

**Pathfinder Church**

Board of Directors

Monthly Meeting

December 19, 2023

**Pathfinder Church**  
Board of Directors Meeting  
December 19, 2023

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Board of Directors  
Tuesday, December 19, 2023

**This will be an in-person meeting at 7:00 p.m.  
Ministry Center 3<sup>rd</sup> Floor Board Room**

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

- Opening Devotion – Damola Oshin
- Approval of November BOD Meeting Minutes – Damola Oshin

**School Tuition Request - 7:10 – 8:00 p.m.**

- 24/25 School Tuition Request – Doug Mauss & Matt Hewitt

**General Business - 8:00 – 8:30 p.m.**

- November 2023 Financial Overview – Matt Hewitt
- Senior Pastor Report – Dion Garrett
- OKRs for January – June 2024 – Matt Hewitt
- Board Report Discussion / Other Business – Damola Oshin

**Closing Prayer & Adjourn 8:30 p.m.**

- Closing Prayer – Annmarie Wallis

# November Pathfinder Board of Directors Meeting

## November 14, 2023, 7:00 PM

### Virtual Meeting

Board of Directors Attendees: Matthew Hewitt, Jennifer Albritton, Annmarie Wallis, Adam Bichsel, Becky Greer, Craig McArton, Matthew Finke, and Beth Rusert

Excused: Eduardo Ramos, Damola Oshin, and Dion Garrett

Adam Bichsel began the meeting at 7:02 p.m. Matthew Finke led a devotion and a prayer around one of the past messages on how we need to let God lead us and what that means for our upcoming ministry plan, Path Forward.

Adam Bichsel reviewed the September Board Meeting minutes. Becky Greer made a motion to accept the meeting minutes and Craig McArton seconded. A voice vote was held on the motion and all members present voted affirmative. The October Fall Congregation Meeting minutes was reviewed. Beth Rusert made a motion to accept the meeting minutes and Matthew Finke seconded. A voice vote was held on the motion and all members present voted affirmative.

To better understand Pathfinder's obligatory capital, the staff has been looking to contract with a company to provide a facility condition assessment for capital planning purposes. Two very comparable proposals (price & scope) were received. After reviewing these proposals, Dion, Dan Winkelman (facilities director), and Matt Hewitt have selected a company called ARIS. By email on October 25, Matt Hewitt moved that we contract with ARIS to provide a Facility Condition Assessment resulting in an unbudgeted expenditure of \$24,100 in the 2024 fiscal year. Dion Garrett seconded the motion and waived discussion. An email vote was held on the motion and with a majority of the board documenting their aye votes. The motion carried.

Matt Hewitt then gave an update on the November board reports. Some excitement is around some of the initial pledges that have come in for Path Forward. Our goal is to have 700 total pledges and while there's a lot more that need to come in, the team is energized by the responses and conversations that they've had thus far. These pledges will continue to play a critical role in some open staffing positions that we are looking to advertise and fill in 2024 as part of Level One of Path Forward.

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.

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.

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.

A closing prayer was given by Jennifer Albritton. The meeting came to a close at 7:28 p.m.

Respectfully submitted,  
Annmarie Wallis  
Secretary

# OKR Board Report

December 19, 2023

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## Objective #1: Grow Audience Base

