund	110,143	112,574	169,941	107,539
Parent Teachers League	146,429	137,555	63,445	67,491
Chris Toomey Student Mission Fund			38,134	
MF Temporarily Restricted	865	620	5,731	3,629
Christ In Action			-	23,799
School of the Arts	5,396	5,029	6,087	4,047
Endowment Fund	45,478	45,478	43,195	41,007
Other	207	207	207	207
	<u>316,018</u>	<u>312,713</u>	<u>354,240</u>	<u>409,663</u>
<b>Excess/(Underfunded) Balance pre Affiliate Funds</b>	<b>1,777,417</b>	<b>1,700,819</b>	<b>1,327,613</b>	<b>1,482,305</b>
<b>Temp. Restricted Funds (Affiliate Controlled)</b>				
Boy Scout Troop #782	13,978	14,011	17,282	21,410
MOPS	26,168	25,825	32,182	29,676
Soccer Association	29,575	26,437	27,275	18,684
Illuminations - Puppet Ministry	9,005	8,955	8,406	7,806
All Other	717	867	717	717
Total Ongoing Fund Balances	<u>79,443</u>	<u>76,095</u>	<u>85,862</u>	<u>78,293</u>
<b>Excess/(Underfunded) Core Cash Balance</b>	<b>\$ 1,697,974</b>	<b>\$ 1,624,724</b>	<b>\$ 1,241,751</b>	<b>\$ 1,404,012</b>

**Analysis of Monthly Fluctuations in Core Cash Balance**

Increase / (Decrease) in Month End Core Cash	\$ 73,250	\$ (55,222)	\$ (360,505)	\$ (188,210)
<u>Components Driving Change in Core Cash</u>				
Monthly Surplus / (Deficit) Ministry Fund	129,515	23,749	(144,443)	(42,336)
Monthly Surplus / (Deficit) School Fund	47,988	(37,342)	(139,910)	(104,489)
	<u>177,503</u>	<u>(13,593)</u>	<u>(284,353)</u>	<u>(146,825)</u>
Ministry Fund: noncash expense for Debt Principal Payment of Annual Debt Principal from Core Cash	43,750	43,750	40,500	38,000
School Grant Received School Grant: noncash revenue				
Increase / (Decrease) in Prepaid School Tuition	(188,155)	(28,694)	(157,307)	(138,815)
*** Decrease / (Increase) in Other Working Capital	40,152	(56,685)	40,655	59,430
Total Incr. / (Decr.) in Month End Core Cash	<u>73,250</u>	<u>(55,222)</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**	35,021	224,526	40,290	15,055
Prior Month Deferred Tuition Liability	224,526	255,145	198,647	155,370
Source of Cash / (Use of Cash): Deferred Tuition	<u>(189,505)</u>	<u>(30,619)</u>	<u>(158,357)</u>	<u>(140,315)</u>
Current Month Deferred Registration Fees Liability	72,988	71,638	59,144	51,006
Prior Month Deferred Registration Fees Liability	71,638	69,713	58,094	49,506
Source of Cash / (Use of Cash): Deferred Tuition	<u>1,350</u>	<u>1,925</u>	<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 June 30, 2023

