

Pathfinder Church

Board of Directors

Monthly Meeting

November 14, 2023

Pathfinder Church
Board of Directors Meeting
November 14, 2023

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Board of Directors
Tuesday, November 14, 2023

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

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

- Opening Devotion – Matt Finke
- Approval of September BOD Meeting Minutes – Adam Bichsel
- Approval of October Congregation Meeting Minutes – Adam Bichsel
- Acknowledgement of Facility Condition Assessment Budget Vote – Adam Bichsel

General Business - 7:10 p.m. – 7:30 p.m.

- Senior Pastor Report Update – Dion Garrett
- Path Forward Commitment Update – Matt Hewitt
- Board Report Discussion/New Business – Adam Bichsel

Closing Prayer & Adjourn 7:30 p.m.

- Closing Prayer – Jenny Albritton

Followed by separate breakout virtual meetings from 7:30pm to 9:00pm for Finance Committee and Leadership Committee

September Pathfinder Board of Directors Meeting

September 26, 2023, 7:00 PM

Imagineering Room

Board of Directors Attendees: Pastor Dion Garrett, Matthew Hewitt, Jennifer Albritton, Annmarie Wallis, Adam Bichsel, Becky Greer, Damola Oshin, Craig McArton, and Beth Rusert

Excused: Eduardo Ramos and Matthew Finke

Adam Bichsel began the meeting at 7:00 p.m. Annmarie Wallis lead a devotion and a prayer around The Great Bible Giveaway that happened this past week and the importance of the telling the next generation of God's great love for them.

Adam Bichsel reviewed the August Board Meeting minutes. Damola Oshin made a motion to accept both meeting minutes as presented. Becky Greer seconded the motion. A voice vote was held on the motion and all members present voted affirmative.

Matt Hewitt gave an overview of giving for the previous month as well as school enrollment.

The Ministry Fund ended with a \$113K deficit balance, which was \$31K unfavorable to the budget for the month. The FYTD deficit of \$152K was \$75K favorable to the budget deficit.

- Giving in the current month was unfavorable to budget by \$54K. Other Income was comparable to budget. FYTD giving is \$19K unfavorable to budget.
- Monthly expenses were favorable to budgeted expenses by \$23K. FYTD expenses are \$92K favorable to budget.

FYTD net results are \$49K favorable to the budgeted deficit after factoring the \$5K of certain delayed spending and \$20K of discretionary delayed spending.

The School Fund ended the month with a deficit of \$26K, which was unfavorable by \$7K to the budget.

- Monthly income of \$244K was unfavorable to budgeted income by \$10K.
- Monthly expenses of \$271K were favorable to budget by \$4K.

The School Administration team and accounting team completed a re-forecast with actual enrollment, updated salary and wages, and revised spending. September Forecast projects surplus of \$46K for the fiscal year, which is \$53K favorable to the budgeted deficit.

Pastor Dion reviewed his senior pastor report, again talking about the school and the overall ministry and next steps in its continued growth. Comments were brought forward from the board on areas of the report where members have seen personal impact as well. Dion then went on to talk about the next two-year ministry plan and how some of the initial meetings and discussions have gone. Board members are invited to participate in upcoming meetings with donors.

The board will be meeting for a full-day retreat on October 20 which will focus on generosity and bringing new givers on a generosity journey here at Pathfinder.

A closing prayer was given by Adam. The meeting came to a close at 8:13 p.m.

Respectfully submitted,

Annmarie Wallis
Secretary

Pathfinder Church Fall Congregational Meeting

Next Generation Lower Level

October 19, 2023

7:00 p.m.

Welcome – President Adam Bischel welcomed the congregation at 7:00 p.m. to the Fall Congregational Meeting. Adam prayed for the evening and gave an overview of the agenda.

Board of Directors and Elders Introductions – President Adam Bischel introduced the Board of Directors as well as the Board of Elders.

Ministry Update – Pastor Dion Garrett gave a Ministry Update, highlighting the Return, Rebuild, Reimagine ministry plan and its conclusion in December 2023. Over the last two years this ministry plan has helped to focus our conversation and was important coming out of the pandemic. Praise was given to God for his blessings!

Looking ahead, he outlined Path Forward, our new ministry plan and focus to what we believe God has called us to do. This includes,

1. *The Path to Sustained Excellence*: which includes appropriate staffing levels and obligatory capital investment needed to maintain the current ministry.
2. *The Path to Next Generation Impact*: which includes investing in some key areas that support kids and student ministry.
3. *The Path to a Whole Life Hub*: which would support Whole Life goals by updating spaces in Cornerstone and some key features in the Sanctuary.

As explained, the ministry plan is broken into 3 tiers of action based on the generosity and dedication of all those who are a part of Pathfinder over the next two years. No new debt will be taken on to meet any of these ministry goals, rather this tiered approach will help make sure that we meet our goals in measured steps.

This ministry plan will culminate in the 175th anniversary of Pathfinder providing ministry in this area highlighting the importance of bringing Whole Life to our community for many years to come. Pastor Dion brought to the floor a motion to affirm “Path Forward” as our ministry plan for January 2024 to December 2025. Bob Ingle made the motion and Tammy Sternberg seconded. A voice vote was held on the motion and all eligible members present voted affirmative.

Financial Update – Matthew Hewitt, Chief Operating Officer of Pathfinder, gave an overview to the results from the 2022/2023 fiscal year which ended on June 30, 2023. Going into the end of the fiscal year there was a \$163K deficit projected. Thankfully, God moved our congregation to generously help Pathfinder end the fiscal year with a positive balance of \$270K. ‘

Matthew also gave a high-level overview of other financial items. This included the year end audit by Fick, Eggemeyer & Williamson, in which Pathfinder Financials received an Unqualified Opinion – meaning that financials were presented fairly with no errors of misstatements. He reviewed the

Quarter 1 financial close in which we are ahead of a projected deficit budget of \$91K. There was also an overview of our current outstanding debt and upcoming payments.

Other Business – President Adam Bischel opened the floor for new business. No new business was offered from the floor.

The meeting adjourned the at 7:49 PM after a prayer from Pastor Dion Garrett.

Respectfully submitted,
Annmarie Wallis
Secretary

OKR Board Report

November 14, 2023

Objective #1: Grow Audience Base

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

- Summary
 - At the end of October, in-person worship attendance was at 77% of December 2019 worship attendance levels. [WKND]
- Action Highlights
 - Push notifications were sent out at the beginning of “The Way Upstream” to encourage attendance. [BM&C]
 - Emails were sent out at the beginning of “The Way Upstream” series to encourage attendance. [WKND]
 - We continue to pour creative energy into all of our services to make them high impact. Recent notable services were our ‘Inspired’ service [10/21-22], All Saints Day service [10/28-29], and Path Forward kickoff services [10/28 - 11/19]. [WKND]
- Challenges
 - The Middle School Retreat on 10/27-29 likely had a slight negative effect on in-person worship attendance that weekend. [WKND]
- Looking Ahead
 - We’re planning lots of special worship services for the holidays, including Thanksgiving Eve, four Advent mid-weeks, and Christmas Eve/Day services [WKND]
 - Kyle will be creating Christmas Invite cards with information about services and the Christmas Experience to empower people to include with personal Christmas Cards or use as personal invites to friends and community members. [BM&C]
 - We continue to look for opportunities to create Action Teams and Pop-Ups around services, thereby encouraging those attending to also attend worship. [ENG]

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

- Summary
 - October percentage was back up to 90% of users, making FYTD average 89%. [BM&C]
- Action Highlights
 - Action Teams [including Prosper the City], Pop-Ups, and Explore Pathfinder registrations invite people new to Pathfinder events to go to our website to register. [ENG]
 - In our Explore Pathfinder rebranding, we intentionally added more focus on educating participants about our website and what we offer. [ENG]
- Challenges
 - The Brand Marketing & Creative team is short-staffed and has been focused on delivering the Path Forward content. These factors have limited any headway on adding content to

our webpage for the updated Google Ad Grant strategy that Sarah has discussed with Missional Marketing that would assist with this KR. [BM&C]