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

- Summary
  - Looking at the first few weeks of December, in-person worship attendance was at 85% of December 2019 worship attendance levels. (WKND)
- Action Highlights
  - We held Thanksgiving Eve worship on 11/22 and began Advent midweeks on 11/29. Thanksgiving Eve attendance was 45% higher than last year. (WKND)
  - The Growing Deeper Action Team which meets between services continues to meet although the main Action Team season team has wrapped up. They continue to invite new people to join them as they meet in the Ministry Center lobby. (ENG)
  - The Pathfinder Prayer Action Team also continues to meet (they have relocated to the School Office) and reports consistent, inter-generational attendance. (ENG)
- Challenges
  - Action Teams look to increase meeting times around services, but require more quiet, comfortable, and convenient spaces are currently not available. (ENG)
- Looking Ahead
  - We have determined that the transition from 5<sup>th</sup> grade to 6<sup>th</sup> grade is when we will intentionally push students to begin serving in weekend roles. To “catch up,” January will be “service month” in CORE; and we will be taking initiative to get CORE students registered on weekend teams. This could result in a significant influx of volunteers, which would reinforce more regular student (and parent) attendance. (WKND)
  - A Photography 101 Action Team is planned for the next season of Action Teams and hopes to meet around Saturday service times. It also hopes to integrate aspects of worship into their photo shoots. (ENG)

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

- Summary
  - For the month of November, our percentage of Unique visitors was 93%, and FYTD hit 90%. This goal is achieved! (BM&C)
- Action Highlights
  - The Nicaragua Intensive for May 2024 is being shared on social media with the greater community. Postings have been made on Facebook profiles as well as in groups such as the STJ Family page. Interest in this Intensive is consequently coming from as far as Michigan, and action steps are having those interested visit our website. (ENG)
- Challenges

- We continue to seek a Volunteer Leader for this Action Team as we have not yet had someone committed to this opportunity. (ENG)

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

- Summary
  - As previously shared in prior Board Reports, we cannot pull historical data for this KR. However, we do know that 84 participants of our fall Action Teams are from outside of Pathfinder. This is a fantastic number of people from our community participating in Action Teams and represents 14% of our Total Unique Participant Count of 592 for fall Action Teams. We consider this goal achieved. (ENG)
- Action Highlights
  - A women's Zoom Bible study reported having two (previously unreported) participants from outside of the Pathfinder community. One woman is local and the other joined from Georgia. Both women were invited by existing members. (ENG)
  - On December 2<sup>nd</sup>, Erin Hinkle spent time filming and interviewing the F3 Action Team that meets on the soccer field. The leader put out a call to the other F3 groups that meet in this area asking them to show up at our site to be able to show a good turnout on camera. That morning there were 30 men from both Pathfinder and the F3 community in attendance. To close out the morning, they also served breakfast after the workout and devotion. (ENG)
  - Two upcoming Action Teams for the winter/spring season will be inviting participants outside of the Pathfinder community to join:
    - *Faith in Recovery* for those recovering from disordered eating to be led by Maiya Ingram, a certified dietician and member of Pathfinder;
    - *Finding Strength Through Struggles*, led by Courtney Gerding, a Pathfinder attendee, active STJ parent and local entrepreneur (CG Squad). Courtney will be bringing her passion for helping women grow in a supportive environment through a monthly Action Team that will bring in speakers to share their stories. Courtney's big plan is to build a large network of women, filled with female entrepreneurs, stay-at-home moms, and the like, using Action Teams as the vehicle and Pathfinder as the host site. (ENG)
- Challenges
  - Outside of the regular registration season for Action Teams, avenues for promoting teams are primarily on the volunteer leaders and current participants. While sentiment for teams is high, we are brainstorming more avenues for promoting Action Teams in the middle of the season for teams that are still open. This comes more easily in the Winter/Spring season due to its span. (ENG)
  - Capturing this as a metric is still a challenge for our team due to all the different nuisances of each team, as well as hesitation from participants to provide their information to a church and receive communication they do not wish to receive. As stated above, bandwidth has been a roadblock to growing this metric. (ENG)
- Looking Ahead

- Action Teams for the next Winter/Spring session are looking to include teams that connect with the greater community by meeting in the community and having a larger, visible presence. These teams include soccer, bowling, and Bible studies that meet off-campus. (ENG)
- A new Action Team video will be shown in services in early January that will look to promote to those streaming our services the opportunity for them to join an Action Team. (ENG)