	Forecasted Quarter Ending				Actuals at				
	June-24	March-24	December-23	September-23	June-23	June-22	June-21	June-20	June-19
<b>Cash and Investments</b>									
Total Cash and Investments *	\$ 1,707,119	\$ 2,078,675	\$ 2,355,951	\$ 2,224,945	\$ 2,093,435	\$ 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	1,707,119	2,078,675	2,355,951	2,224,945	2,093,435	1,681,853	1,891,968	921,823	1,450,007
<b>Days Cash on Hand - Total Cash<sup>1</sup></b>	<b>88.5</b>	<b>107.7</b>	<b>122.1</b>	<b>115.3</b>	<b>111.1</b>	<b>96.9</b>	<b>119.7</b>	<b>56.6</b>	<b>90.9</b>
<b>Temp. Restricted Funds (Internally Managed)</b>									
Launch	-	-	-	3,750	7,500	27,500	161,944	208,194	305,844
NEXT CapX Available for Expenditure	-	-	-	-	-	-	-	28,144	570,160
School Scholarship Fund	110,755	110,602	110,449	110,296	110,143	169,941	107,539	-	-
Parent Teachers League	80,432	63,416	54,637	131,233	146,429	63,445	67,491	43,888	5,938
Chris Toomey Student Mission Fund	-	-	-	-	-	-	-	-	-
MF Temporarily Restricted	1,777	1,680	1,454	2,117	865	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	6,036	7,489	7,456	7,213	5,396	6,087	4,047	10,540	6,295
Endowment Fund	46,478	46,478	46,478	46,478	45,478	43,195	41,007	38,509	36,523
Other	207	207	207	207	207	207	207	357	367
	245,685	229,872	220,681	301,294	316,018	354,240	409,763	387,902	985,118
<b>Excess/(Underfunded) Balance pre Affiliate Funds</b>	<b>1,461,433</b>	<b>1,848,803</b>	<b>2,135,270</b>	<b>1,923,651</b>	<b>1,777,417</b>	<b>1,327,613</b>	<b>1,482,205</b>	<b>533,921</b>	<b>464,889</b>
<b>Temp. Restricted Funds (Affiliate Controlled)</b>									
Boy Scout Troop #782	14,041	14,040	14,038	14,042	13,978	17,282	21,410	20,282	18,656
Cub Scout Pack #782	-	-	-	-	-	-	-	6,127	6,943
MOPS	25,737	24,989	25,222	26,260	26,168	32,182	29,676	27,669	25,953
Soccer Association	19,809	20,714	19,209	19,036	29,575	27,275	18,684	13,998	7,621
Illuminations - Puppet Ministry	8,807	8,827	8,804	8,754	9,005	8,406	7,806	7,256	6,528
All Other	-	-	-	-	717	717	717	617	(147)
Total Ongoing Fund Balances	68,394	68,570	67,273	68,092	79,443	85,862	78,293	75,949	65,554
<b>Excess/(Underfunded) Core Cash Balance</b>	<b>\$ 1,393,039</b>	<b>\$ 1,780,232</b>	<b>\$ 2,067,997</b>	<b>\$ 1,855,559</b>	<b>\$ 1,697,974</b>	<b>\$ 1,241,751</b>	<b>\$ 1,403,912</b>	<b>\$ 457,972</b>	<b>\$ 399,335</b>
<b>Days Cash on Hand - Core Cash<sup>1</sup></b>	<b>72.2</b>	<b>92.2</b>	<b>107.2</b>	<b>96.1</b>	<b>90.1</b>	<b>71.6</b>	<b>88.9</b>	<b>28.1</b>	<b>25.0</b>
<b>Analysis of Monthly Fluctuations in Core Cash Balance</b>									
Increase / (Decrease) in Month End Core Cash	\$ (387,193)	\$ (287,764)	\$ 212,438	\$ 157,585	\$ 456,223	\$ (162,161)	\$ 945,940	\$ 58,637	\$ 179,534
<b>Components Driving Change in Core Cash</b>									
Monthly Surplus / (Deficit) Ministry Fund	(258,277)	(131,384)	343,516	(276,873)	242,239	169,177	594,004	(322,941)	553,355
Monthly Surplus / (Deficit) School Fund	11,634	(961)	(5,792)	(6,399)	26,388	37,447	301,206	(66,386)	42,582
Total Surplus / (Deficit) for the Month	(246,643)	(132,345)	337,724	(283,272)	268,627	206,624	895,210	(389,327)	595,937
Deferred Spending - GF	-	-	-	-	-	(33,542)	-	-	-
Deferred Spending - School	-	-	-	-	-	-	-	-	-
Ministry Fund: noncash expense for Debt Principal	140,000	140,000	131,250	131,250	505,000	469,500	438,000	405,000	390,000
Payment of Annual Debt Principal from Core Cash	-	(525,000)	-	-	(485,000)	(455,000)	(420,000)	(390,000)	(390,000)
Additional Debt Principal	-	-	-	-	750,000	750,000	-	-	-
Campus Stewardship Capital Expenditures	-	-	-	-	(280,379)	(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	(276,784)	134,534	(137,177)	281,528	8,575	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	(3,766)	95,047	(119,359)	28,078	70,600	(33,041)	44,591	(114,120)	(78,570)
Total Incr. / (Decr.) in Month End Core Cash	(387,193)	(287,764)	212,438	157,585	456,223	(162,161)	945,940	58,637	179,534
in balance?-->	\$ -	\$ -	\$ (0.00)	\$ 0.00	\$ -	\$ -	\$ -	\$ -	\$ -
** - This amount is an aggregation of all other increases and decreases not separately identified									
<b>Working Capital Change Detail</b>									
Current Month Deferred Tuition Liability	37,122	317,957	252,361	389,537	35,021	40,290	15,055	13,149	28,392
Prior Month Deferred Tuition Liability	237,998	358,256	289,976	420,715	224,526	198,647	155,370	66,116	141,275
Source of Cash / (Use of Cash): Deferred Tuition	(200,875)	(40,299)	(37,615)	(31,178)	(189,505)	(158,357)	(140,315)	(72,967)	(112,883)
Current Month Deferred Registration Fees Liability	72,988	68,938	-	-	72,988	59,144	51,006	39,235	41,903
Prior Month Deferred Registration Fees Liability	71,638	65,713	-	-	71,638	58,094	49,506	37,888	40,803
Source of Cash / (Use of Cash): Deferred Tuition	1,350	3,225	-	-	1,350	1,050	1,500	1,347	1,101

\* Per General Ledger

<sup>1</sup> Days Cash on Hand of \$15,947 for FY19, \$16,300 for FY20, \$15,800 for FY21, \$17,350 for FY22, \$18,845 for FY23, and \$19,300 for FY24 calculated as budgeted MF net operating expense plus school operating expense less debt principal payment divided by 365 days.

**Pathfinder Church  
Launch Reconciliation  
6/30/2023**

<b>Contributions</b>	
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
<b>Expenses</b>	
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>(16,250.00)</u>
Total Expenses	\$ (442,864.55)
<b>Fund Balance</b>	<u><u>\$ 11,250.00</u></u>
<b>Future Commitments</b>	
FY21/22 for Stronghold Cambodia	0.00
FY22/23 for Stronghold Cambodia	0.00
FY23/24 for Stronghold Cambodia	<u>(7,500.00)</u>
<b>Total Committed</b>	<u><u>(7,500.00)</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.