- Looking Ahead
 - Continue to utilize digital advertising strategy to keep our name in front of people in our community. [BM&C]

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

- Summary
 - We've previously shared that we currently have 82 participants signed up for fall Action Teams but that we don't have the necessary historical data to support the percent increase. [ENG]
- Action Highlights
 - As we are nearing the end of the 5th season of Action Teams, more teams are moving into an "ongoing" status, meaning the teams are meeting consistently regardless of season and typically with many returning participants. And they add new participants during open registration. The Special Needs Parenting Action Team and the Walking/Hiking Action Team just recently indicated that they would like to continue meeting all seasons. [ENG]
 - An Action Team was formed to gather interest in and planning for travel to Spain for the Camino de Santiago. This Action Team launched our first Physical/Spiritual Intensive, which will take place in September 2024, with travel to Spain to complete the Camino de Santiago. A total of 15 people will be traveling together, led by two Pathfinder volunteers Vicky Helling and Betsy Goeltz. This group also includes some who do not attend Pathfinder but were invited by members of Pathfinder. [ENG]
- Challenges
 - While it's exciting to have a planned Intensive in 2024 that is outside of the traditional Mission Trips which are now considered Intensives, there is work still to be done to define Intensives and assess the workload that this adds to the Engagement Team. [ENG]
 - We've generated several ideas to increase awareness of Action Teams and Pop-Ups for the community outside of Pathfinder. We have not been able to fully execute them or explore additional ones due to competing priorities; however, we are committed to ensuring we move forward as we recognize the positive impact it will provide. [ENG]
- Looking Ahead
 - As Action Teams are being planned for the Winter/Spring 2024 season, off-campus locations are being considered due to facility constraints here at Pathfinder. We hope that off-campus sites will provide us with visibility we would not have otherwise had. [ENG]

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

- Summary
 - During the month of October, we had 18 online inquiries. This resulted in 13 in person tours [EC = 6 families and K-8 = 7] with various phone conversations and more tours scheduled.
- Action Highlights
 - We continue to work with Sarah/Marketing Team to discuss, develop, and carry out a targeted recruitment campaign.
 - We had 10 families registered [this includes two families who have had private tours and are coming back for open house].
- Challenges
 - We may have missed an opportunity to promote the school open house in Kids Ministry in the weeks leading up to the fall open house.
- Looking Ahead
 - We will stay abreast of the St. John School tour dates so that we can share in Explore Pathfinder as appropriate. [ENG]

Objective #2: Increase Engagement of Current Attenders

KR1: Total of 65 Explore Pathfinder Participants Through December

- Summary
 - 27 people attended Explore Pathfinder July – October. [ENG]
- Action Highlights
 - We took our Church staff through Explore Pathfinder, asking for their feedback and their support in encouraging those they interact with to register for the orientation. It worked! Our November Explore Pathfinder participant count is greater than the sum of the two prior orientations. [ENG]
 - Susan Bentzinger invited our new part-time receptionist to attend Explore Pathfinder. She and her husband will be signing up for the December orientation. We will continue to encourage our staff to consider who in their circle might benefit from attending Explore Pathfinder. [ENG]
 - Encouraged parents to attend Explore Pathfinder in the weekly Kids Min parent email. [WKND]
- Challenges
 -
- Looking Ahead
 - With the 21 participants registered for November, we are 17 shy of our 65-participant goal. As we shared last month, we added a December orientation. We are continuing to invite people to attend and encourage our colleagues in other Ministries to do the same. [ENG]

KR2: Increase Unique Participants in Action Teams by 5% [July-Dec 2023]

- Summary
 - As reported in our September Board Report, we exceeded this goal and were at a 32% increase. We currently sit at a 36% increase in unique participants in Action Teams. [ENG]
- Action Highlights
 - The men's Chili Cook Off Pop-Up was incredibly successful and a result of the work of five men who volunteered to host and plan it. More than 35 men attended, and 11 submitted chilis to be voted on. The men included a generosity component with a 50/50 raffle and donated the proceeds to the Back Stoppers, a local non-profit. This is an example of utilizing Pop-Ups to engage a demographic that has been more challenging to engage via Action Teams. With this positive experience having taken place, we hope that Action Teams will have a greater appeal. [ENG]
- Looking Forward
 - As we consider how to further engage people in Action Teams, we recognize there may be a benefit in creating a Pop-Up to gauge interest in a particular activity and subsequently moving it to an Action Team depending upon the level of interest. We tested this with intentionality when we offered Bee-Keeping this season as a Pop-Up designed to provide participants with an understanding of bee-keeping costs and commitments and to determine if they would be interested in participating in an Action Team to make it a reality. [ENG]
 - We are addressing the need for opportunities for the young professional demographic at our church to engage. We recognize that an Action Team may require a deeper commitment than this demographic wishes to initially commit to. To navigate this, we are looking deeper into what this demographic will commit to and get excited about. To start, we are planning a virtual scavenger hunt Pop-Up and will assess the feedback gathered. We plan to extend an invitation to surrounding churches as we believe the opportunity to engage this demographic is a shared one. While we are beginning with a Pop-Up, we believe there is an opportunity to engage this demographic with Action Teams once they see the value of connection. [ENG]

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

- Summary
 - In October we had 271 unique volunteers who served on Weekend teams [34% of our In-Person Worship average of 802]. We had 429 unique volunteers active on our rosters. [WKND]
- Action Highlights
 - We were excited that all of the participants in this summer's Bryan Hill Helpers Action Team continued to serve in the fall, either as leaders or volunteers. Additionally, the fall Action Team increased by three members. This Vocational Action Team provides additional volunteers for our church-wide partnership and engages multi-generations. [ENG]

- Held a Kids Min Girlfriend Serve day October 8 and Dad Serve day on November 12 to encourage people to see how fun it is to serve in Kids Min. 8 people participated. [WKND]
- Challenges
 - The Girlfriend Serve Day on October 8 resulted in no new recruits. [WKND]
- Looking Ahead
 - Café volunteers will begin using Planning Center soon. Nearly all of our weekend ministries are now using Planning Center, which helps greatly to create a consistent volunteer experience across ministries and helps with volunteer sharing/tracking/metrics. [WKND]

KR4: Increase the Number of Households Giving by 5%

- Summary
 - At the end of October, the average number of giving households was –3% compared to the same period last year (July-October 2022).
- Action Highlights
 - Our Path Forward Ministry Plan is emphasizing the need for new givers and increased giving from existing givers. [STRAT]
 - We continue to add new givers each month. [FINOPS]
- Challenges
 - It's not clear why the total unique giving units are down year over year. [FINOPS]
- Looking Ahead
 - A Financial Action Team that leads participants through legacy and giving plans is in the works for the Winter/Spring 2024 Action Team season. [ENG]

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

- Summary
 - Complete as of October 10, 2023, with 373 responses, 375 total in October.