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

- Summary
  - We had five additional K-8 students inquire since November 2<sup>nd</sup>. Of those five students, two came to open house, one already set up a shadow visit, the other three have visits set up in the new year.
  - EC has had 12 family tours since our last Open House (Nov 5). We continue to schedule tours for new families every week.
- Action Highlights
  - We are sending home Open House postcard invites with all our current school families to share with a friend and we are also sending home these postcards with our Children’s Ministry families.
  - We are currently completing tours and shadow visits for K-8 families as we speak.
- Challenges
  - The biggest issue is the small size of the current 6<sup>th</sup> grade class (10 students) along with the fact that several students will go to Westminster in 7<sup>th</sup> grade.
  - Additionally, we are very boy heavy in the current 5<sup>th</sup>-7<sup>th</sup> grades.
- Looking Ahead
  - We will have our second Open House on Sunday, January 21<sup>st</sup>. This will not only be a part of the student-led services but will also kick off National Lutheran Schools Week.
  - School Student-Led Worship is being planned for the weekend of January 20<sup>th</sup> & 21<sup>st</sup> (WKND)
  - We expect tours in the K-8 realm to increase after our January Open House.
  - Open Enrollment begins in January!



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

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

- Summary
  - With 19 participants in November and 5 participants in December we had 51 total participants through the first half of the year, missing our goal by 14 participants. (ENG)
- Challenges
  - The holiday season is a difficult time to get people to sign up for additional events/activities. (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)

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

- Summary
  - In November we had 262 unique volunteers who served on Weekend teams (26% of our In- Person Worship average of 1,006). We had 434 unique volunteers active on our rosters. (WKND)
- Action Highlights
  - The Worship and Production Teams have increased the number of serving roles that they fill each weekend (WKND).
  - Kids Min hosted a “Dad Serve” event to encourage men to serve. Four new men participated. (WKND)
  - Kids Min has started a new program to encourage kids in first steps on their serve journey. Fourth and Fifth grade students are being encouraged to serve in Kids Min once a month in a variety of roles. (WKND)
  - The Bryan Hill Holiday Helpers Action Team saw repeat and new volunteers between the two different initiatives of organizing the Thanksgiving Day bags for College Hill and the process of “Joy with a Toy” for Bryan Hill. These participants seem especially passionate about being connected to these church-wide outreach initiatives. (ENG)
  - STJ students were also a part of both the Thanksgiving Day bag sorting for College Hill/Our Lady of Perpetual Help and the Joy with a Toy sorting. In both scenarios, students were reminded of the gift it is to share and support out of the joy we have in our abundant gifts from God. Their intentional participation is underscoring the importance of vocational life and service here as a part of the church and also in the community. (ENG)
  - For the upcoming winter/spring season of Action Teams, we expect to have 50 teams again with 55 leaders, 17 of whom are first-time Action Team Leaders. (ENG)
- Challenges

- Kids Min team lost 11 volunteers after the Confirmation students completed their mandatory service hours. We are also down a few student leaders due to sport conflicts for the next couple of months, so our pool has shrunk slightly. (WKND)
- Looking Ahead
  - We have determined that the transition from 5<sup>th</sup> grade to 6<sup>th</sup> grade is when we will intentionally push students to begin serving in weekend roles. In order to “catch up,” January will be “service month” in CORE; and we will be taking initiative to get CORE students registered on weekend teams. This also overlaps with new 8<sup>th</sup> grade confirmands beginning to serve to meet their program requirements. (WKND)
  - A volunteer serve fair is being held January 27<sup>th</sup> – 28<sup>th</sup>. (WKND)