KR6: Increase Session Length of Current Website Users

- Summary
 - The October average session length was stagnant at 1min20sec. [BM&C]
- Action Highlights
 -
- Challenges
 - The Brand Marketing & Creative team is short-staffed and has been focused on delivering the Path Forward content, which has limited any headway on adding content to the website, which may have an impact on this KR. [BM&C]
- Looking Ahead
 - The BM&C team is looking to add more content to engage people on our webpage, like blog and message content. [BM&C]

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

- Summary
 - Currently our Parent Pulse score sits at 52 on a scale of –100 to 100. We have replied to every comment from the parents and have communicated [phone call or in person visit] with any families who have brought up issues that we felt needed to be addressed. [STJ]
- Action Highlights
 - Within the next three weeks, all the parents will have received the first parent pulse survey. Once that first round is done, we will send a second parent pulse. [STJ]
- Challenges
 - How do we best communicate information that our parents submit to our teachers and our parent community as a whole? What parents are still holding on to old feelings and what feelings are genuine problems that we need to address? [STJ]
- Looking Ahead
 - In our December Professional Development, we will be communicating results to our teachers. We will also be discerning how to share the results of our first Parent Pulse with our families. [STJ]

Objective #3: Create a Culture of Whole Life Growth

KR1: 500 People Completing the Whole Life Assessment

- Summary
 - 327 people have completed the Whole Life Assessment. [ENG]
- Action Highlights
 - Action Team leaders were asked to promote the WLA to their Action teams at the beginning of the season, as well as a request included to take the assessment prior to attending Explore Pathfinder [ENG]
- Challenges
 - The number of WLAs completed since last month has increased only by 8. Our team is continuing to brainstorm additional ways to encourage people to take the assessment as brainstorming with the other Ministries how they might be able to encourage the people in their network to take the survey. [ENG]
- Looking Ahead
 - The WLA will be promoted once again in preparation for the next season of Action Teams launching in late December. [ENG]
 - We are emailing Explore Pathfinder participants before they attend and encouraging them to take the WLA. Additionally, in our follow-up email to participants of Explore Pathfinder who have not yet taken the assessment, we are providing the link to take the assessment. [ENG]

KR2: Retain 80% of Prior Action Team Participants

- Summary
 - We are currently at 71% retention. Our success in attracting new people to Action Teams through Prosper the City has decreased our retention percentage of prior Action Team participants. [ENG]
- Action Highlights
 - During this Action Team season, the Engagement Team began sending weekly app push notifications to encourage a Whole Life mindset and bring awareness to Action Team participants of other opportunities to grow in an area of Whole Life. [ENG]
 - Many ongoing Spiritual Action Teams are seeing not only retention but growth in their participants. The Shack Guys [men's spiritual AT] saw 100% retention and growth and are now at capacity. Leaders in Israel [women's spiritual AT] also saw 100% retention and the addition of 10 members. [ENG]
- Challenges
 -
- Looking Ahead
 -

KR3: Increase 25% Staff Engagement [Including School Staff] in Action Teams

- Summary
 - We have 28 staff engaged in Action Teams at this time; this is an increase of one staff member since last month. We remain at 20% of Church and School staff engaged in Action Teams. [ENG]
- Action Highlights
 - For the Winter/Spring season, we will be offering an early morning weekday Bible Study Action Team for anyone to join but with focused marketing and personalized invitations to our Church and School staff. We hope this will appeal to many. [ENG]
- Challenges
 -
- Looking Ahead
 - We intend to do a survey of all staff to glean information as to what types of Action Teams would appeal to them. [ENG]

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

- Summary
 - We have 73 students 18 years and younger involved in a fall Action Team. This is 12% of total unique participants in Action Teams completing this goal. [ENG]
- Action Highlights
 - Summit Students created two action teams for Prosper the City. [WKND]
 - The Creating Confidence Through Improv Action Team was successful in reaching some of our Next Gen students. We are hopeful it will continue next season with the involvement

of one of our former interns, Anna Lena Curran, who has an existing connection with several of our students. [ENG]

- Challenges
 - We have combined forces between Action Teams and Pop-Ups to attract Gen Z'ers who we have been unsuccessful in reaching through Action Teams. The hope is that by planning multiple Pop-Ups for this demographic, with less time commitment than that of Action Teams, we will be able to build up a larger group of individuals to lead and recruit others. [ENG]
- Looking Ahead
 - The current Bryan Hill Holiday Helpers Action Team has upcoming serve days scheduled to sort and pack the food from the Thanksgiving food drive and they are engaging the students from St John School to help and serve as part of their generosity journey. The students will continue to be engaged during our Joy Christmas Experience with a Toy drive in December. [ENG]

Engagement Team Ministry Report

A team of four went to Stronghold Cambodia to help prepare and celebrate the official ribbon cutting for their new building. All felt incredibly blessed to participate in the traditional Khmer ceremony that brought the entire Fish Island of Kampot Province community together. Tara participated in the ribbon cutting and ceremony presenting Dion's message to Stronghold and the entire community.

In serving Stronghold, the team provided a VBS retreat for the 3rd – 6th graders, assisted with ESL classes, helped prepare numerous meals to serve the children and families of the Fish Island community as part of Stronghold's programming, attended home visits to learn more about the lives, celebrations, and hardships of the families in the community, hosted a half-day retreat for the 7th – 11th graders, guided the parents and students in a visual faith practice to encourage and grow the spiritual relationships within homes, provided a parenting event where we focused on physical and spiritual whole life with practical health training for recognizing and taking steps in the event of heart attack, stroke, or choking, and painted murals and partnership logos on the new walls of Stronghold.

Above all, the team invested in the missionaries who are living in Cambodia doing the work that God has called them to. **The missionaries shared, "You are the only team that comes here that tries to intentionally pour into us as missionaries. In a country where we are the minority and odd people out, you don't know what it does to restore our spirits to have a conversation with someone from back home and be encouraged to continue to do this work that is rewarding but also extremely taxing mentally and emotionally. We are more grateful for the time you take to ask how we are more than even the tasks you have accomplished."**



October 2023

September 2023

August 2023

July 2023

23-24 FYTD

22-23 FYTD

Change(FY0-FY1)

% Change(FY0-FY1)/FY1

OKR Data Reference

OKR Reference

**Worship Attendance Metrics
(Monthly & FYTD Averages)**

Live Stream Hits*	621	571	532	498	556	533	23	4%	
5 pm Saturday*	111	107	117	105	110	112	-2	-2%	180 O1 KR1
9 am Sunday*	367	381	379	320	362	288	74	26%	419
11 am Sunday*	324	350	377	317	342	292	50	17%	443
Baptisms	4	2	8	3	17	20	-3	-15%	
Number of Members - Including Kids* (Updated Quarterly)	3440			3323	3323	2998	325	11%	

Giving Metrics

Total Unique Giving Units*	610	596	602	621	607	625	-18	-3%	O2 KR4
New Donors	6	6	4	5	21	43	-22	-51%	
Unique Electronic Recurring Givers*	330	332	327	333	332	324	8	2%	

NextGen Metrics

New Kids Min Registrations	16	20	21	3	60	92	-36	-35%	
Kids Min Unique Participants	331	285	274	39	417	402	75	4%	
New Core Registrations	9	7	88	0	104	116	-21	-10%	
CORE Unique Participants	101	106	82	0	132	120	18	10%	
New Summit Registrations	0	12	47	0	59	20	39	195%	
Summit Unique Participants	45	52	45	0	57	42	12	36%	

Engagement Metrics

Explore Pathfinder Metrics

Total Explore Pathfinder Participants	7	7	13	0	27	41	-21	-34%	
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Action Team Metrics (Updated Seasonally)

First-Time Participants**	172	158	103	130	391	884	-493	-56%	
Total Unique Participants**	586	571	428	288	428	0	428	0%	

Pop-Up Metrics

Total Participants **	181	153	13	526	692	81	611	754%	
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Intensives Metrics

Total Unique Participants	4	0	5	0	5	0	5	0%	
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Website Metrics

Total Visits / Sessions	14,885	13594	17385	18224	64088	25089	24114	155%	O1 KR2
% Unique Visitors*	90%	88%	89%	91%	89%	58%	31%	53%	
% Referral Traffic*	11%	11%	9%	10%	10%	3%	8%	306%	
% Direct Traffic*	46%	44%	49%	44%	46%	31%	15%	49%	
% Search Traffic*	27%	28%	26%	32%	29%	28%	1%	4%	

NPS Metrics

Total Unique NPS Submissions	375	5	2	4	11	0	11	0%	O2 KR5
Promoters	241	0.4	0.5	0.25	38%	0%	38%	0%	
Passives	72	0.2	0	0.25	15%	0%	15%	0%	
Detractors	62	0.4	0.5	0.5	47%	0%	47%	0%	
Cumulative NPS Score	48	29	28	35	31	0	31	0%	

School Metrics

Early Childhood Enrollment	159	159	159	160	159	182	-182	-13%	O1 KR4
K-8 Enrollment	175	177	177	181	177	207	-207	-14%	
Total Enrollment	334	336	336	341	336	389	-389	-14%	