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

- Summary
  - At the end of November we had a FYTD average of 615 unique giving units, which is (3%) less than we had in the prior year. We did not achieve this goal. (FINOPS)
- Action Highlights
  - November included Path Forward moments during worship as well as emails leading up to Commitment Sunday on November 19, 2023. (FINOPS)
  - Starting on December 1, we kicked off “I Love My Church” which asked people to share what they love about Pathfinder Church. We’ve had a great response with over 260 cards submitted (only 3 of which were used to share negative feedback). (FINOPS)
- Challenges
  - Other peoples’ generosity is out of our control. All we can do is talk about the need for giving at Pathfinder and share the impact of their giving. Ultimately God must inspire their generosity. (FINOPS)
- Looking Ahead
  - In the next season of Action Teams, four Financial Action Teams will incorporate the importance of giving and generosity into their curriculums.
  - Three of the above Financial Action Teams will also touch on legacy giving that will guide participants on how they can easily plan for ministries such as Pathfinder. (ENG)
  - One of the Financial Action Team leaders, Erich Faulstich, is a Gift Planning Counselor with the Lutheran Foundation. In addition to leading an Action Team, he will be having a Pop-Up in February that will highlight legacy planning with Pathfinder in mind. (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 November average session length was 1min12sec. This goal was missed. (BM&C)

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

- Summary
  - Parent Pulse has been a FANTASTIC tool to recognize some of the areas where we feel like we could improve. While we have had a variety of comments from individuals on certain issues, we have not seen any patterns or consistent comments about one area or another. Our current Parent Pulse Score stands at 59 on a scale of –100 to 100.
- Action Highlights
  - After our first round of questions, our Parent Pulse Score sat at 55 on a scale of –100 to 100.
  - Our response rate was 47%, well over the 30-35% average.
  - Our completion rate was 84%, which was well within the 80-85% average.
- Challenges
  - Parents who were still holding on to feelings from last school year, especially those who received their survey in September, responded with different feedback than those who received it in November.
- Looking Ahead
  - The second round of surveys is currently in motion. The second round of surveys will finish around Spring Break. This will give us a better indication as to whether or not the changes we made over the summer and early this school year are positively helping our parents and students.

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

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

- Summary
  - 370 people have completed the Whole Life Assessment. This is a 16% increase (51 people) over October's reporting. (ENG)
- Action Highlights
  - A link to the Whole Life Assessment was included in Action Team sign-up confirmation emails asking registrants to take the Whole Life Assessment before attending Explore Pathfinder. That has proved to help increase this metric. (ENG)
  - During Christmas/New Year break, Kids Min will check in with their volunteers to ensure those who didn't take it in August take it and to have volunteers assess their growth over the past 4 months. (WKND)
  - The Giving Moment "Did you know?" featured the Whole Life Assessment on November 11 and 12, and by a glitch was featured again two weeks later November 25 and 26. (FINOPS)
- Challenges
  - We are still 130 shy of the 500-assessment goal. We hope the below steps will help to encourage additional people to take the Whole Life assessment. (ENG)
- Looking Ahead
  - In preparation for the opening of the next season of Action Teams (beginning in January 2024), the WLA will be plugged during December 16<sup>th</sup>/17<sup>th</sup> services to best assess where participants need to grow in their whole life. (ENG)
  - We are asking Action Team leaders for a year-end push in reminding participants to complete the WLA if they've not already. (ENG)

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

- Summary
  - We remain at 73% retention in prior participants of Action Teams. (ENG)
- Looking Ahead
  - We're excited to launch our Winter/Spring Action Teams as they provide a number of unique opportunities to get connected. We hope these encourage those who have not yet "found what they are seeking" to join an Action Team. (ENG)
  - In the future, following the Big-Idea retreat in May, Action Teams (in addition to Pop-Ups and Intensives) hope to better align their offerings with church-wide themes and messages. We anticipate that this strategic alignment will not only attract new participants but will also promote retention from season to season as participants are encouraged both in their teams and also on Sundays. (ENG)