* FYTD is an Average

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

** Action Team Participants includes PTC

Pathfinder Church
Board of Directors Meeting
November 2023

Membership Changes – October 2023

New Members:

Information Class:

Jan Carreiro
Lana Jennett
Randy & Kathy Hardesty

Transfer:

Joe & Dorothy Braun

Released Members:

Transferred Out:

None

Release by Request:

Chris & Amber Generally © Mathea & Keagan
Jade Generally
Jessica Holton
Kennedy Holtam
Olivia Holtam
Hope Linam

Official Acts:

Baptisms:

Landon Lambrechts (10-08-2023)
Clarity NaThalang (10-08-2023)
Samanatha Alderman (10-22-2023)
Levi Perez (10-22-2023)

Weddings:

Anthony Scalise Jr. & Miranda Lee (10-28-2023)

Funerals:

Robert Steele (Death 09-24-2023; Funeral 10-03-2023)
Ralph DesRoche (Death 10-10-2023; Funeral 10-19-2023)

Pathfinder Church

Financial Notes

Period Ending October 31, 2023

Ministry Fund

Overview

The Ministry Fund ended with a \$146K deficit balance, which was \$17K favorable to the budget for the month. The FYTD deficit of \$420K was \$41K favorable to the budget deficit.

- Giving in the current month was favorable to budget by \$11K. Other Income was \$18K unfavorable to budget due to Cambodia Mission Trip Income in Engagement Team Ministry being \$16K under budget due to less participants than expected and Facilities income being \$5K unfavorable due to a reclassification of year-to-date basketball gym rental fees income being reclassified to School Income. FYTD giving is \$32K unfavorable to budget.
- Monthly expenses were favorable to budgeted expenses by \$24K. FYTD expenses are \$86K favorable to budget.

FYTD net results are forecasted to be \$11K favorable to the budget deficit after factoring the \$15K of certain delayed spending and the \$15K discretionary delayed spending.

Pastoral Office

- \$4K unfavorable for Pastoral Office due to the speaking and travel fees of \$3,800 for Kurt Senske for the board retreat exceeding the \$400 budget.

Operations

- \$20K unfavorable for Facilities due to
 - \$5K unfavorable variance for a reclass of year-to-date gym basketball rental fees being reclassified to the School gym income
 - \$7K unfavorable variances for utilities (electric, gas, water and sewer)
 - \$10K unfavorable for Revel Architects fees for current work related to The Path Forward building plan.
 - \$1K favorable variance for landscaping and snow removal
 - \$1.3K favorable variance for janitorial, lighting, and general supplies.
- \$4K favorable for Finance and Administration for unused merit balance budgeted but not spent.
- \$5K favorable for Technology due to
 - \$1K unfavorable variance for telephone and internet fees including a \$1.7K payment for consulting fees regarding an E-Rate program.
 - \$5.4K favorable variance for Rock Support payments as the quarterly payment for service was lower than anticipated.

Marketing and Creative

- \$6K favorable for Marketing & Creative due to
 - \$4K favorable variance for salaries and benefits due to current staffing openings.
 - \$2K unfavorable variance for paper and printing supplies.
 - \$1K favorable variance for advertising and marketing.
 - \$2K favorable variance for budgeted Professional Development not used.

Engagement Team Ministry

- \$10K favorable for Engagment Team due to
 - Net \$10K favorable variance for Cambodia Mission Trip expenses due to a smaller than anticipated travel team resulting in lower costs.
 - \$1K favorable variance for Women Pop Ups.
 - \$1K unfavorable variance for Explore Pathfinder Orientation action team leader shirts (formerly Getting Started).

Weekend Ministry Leadership

- \$3K favorable for Tech AV due to
 - \$1.6K favorable variance for equipment sales.
 - \$1K favorable for tech equipment purchases being lower than budgeted.
- \$3K favorable for Kids Ministry due to \$3K budgeted for Family Events not occurring.

School Fund

Overview

The School Fund ended the month with a deficit of \$6K, which was favorable by \$11K to the budget deficit.

- Monthly income of \$260K was unfavorable to budgeted income by \$3K.
- Monthly expenses of \$266K were favorable to budget by \$13K.

September Forecast

The School Fund ended October with a \$11K favorable variance for the month and a \$78K favorable FYTD variance. Factoring in delayed spending of \$46K and the forecasted November – June surplus of \$21K, FYTD net results are projected to be \$26K. Reminder the September re-forecast projected a \$45K surplus which was \$51K favorable to the budgeted deficit.

Income

- \$3K unfavorable variance for Annual Fund contributions.
- \$7K favorable variance for Other Income due to the reclassification of FYTD gym rental fees from the Ministry Fund to the School Fund.

Expenses

- \$6K unfavorable variance for salaries and wages for
 - \$2K unfavorable variance for teacher salaries
 - \$1.7K unfavorable for Outsourced Band which had been budgeted in a prior month.
 - \$1.5K unfavorable for Outsourced Janitorial Services.
 - \$1.1K unfavorable for Early Childhood wages
- \$4K favorable for athletic events due to less spending in all categories of events, sports equipment, extracurricular activities, and sports team uniforms.
- \$36K favorable for Other Expenses due to \$35,500 of budgeted repairs and maintenance. This work started on October 27. Expenses will be realized in November.

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

Consolidated Balance Sheet

- Cash and Investments decreased by \$115K.
- Accounts Receivable increased by \$10K due to an increase in suspense tuition payments from the processing entity.

- Prepaid Expenses decreased \$5K due to
 - \$14K decrease for Cambodia Mission Trip prepayments being expensed
 - \$10K increase for Prepaid Insurance as two monthly payments were made in October due to the timing in billings.
 - \$2.2K decrease for HSA Contribution Benefits.
 - \$1.2K increase for Prepaid Postage
- Accounts Payable decreased by \$18K due to
 - \$8.5K increase for Middle School Retreat lodging accrual
 - \$2K decrease for utility accrual reversal
 - \$10K decrease for prior month audit fee payment.
 - \$13K decrease in Ministry Fund credit card accrual (which in September included \$8.5K for Cambodia travel tickets, \$5K for new employee relocation and \$3K for new employee computer and phone).
- Accrued Expenses increased by \$12K due to increases for HSA Health Savings and Employee Benefits accrual.
- Deferred Tuition and Revenue decreased by \$28K due to
 - \$20K decrease for the recognition of monthly tuition revenue.
 - \$5K decrease for Middle School Retreat revenues
 - \$1.6K decrease for SOTA tuition deferrals being recognized.
- Launch Net Assets decreased by \$3750 due to the penultimate Mission support payment.

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	0.100%	2,318.39
Savings	First Community CU	0.00%	10.00
Steward Acct.	LCEF	0.625%	51,235.30
Money Market	Vanguard	5.30%	898,836.36
Checking	Fifth Third Bank	1.100%**	1,313,949.29
			<u>2,267,149.34</u>

** Pathfinder was just approved for a rate increase to 3% on our average daily balance. This will take effect in November 2023.