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

- Summary

- We remain at the previously reported 20% of Church and School staff members engaged in Action Teams. (ENG)
- Challenges
  - Since we encourage our staff to grow in their Whole Life, we understand that some of them already fulfill this outside of Action Teams. For example: there are many who are regularly volunteering at Pathfinder in some capacity as well as STJ teachers who do not attend Pathfinder and may already be doing something at their home church or elsewhere that contributes to their Whole Life. (ENG)
- Looking Ahead
  - A spiritual Action Team is being planned for the next season during the weekday lunch hour as a way to encourage staff in their spiritual, whole life. We believe that this and some of the unique Action Teams we are offering this coming Winter/Spring will encourage more staff to get connected. (ENG)

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

- Summary
  - We have 73 students (up from 51 last month) 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
  - The Bryan Hill Holiday Helpers AT was able to use middle-school STJ students in the organizing of both the Thanksgiving day bags and the toy sorting with Joy with a Toy. These initiatives were also promoted in Next-Gen and that demographic directly engaged with this church-wide ministry event. (ENG)
- Challenges
  - There was a Next-Gen-only Action Team planned for Winter/Spring 2024 to be led by staff; however, due to current staff transitions, it will be moved to a later season. (ENG)
- Looking Ahead
  - In the promotion of upcoming AT, we hope to highlight through social media posts the Action Teams that will be open to the Next-Gen demographic. (ENG)



November 2023

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*	545	621	571	532	498	553	540	13	2%	
5 pm Saturday*	122	111	107	117	105	112	112	0	0%	180 O1 KR1
9 am Sunday*	391	367	381	379	320	368	295	73	25%	419
11 am Sunday*	325	324	350	377	317	339	295	43	15%	443
Baptisms	2	4	2	8	2	18	25	-7	-28%	
Number of Members - Including Kids* (Updated Quarterly)		3440			3323	3323	3006	317	11%	
Giving Metrics										
Total Unique Giving Units*	644	610	596	602	621	615	631	-17	-3%	O2 KR4
New Donors	13	6	6	4	5	34	62	-28	-45%	
Unique Electronic Recurring Givers*	339	330	332	327	333	332	324	8	2%	
NextGen Metrics										
New Kids Min Registrations	23	16	20	21	3	83	96	-13	-14%	
Kids Min Unique Participants	299	331	285	274	39	442	402	40	10%	
New Core Registrations	8	9	7	88	0	112	119	-7	-6%	
CORE Unique Participants	90	101	106	82	0	137	121	16	13%	
New Summit Registrations	1	0	12	47	0	60	20	40	200%	
Summit Unique Participants	42	45	52	45	0	60	44	16	36%	
Engagement Metrics										
Explore Pathfinder Metrics										
Total Explore Pathfinder Participants	19	7	7	13	0	46	55	-9	-16%	
Action Team Metrics (Updated Seasonally)										
First-Time Participants**	177	172	158	103	130	177	135	42	31%	
Total Unique Participants**	592	586	571	428	288	592	0	592	0%	
Pop-Up Metrics										
Total Participants **	184	181	153	13	526	692	292	400	137%	
Intensives Metrics										
Total Unique Participants	0	4	0	5	0	5	0	5	0%	
Website Metrics										
Total Visits / Sessions	17,758	14,885	13594	17385	18224	81846	31389	50457	161%	O1 KR2
% Unique Visitors*	93%	90%	88%	89%	91%	90%	59%	31%	53%	
% Referral Traffic*	28%	11%	11%	9%	10%	14%	2%	8%	477%	
% Direct Traffic*	40%	46%	44%	49%	44%	44%	34%	15%	32%	
% Search Traffic*	21%	27%	28%	26%	32%	27%	31%	1%	-14%	
NPS Metrics										
Total Unique NPS Submissions	5	375	5	2	4	391	0	391	0%	O2 KR5
Promoters	4	64%	40%	50%	25%	116%	0%	116%	0%	
Passives	0	19%	20%	0%	25%	13%	0%	13%	0%	
Detractors	1	17%	40%	50%	50%	51%	0%	51%	0%	
Cumulative NPS Score	60	48	29	28	35	31	0	31	0%	
School Metrics										
Early Childhood Enrollment	158	159	159	159	160	159	182	-23	-13%	O1 KR4
K-8 Enrollment	175	175	177	177	181	177	207	-30	-14%	
Total Enrollment	333	334	336	336	341	336	389	-53	-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  
December 2023