Budgeted Financial Statement for Period 4 - October
23-24 Report 1: Income Statement
Company#: 1 Name: Pathfinder Church
Fiscal Year Beginning 7/1/2023

<u>Acct #</u> <u>Description</u>	<u>Budget</u> <u>Annual</u>	<u>Actual for</u> <u>Period</u>	<u>Budget for</u> <u>Period</u>	<u>Variance</u> <u>for Period</u>	<u>Actual</u> <u>YTD</u>	<u>Budget</u> <u>YTD</u>	<u>Var. Actual</u> <u>to YTD</u> <u>Budget Dollar</u>
MINISTRY FUND							
3 General Offerings	\$4,577,451	\$326,174	\$314,988	\$11,186	\$1,169,423	\$1,200,973	(\$31,550)
MINISTRY FUND INCOME	\$4,577,451	\$326,174	\$314,988	\$11,186	\$1,169,423	\$1,200,973	(\$31,550)
PASTORAL OFFICE							
5 Pastoral Office	(\$595,457)	(\$121,950)	(\$118,293)	(\$3,657)	(\$232,594)	(\$243,061)	\$10,467
6 Stewardship	(\$12,815)	(\$349)	(\$1,485)	\$1,136	(\$5,011)	(\$3,380)	(\$1,631)
7 Care Ministries	(\$19,610)	(\$41)	(\$1,467)	\$1,426	(\$844)	(\$6,368)	\$5,524
TOTAL PASTORAL OFFICE	(\$627,882)	(\$122,340)	(\$121,245)	(\$1,095)	(\$238,450)	(\$252,809)	\$14,359
OPERATIONS							
9 Facilities	(\$958,865)	(\$84,956)	(\$64,798)	(\$20,158)	(\$318,909)	(\$298,692)	(\$20,217)
10 Finance & Administration	(\$497,838)	(\$35,082)	(\$38,948)	\$3,866	(\$151,811)	(\$167,593)	\$15,782
11 Mortgage/Debt	(\$711,442)	(\$57,716)	(\$59,250)	\$1,534	(\$229,150)	(\$236,588)	\$7,438
12 School Tuition Assistance	(\$147,168)	(\$12,325)	(\$12,264)	(\$61)	(\$49,300)	(\$49,056)	(\$244)
13 Technology	(\$104,964)	(\$8,166)	(\$12,927)	\$4,761	(\$34,501)	(\$38,108)	\$3,607
TOTAL OPERATIONS	(\$2,420,277)	(\$198,245)	(\$188,187)	(\$10,058)	(\$783,672)	(\$790,037)	\$6,365
MARKETING & CREATIVE							
15 Marketing & Creative	(\$527,759)	(\$31,945)	(\$37,936)	\$5,991	(\$132,723)	(\$158,597)	\$25,874
16 Community Awareness	(\$49,554)	\$0	(\$52)	\$52	(\$7,123)	(\$6,773)	(\$350)
TOTAL MARKETING & CREATIVE	(\$577,313)	(\$31,945)	(\$37,988)	\$6,043	(\$139,846)	(\$165,370)	\$25,524
ENGAGEMENT TEAM MINISTRY							
18 Engagement Team	(\$362,835)	(\$37,545)	(\$47,684)	\$10,139	(\$116,752)	(\$138,767)	\$22,015
19 Missions	(\$74,786)	(\$6,138)	(\$6,190)	\$52	(\$21,979)	(\$24,795)	\$2,816
20 Staff Culture & Development	(\$17,929)	(\$5,960)	(\$5,665)	(\$295)	(\$19,382)	(\$14,264)	(\$5,118)
21 Cafe'	(\$15,770)	(\$2,857)	(\$1,222)	(\$1,635)	(\$7,217)	(\$5,184)	(\$2,033)
22 Hospitality	(\$11,240)	(\$712)	(\$295)	(\$417)	(\$1,582)	(\$2,750)	\$1,168
TOTAL ENGAGEMENT TEAM MINISTRY	(\$482,560)	(\$53,211)	(\$61,056)	\$7,845	(\$166,912)	(\$185,760)	\$18,848
WEEKEND MINISTRY							
24 Tech AV	(\$182,068)	(\$12,921)	(\$15,716)	\$2,795	(\$58,170)	(\$61,210)	\$3,040
25 Kids Ministry	(\$219,824)	(\$17,466)	(\$20,450)	\$2,984	(\$67,359)	(\$69,340)	\$1,981
26 Student Ministry	(\$154,306)	(\$16,135)	(\$14,450)	(\$1,685)	(\$55,497)	(\$57,668)	\$2,171
27 Weekend Ministry Leadership	(\$11,991)	(\$636)	(\$298)	(\$338)	(\$4,285)	(\$3,167)	(\$1,118)
28 Worship	(\$233,977)	(\$19,310)	(\$18,526)	(\$784)	(\$75,712)	(\$76,839)	\$1,127
TOTAL WEEKEND MINISTRY	(\$802,166)	(\$66,468)	(\$69,440)	\$2,972	(\$261,023)	(\$268,224)	\$7,201
TOTAL MINISTRY FUND	(\$332,747)	(\$146,036)	(\$162,928)	\$16,892	(\$420,479)	(\$461,227)	\$40,748
SCHOOL FUND							
30 Income	\$3,167,471	\$260,095	\$262,691	(\$2,596)	\$1,049,310	\$1,081,029	(\$31,719)
31 Expenses	(\$3,175,462)	(\$265,822)	(\$279,242)	\$13,420	(\$998,702)	(\$1,108,352)	\$109,650
TOTAL SCHOOL FUND	(\$7,991)	(\$5,727)	(\$16,551)	\$10,824	\$50,608	(\$27,323)	\$77,931

Budgeted Financial Statement for Period 4 - October
23-24 Report 2: Income Stmt (Income Detail)
Company#: 1 Name: Pathfinder Church
Fiscal Year Beginning 7/1/2023

<u>Acct #</u> <u>Description</u>	<u>Budget</u> <u>Annual</u>	<u>Actual for</u> <u>Period</u>	<u>Budget for</u> <u>Period</u>	<u>Variance</u> <u>for Period</u>	<u>Actual</u> <u>YTD</u>	<u>Budget</u> <u>YTD</u>	<u>Var. Actual</u> <u>to YTD</u> <u>Budget Dollar</u>
MINISTRY FUND INCOME							
MINISTRY GIVING INCOME							
3 Ministry Offerings	\$4,577,451	\$326,174	\$314,988	\$11,186	\$1,169,423	\$1,200,973	(\$31,550)
TOTAL MINISTRY GIVING INCOME	\$4,577,451	\$326,174	\$314,988	\$11,186	\$1,169,423	\$1,200,973	(\$31,550)
PASTORAL OFFICE							
TOTAL PASTORAL OFFICE	\$0	\$0	\$0	\$0	\$0	\$0	\$0
OPERATIONS							
7 Facilities	\$5,800	(\$4,839)	\$500	(\$5,339)	\$2,950	\$650	\$2,300
8 Finance & Administration	\$5,326	\$0	\$0	\$0	\$0	\$0	\$0
9 Investment Income	\$36,323	\$5,222	\$3,001	\$2,221	\$20,693	\$11,944	\$8,749
TOTAL OPERATIONS	\$47,449	\$383	\$3,501	(\$3,118)	\$23,643	\$12,594	\$11,049
MARKETING & CREATIVE							
12 Marketing & Creative	\$30,362	\$2,571	\$2,621	(\$50)	\$9,011	\$9,536	(\$525)
13 Community Awareness	\$16,500	\$0	\$0	\$0	\$185	\$1,500	(\$1,315)
TOTAL MARKETING & CREATIVE	\$46,862	\$2,571	\$2,621	(\$50)	\$9,196	\$11,036	(\$1,840)
ENGAGEMENT TEAM MINISRY							
15 Engagement Team	\$51,585	\$5,802	\$22,110	(\$16,308)	\$19,452	\$43,210	(\$23,758)
16 Missions	\$17,500	\$221	\$0	\$221	\$8,942	\$10,500	(\$1,558)
17 Cafe'	\$30,650	\$1,948	\$2,550	(\$602)	\$6,484	\$9,800	(\$3,316)
18 Hospitality	\$720	\$347	\$70	\$277	\$922	\$175	\$747
TOTAL ENGAGEMENT TEAM MINISRY	\$100,455	\$8,318	\$24,730	(\$16,412)	\$35,799	\$63,685	(\$27,886)
WEEKEND MINISTRY							
20 Tech AV	\$2,650	\$1,564	\$0	\$1,564	\$7,503	\$2,150	\$5,353
21 Kids Ministry	\$43,550	\$120	\$150	(\$30)	\$355	\$300	\$55
22 Student Ministry	\$54,450	\$9,215	\$9,500	(\$285)	\$24,045	\$24,750	(\$705)
TOTAL WEEKEND MINISTRY	\$100,650	\$10,899	\$9,650	\$1,249	\$31,903	\$27,200	\$4,703
TOTAL MINISTRY FUND INCOME	\$4,872,867	\$348,344	\$355,490	(\$7,146)	\$1,269,965	\$1,315,488	(\$45,523)
SCHOOL INCOME							
25 Tuition K-8	\$1,658,319	\$137,186	\$138,078	(\$892)	\$552,619	\$553,695	(\$1,076)
26 Tuition ECE	\$1,007,157	\$85,417	\$84,278	\$1,139	\$333,067	\$332,933	\$134
27 Tuition - Childcare	\$120,445	\$12,277	\$11,516	\$761	\$41,371	\$39,733	\$1,638
28 Annual Fund	\$61,828	\$1,909	\$5,000	(\$3,091)	\$3,837	\$9,328	(\$5,491)
29 PTL Support	\$16,000	\$0	\$0	\$0	\$0	\$0	\$0
32 Athletics	\$39,183	\$858	\$3,100	(\$2,242)	\$8,581	\$13,283	(\$4,702)
33 Learning Center Fees	\$5,050	\$550	\$450	\$100	\$1,100	\$800	\$300
34 Chapel/Mission Offerings	\$4,889	\$438	\$1,300	(\$862)	\$672	\$1,589	(\$917)
35 Field Trips	\$5,000	\$1,605	\$500	\$1,105	\$1,675	\$500	\$1,175
36 Other Income	\$21,890	\$10,179	\$2,806	\$7,373	\$12,839	\$5,992	\$6,847
37 Budgeted Adjusted Income	\$66,217	\$0	\$5,495	(\$5,495)	\$0	\$22,258	(\$22,258)
38 School Lunch Income	\$84,345	\$9,635	\$10,168	(\$534)	\$16,320	\$23,770	(\$7,450)
39 Online Enrollment/Registrations	\$77,148	\$41	\$0	\$41	\$77,229	\$77,148	\$81
TOTAL SCHOOL INCOME	\$3,167,471	\$260,095	\$262,691	(\$2,596)	\$1,049,310	\$1,081,029	(\$31,719)

Budgeted Financial Statement for Period 4 - October
23-24 Report 3: Income Stmt (Expense Detail)
Company#: 1 Name: Pathfinder Church
Fiscal Year Beginning 7/1/2023

<u>Acct #</u> <u>Description</u>	<u>Budget</u> <u>Annual</u>	<u>Actual for</u> <u>Period</u>	<u>Budget for</u> <u>Period</u>	<u>Variance</u> <u>for Period</u>	<u>Actual</u> <u>YTD</u>	<u>Budget</u> <u>YTD</u>	<u>Var. Actual</u> <u>to YTD</u> <u>Budget Dollar</u>
MINISTRY FUND EXPENSES							
PASTORAL OFFICE							
3 Pastoral Office	(\$595,457)	(\$121,950)	(\$118,293)	(\$3,657)	(\$232,594)	(\$243,061)	\$10,467
4 Stewardship	(\$12,815)	(\$349)	(\$1,485)	\$1,136	(\$5,011)	(\$3,380)	(\$1,631)
5 Care Ministries	(\$19,610)	(\$41)	(\$1,467)	\$1,426	(\$844)	(\$6,368)	\$5,524
TOTAL PASTORAL OFFICE	(\$627,882)	(\$122,340)	(\$121,245)	(\$1,095)	(\$238,450)	(\$252,809)	\$14,359
OPERATIONS							
7 Facilities	(\$964,665)	(\$80,117)	(\$65,298)	(\$14,819)	(\$321,859)	(\$299,342)	(\$22,517)
8 Finance & Administration	(\$503,164)	(\$35,082)	(\$38,948)	\$3,866	(\$151,811)	(\$167,593)	\$15,782
9 Mortgage/Debt	(\$747,765)	(\$62,938)	(\$62,251)	(\$687)	(\$249,844)	(\$248,532)	(\$1,312)
10 School Tuition Assistance	(\$147,168)	(\$12,325)	(\$12,264)	(\$61)	(\$49,300)	(\$49,056)	(\$244)
11 Technology	(\$104,964)	(\$8,166)	(\$12,927)	\$4,761	(\$34,501)	(\$38,108)	\$3,607
TOTAL OPERATIONS	(\$2,467,726)	(\$198,628)	(\$191,688)	(\$6,940)	(\$807,315)	(\$802,631)	(\$4,684)
MARKETING & CREATIVE							
13 Marketing & Creative	(\$558,121)	(\$34,517)	(\$40,557)	\$6,040	(\$141,734)	(\$168,133)	\$26,399
14 Community Awareness	(\$66,054)	\$0	(\$52)	\$52	(\$7,308)	(\$8,273)	\$965
TOTAL MARKETING & CREATIVE	(\$624,175)	(\$34,517)	(\$40,609)	\$6,092	(\$149,042)	(\$176,406)	\$27,364
ENGAGEMENT TEAM MINISTRY							
16 Engagement Team	(\$414,420)	(\$43,347)	(\$69,794)	\$26,447	(\$136,204)	(\$181,977)	\$45,773
17 Missions	(\$92,286)	(\$6,359)	(\$6,190)	(\$169)	(\$30,920)	(\$35,295)	\$4,375
18 Staff Culture & Development	(\$17,929)	(\$5,960)	(\$5,665)	(\$295)	(\$19,382)	(\$14,264)	(\$5,118)
19 Cafe'	(\$46,420)	(\$4,804)	(\$3,772)	(\$1,032)	(\$13,700)	(\$14,984)	\$1,284
20 Hospitality	(\$11,960)	(\$1,059)	(\$365)	(\$694)	(\$2,504)	(\$2,925)	\$421
TOTAL ENGAGEMENT TEAM MINISTRY	(\$583,015)	(\$61,529)	(\$85,786)	\$24,257	(\$202,711)	(\$249,445)	\$46,734
WEEKEND MINISTRY							
22 Tech AV	(\$184,718)	(\$14,484)	(\$15,716)	\$1,232	(\$65,673)	(\$63,360)	(\$2,313)
23 Kids Ministry	(\$263,374)	(\$17,586)	(\$20,600)	\$3,014	(\$67,714)	(\$69,640)	\$1,926
24 Student Ministry	(\$208,756)	(\$25,350)	(\$23,950)	(\$1,400)	(\$79,542)	(\$82,418)	\$2,876
25 Weekend Ministry Leadership	(\$11,991)	(\$636)	(\$298)	(\$338)	(\$4,285)	(\$3,167)	(\$1,118)
26 Worship	(\$233,977)	(\$19,310)	(\$18,526)	(\$784)	(\$75,712)	(\$76,839)	\$1,127
TOTAL WEEKEND MINISTRY	(\$902,816)	(\$77,366)	(\$79,090)	\$1,724	(\$292,926)	(\$295,424)	\$2,498
TOTAL MINISTRY FUND EXPENSES	(\$5,205,614)	(\$494,380)	(\$518,418)	\$24,038	(\$1,690,443)	(\$1,776,715)	\$86,272
SCHOOL EXPENSES							
28 Salary, Wages, Benefits & Outsourcing	(\$2,305,802)	(\$208,276)	(\$202,226)	(\$6,050)	(\$737,383)	(\$724,639)	(\$12,744)
29 Classroom Supplies, Materials & Equip	(\$56,619)	(\$5,429)	(\$3,625)	(\$1,804)	(\$40,311)	(\$41,869)	\$1,558
30 Conferences, Education & Development	(\$14,665)	(\$337)	(\$2,200)	\$1,863	(\$1,991)	(\$4,765)	\$2,774
31 Technology Services, Hardware & Software	(\$59,244)	(\$2,380)	(\$3,990)	\$1,610	(\$31,734)	(\$31,624)	(\$110)
32 Centered Care Expenses	(\$124,179)	(\$11,389)	(\$12,888)	\$1,499	(\$34,660)	(\$37,380)	\$2,720
33 Athletic Events	(\$29,057)	(\$1,736)	(\$6,100)	\$4,364	(\$13,373)	(\$13,557)	\$184
34 Field Trips	(\$4,622)	(\$2,011)	(\$2,000)	(\$11)	(\$2,083)	(\$2,572)	\$489
35 Copier Expense	(\$8,978)	(\$1,806)	(\$1,500)	(\$306)	(\$5,275)	(\$4,978)	(\$297)
36 Bad Debt	(\$5,000)	\$0	\$0	\$0	\$0	\$0	\$0
37 Missions	(\$2,850)	\$0	(\$300)	\$300	\$0	(\$550)	\$550
38 Fundraising Expense	(\$750)	\$0	(\$75)	\$75	\$0	(\$150)	\$150
39 Other Expenses	(\$359,122)	(\$23,136)	(\$58,790)	\$35,654	(\$111,179)	(\$149,261)	\$38,082
40 Budgeted Adjustment Expenses	(\$118,735)	\$0	\$25,018	(\$25,018)	\$0	(\$73,123)	\$73,123
41 School Lunch Expenses	(\$85,839)	(\$9,321)	(\$10,566)	\$1,245	(\$20,712)	(\$23,884)	\$3,172
TOTAL SCHOOL EXPENSES	(\$3,175,462)	(\$265,822)	(\$279,242)	\$13,420	(\$998,702)	(\$1,108,352)	\$109,650

Statement of Financial Position for Period 4 - October
Company#: 1 Name: Pathfinder Church
Fiscal Year Beginning 7/1/2023

<u>Account</u>	<u>YTD</u> Current	<u>Prior</u> Period	<u>FYE</u> 22-23	<u>FYE</u> 21-22
Assets				
Current Assets - Unrestricted				
Cash and Investments	\$2,148,266	\$2,263,467	\$2,093,435	\$1,681,853
Accounts Receivable	\$37,415	\$27,755	\$31,364	\$36,474
Inventory	\$3,638	\$4,044	\$3,136	\$2,757
Prepaid Expenses	\$33,572	\$38,491	\$59,597	\$93,979
Total Current Assets - Unrestricted	\$2,222,890	\$2,333,757	\$2,187,532	\$1,815,063
Fixed Assets				
Land	\$2,422,932	\$2,422,932	\$2,422,932	\$2,422,932
Buildings	\$25,614,723	\$25,614,723	\$25,614,723	\$25,272,205
Furniture/Fixtures/Technology	\$2,048,976	\$2,048,976	\$2,048,976	\$1,874,401
Capitalized Interest	\$46,465	\$46,465	\$46,465	\$46,465
Construction in Progress	\$0	\$0	\$0	\$241,710
Less Accumulated Depreciation	(\$18,170,657)	(\$18,170,657)	(\$18,170,657)	(\$17,514,750)
Total Fixed Assets	\$11,962,439	\$11,962,439	\$11,962,439	\$12,342,963
Other Assets				
Deferred Financing Costs	\$16,169	\$17,341	\$20,856	\$35,034
Other Assets	\$274,733	\$276,167	\$280,469	\$221,010
Operating Lease Asset	\$155,258	\$155,258	\$155,258	\$0
Total Other Assets	\$446,161	\$448,767	\$456,584	\$256,044
Total Assets	\$14,631,490	\$14,744,962	\$14,606,555	\$14,414,071
Liabilities and Net Assets				
Liabilities				
Current Liabilities				
Accounts Payable	\$91,868	\$109,490	\$119,041	\$492,385
Accrued Expenses	\$187,087	\$174,663	\$177,982	\$145,213
Deferred Tuition and Revenue	\$349,968	\$377,670	\$131,917	\$114,014
Current Maturities of LT Debt	\$525,000	\$525,000	\$525,000	\$485,000
Current Operating Lease Liability	\$30,126	\$30,126	\$30,126	\$0
Total Current Liabilities	\$1,184,050	\$1,216,949	\$984,066	\$1,236,612
Long-Term Liabilities				
Long Term Loan Payable	\$4,725,000	\$4,725,000	\$4,725,000	\$4,500,000
Long Term Operating Lease Liability	\$125,132	\$125,132	\$125,132	\$0
Total Long-Term Liabilities	\$4,850,132	\$4,850,132	\$4,850,132	\$4,500,000
Total Liabilities	\$6,034,182	\$6,067,082	\$5,834,198	\$5,736,612
Net Assets				
Ministry Fund Operating	\$567,769	\$713,805	\$988,248	\$734,507
School Fund Operating	\$703	\$6,429	(\$49,905)	(\$76,294)
Building Fund	\$7,612,605	\$7,568,855	\$7,437,605	\$7,578,231
Launch	\$3,750	\$7,500	\$7,500	\$27,500
Unrealized Derivative Gain(Loss)	\$0	\$0	\$0	\$0
All Others	\$412,481	\$381,291	\$388,908	\$413,514
Total Net Assets	\$8,597,308	\$8,677,880	\$8,772,356	\$8,677,458
Total Liabilities and Net Assets	(\$14,631,490)	(\$14,744,962)	(\$14,606,555)	(\$14,414,071)

23-24 Detail 5: Cash and Liquidity Position Summary
Company#: 1 Name: Pathfinder Church
Fiscal Year Beginning 7/1/2023

	FY23/24		FY 23/24		FY 22/23		FY 21/22		FY 20/21	
	October		September		June		June		June	
Cash and Investments										
Total Cash and Investments *	\$	2,148,266	\$	2,263,467	\$	2,093,435	\$	1,681,853	\$	1,891,968
Temp. Restricted Funds (Internally Managed)										
Launch		3,750		7,500		7,500		27,500		161,944
School Scholarship Fund		105,522		107,733		110,143		169,941		107,539
Parent Teachers League		175,355		138,066		146,429		63,445		67,491
Chris Toomey Student Mission Fund								38,134		
MF Temporarily Restricted		3,435		3,151		865		5,731		3,629
Christ In Action								-		23,799
School of the Arts		3,470		3,388		5,396		6,087		4,047
Endowment Fund		47,918		47,918		45,478		43,195		41,007
Other		207		207		207		207		207
				307,963		316,018		354,240		409,663
Excess/(Underfunded) Balance pre Affiliate Funds		2,148,266		1,955,504		1,777,417		1,327,613		1,482,305
Temp. Restricted Funds (Affiliate Controlled)										
Boy Scout Troop #782		13,845		13,878		13,978		17,282		21,410
MOPS		22,181		24,082		26,168		32,182		29,676
Soccer Association		30,628		33,047		29,575		27,275		18,684
Illuminations - Puppet Ministry		9,205		9,105		9,005		8,406		7,806
All Other		717		717		717		717		717
Total Ongoing Fund Balances		76,576		80,829		79,443		85,862		78,293
Excess/(Underfunded) Core Cash Balance	\$	2,071,690	\$	1,874,675	\$	1,697,974	\$	1,241,751	\$	1,404,012
Analysis of Monthly Fluctatons in Core Cash Balance										
Increase / (Decrease) in Month End Core Cash	\$	197,015	\$	(79,698)	\$	73,250	\$	(360,505)	\$	(188,210)
Components Driving Change in Core Cash										
Monthly Surplus / (Deficit) Ministry Fund		(146,036)		(122,058)		129,515		(144,443)		(42,336)
Monthly Surplus / (Deficit) School Fund		(5,727)		(28,733)		47,988		(139,910)		(104,489)
		(151,763)		(150,791)		177,503		(284,353)		(146,825)
Ministry Fund: noncash expense for Debt Principal		43,750		43,750		43,750		40,500		38,000
Payment of Annual Debt Principal from Core Cash										
School Grant Received										
School Grant: noncash revenue										
Increase / (Decrease) in Prepaid School Tuition		(20,311)		(28,920)		(188,155)		(157,307)		(138,815)
*** Decrease / (Increase) in Other Working Capital		325,339		56,263		40,152		40,655		59,430
Total Incr. / (Decr.) in Month End Core Cash		197,015		(79,698)		73,250		(360,505)		(188,210)
*** - This amount is an aggregation of all other increases and decreases not separately identified										
	in balance?-->	TRUE		TRUE		TRUE		TRUE		TRUE
Working Capital Change Detail										
Current Month Deferred Tuition Liability**		343,581		363,892		35,021		40,290		15,055
Prior Month Deferred Tuition Liability		363,892		392,812		224,526		198,647		155,370
Source of Cash / (Use of Cash): Deferred Tuition		(20,311)		(28,920)		(189,505)		(158,357)		(140,315)
Current Month Deferred Registration Fees Liability		-		-		72,988		59,144		51,006
Prior Month Deferred Registration Fees Liability		-		-		71,638		58,094		49,506
Source of Cash / (Use of Cash): Deferred Tuition		-		-		1,350		1,050		1,500
Additional Liquidity Information										
Sources:										
Line of Credit Availability	\$	1,000,000	\$	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		1,000,000

* Per General Ledger

Cash Liquidity Position - Model Periods
As of October 31, 2023

	Forecasted Quarter Ending			Actuals at					
	June-24	March-24	December-23	October-23	June-23	June-22	June-21	June-20	June-19
Cash and Investments									
Total Cash and Investments *	\$ 1,751,279	\$ 2,114,909	\$ 2,391,719	\$ 2,148,266	\$ 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	1,751,279	2,114,909	2,391,719	2,148,266	2,093,435	1,681,853	1,891,968	921,823	1,450,007
Days Cash on Hand - Total Cash[†]	90.7	109.6	123.9	111.3	111.1	96.9	119.7	56.6	90.9
Temp. Restricted Funds (Internally Managed)									
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	87,293	94,007	100,916	105,522	110,143	169,941	107,539	-	-
Parent Teachers League	114,235	90,067	77,599	175,355	146,429	63,445	67,491	43,888	5,938
Chris Toomey Student Mission Fund	-	-	-	-	-	-	-	-	-
MF Temporarily Restricted	2,079	1,917	1,640	3,435	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	2,373	2,944	2,932	3,470	5,396	6,087	4,047	10,540	6,295
Endowment Fund	47,918	47,918	47,918	47,918	45,478	43,195	41,007	38,509	36,523
Other	207	207	207	207	207	207	207	357	367
	254,105	237,061	231,212	339,657	316,018	354,240	409,763	387,902	985,118
Excess/(Underfunded) Balance pre Affiliate Funds	1,497,173	1,877,848	2,160,507	1,808,609	1,777,417	1,327,613	1,482,205	533,921	464,889
Temp. Restricted Funds (Affiliate Controlled)									
Boy Scout Troop #782	13,902	13,894	13,914	13,845	13,978	17,282	21,410	20,282	18,656
Cub Scout Pack #782	-	-	-	-	-	-	-	6,127	6,943
MOPS	24,922	24,348	24,718	22,181	26,168	32,182	29,676	27,669	25,953
Soccer Association	29,452	28,142	24,930	30,628	29,575	27,275	18,684	13,998	7,621
Illuminations - Puppet Ministry	9,011	8,988	8,930	9,205	9,005	8,406	7,806	7,256	6,528
All Other	-	-	-	717	717	717	717	617	(147)
Total Ongoing Fund Balances	77,287	75,372	72,492	76,576	79,443	85,862	78,293	75,949	65,554
Excess/(Underfunded) Core Cash Balance	\$ 1,419,886	\$ 1,802,476	\$ 2,088,015	\$ 1,732,033	\$ 1,697,974	\$ 1,241,751	\$ 1,403,912	\$ 457,972	\$ 399,335
Days Cash on Hand - Core Cash[†]	73.6	93.4	108.2	89.7	90.1	71.6	88.9	28.1	25.0
Analysis of Monthly Fluctuations in Core Cash Balance									
Increase / (Decrease) in Month End Core Cash	\$ (382,589)	\$ (285,539)	\$ 355,982	\$ 34,059	\$ 456,223	\$ (162,161)	\$ 945,940	\$ 58,637	\$ 179,534
Components Driving Change in Core Cash									
Monthly Surplus / (Deficit) Ministry Fund	(260,783)	(133,859)	523,123	(420,479)	242,239	169,177	594,004	(322,941)	553,355
Monthly Surplus / (Deficit) School Fund	8,977	3,739	8,267	54,524	26,388	37,447	301,206	(66,386)	42,582
Total Surplus / (Deficit) for the Month	(251,806)	(130,120)	531,390	(365,955)	268,627	206,624	895,210	(389,327)	595,937
Deferred Spending - GF	(15,000)	-	(19,950)	-	-	(33,542)	-	-	-
Deferred Spending - School	-	-	(46,248)	-	-	-	-	-	-
Ministry Fund: noncash expense for Debt Principal	140,000	140,000	87,500	175,000	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	(91,220)	235,572	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	21,001	95,047	(105,490)	(10,558)	70,600	(33,041)	44,591	(114,120)	(78,570)
Total Incr. / (Decr.) in Month End Core Cash	(382,589)	(285,539)	355,982	34,059	456,223	(162,161)	945,940	58,637	179,534
in balance?-->	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
** - This amount is an aggregation of all other increases and decreases not separately identified									
Working Capital Change Detail									
Current Month Deferred Tuition Liability	37,122	317,957	252,361	343,581	35,021	40,290	15,055	13,149	28,392
Prior Month Deferred Tuition Liability	237,998	358,256	289,976	363,892	224,526	198,647	155,370	86,116	141,275
Source of Cash / (Use of Cash): Deferred Tuition	(200,875)	(40,299)	(37,615)	(20,311)	(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

[†] 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
Actual vs. Budget Savings
FY23/24
As of October 31, 2023

Ministry Fund

Department	Dept. #	Account	Actual	Budget	Difference	Will More Exp. Occur?	When	Certain	Possible
Facilities	120	Elevator Maintenance	2,938	8,061	(5,123)	Yes	Var		5,123
Facilities	120	Parking Lot Maintenance	-	15,000	(15,000)	Yes	May	15,000	
Facilities	120	Paint Supplies	513	2,800	(2,287)	Yes	Var		2,287
Technology	121	Rock RMS Support	11,260	16,960	(5,700)	No			
Finance & Admin	130	Unused Merit Balance	-	10,902	(10,902)	No			
Marketing & Creative	200	Copier Leases	13,674	15,200	(1,526)	Yes	Var		1,526
Marketing & Creative	200	Marketing Website/ Socia Media	4,406	15,420	(11,014)	Yes	Var		11,014
Marketing & Creative	200	Professional Development	118	2,324	(2,206)	No			
Kids Ministry	260	Family Events	-	3,000	(3,000)	No			
Engagement Team	330	Intensive	24,823	60,780	(35,957)	No			
			-						
			\$ 54,794	\$ 142,386	\$ (87,592)			\$ 15,000	\$ 14,827

School Fund

Department	Dept. #	Account	Actual	Budget	Difference	Will More Exp. Occur?	When	Certain	Possible
K-8 Program	110	Curriculum Materials	21,702	25,650	(3,948)				3,948
K-8 Program	110	Standardized Testing	-	4,500	(4,500)	Yes			4,500
K-8 Program	110	Computer Software	10,016	11,816	(1,800)	Yes	Var		1,800
School Admin	160	Repairs and Maintenance	-	36,000	(36,000)	Yes	Nov	36,000	
			-						
			\$ 31,718	\$ 77,966	\$ (46,248)			\$ 36,000	\$ 10,248

Pathfinder Church
Launch Reconciliation
10/31/2023

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	(20,000.00)
Stronghold Cambodia Expenses FY23/24	(3,750.00)
Total Expenses	\$ (450,364.55)

Fund Balance

\$ 3,750.00

Future Commitments

FY21/22 for Stronghold Cambodia	0.00
FY22/23 for Stronghold Cambodia	0.00
FY23/24 for Stronghold Cambodia	(3,750.00)
Total Committed	<u><u>(3,750.00)</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.