**Membership Changes – November 2023**

**New Members:**

**Information Class:**

Christen & Melissa Dellett  
Joel & Kayla Ficker  
Sara McCroary  
Chuck McCroary  
Caleb Emberton  
Carol Hopper  
Tara Dyer  
Elizabeth Glidewell

**Transfer:**

Jeremy & Susan Hetzel © Skyler, Savannah, Riley, Owen, Halle & Emma

**Released Members:**

**Transferred Out:**

Steve & Sandra Leidholdt

**Release by Request:**

Donna Heberer  
Lexi Heberer  
Kristin Ritchie © Ian  
James & Jessica Urich © Chloe

**Official Acts:**

**Baptisms:**

Michael Tate Jones (11-25-2023)  
Lillian Belle Johnson (11-17-2023)

**Weddings:**

None

**Funerals:**

Delores Mae Pope (Death 11-04-2024; Funeral 11-17-2023)

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

Ministry Fund

Overview

The Ministry Fund ended with a \$41K deficit balance, which was \$197K unfavorable to the budget for the month. The FYTD deficit of \$462K was \$156K unfavorable to the budget deficit.

- Giving in the current month was unfavorable to budget by \$192K. Other Income was \$3K unfavorable to budget due to Missions income being \$4K unfavorable to budget due to College Hill Project donations of \$6.6K being recorded as restricted donations. The restricted donations are released in future months as the related College Hill spending is recorded. FYTD giving is \$224K unfavorable to budget.
- Monthly expenses were unfavorable to budgeted expenses by \$2K. FYTD expenses are \$85K favorable to budget.

FYTD net results are forecasted to be \$188K unfavorable to the budget deficit after factoring the \$15K of certain delayed spending and the \$16K discretionary delayed spending.

Pastoral Office

- \$3K favorable for Pastoral Office due a favorable variance of \$2.3K for Donor Nurture. These budgeted funds are offsetting some of the extra expenses related to Path Forward donor events.

Operations

- \$26K unfavorable for Facilities due to
  - \$26K unfavorable variance for capital improvements spending for \$6.5K architect base model renderings and \$21K for a unbudgeted facility condition assessment, which was approved by the board on October 26.
  - \$2K favorable variance for delayed spending for fire prevention services.
  - \$2K favorable variance due to lack of snow removal thanks to incredibly mild November temps.
  - \$2.5K unfavorable variance for property maintenance for work on the lift and smaller repairs.
- \$4K favorable for Finance and Administration for unused merit balance budgeted but not spent.
- \$3K favorable variance for Debt Management/Investing as investment income exceeded budgeted expectations.
- \$5K favorable for Technology due to hardware purchases being \$3.9K under budget. At this time there are no hardware purchases planned.

Marketing and Creative

- \$8K favorable for Marketing & Creative due to
  - \$2.3K favorable variance for budgeted Christmas spending which will be spent in December.
  - \$3K favorable for Faith Matters printing, which was postponed until January.
  - \$1.4K favorable for less spending for paper and printing supplies.
  - \$1.8K favorable variance for advertising and marketing.



Engagement Team Ministry  
No significant variances of note.

Weekend Ministry Leadership  
No significant variances of note.

### School Fund

#### Overview

The School Fund ended the month with a deficit of \$26K, which was unfavorable by \$28K to the budget.

- Monthly income of \$248K was unfavorable to budgeted income by \$13K.
- Monthly expenses of \$274K were unfavorable to budget by \$15K.

#### September Forecast

The School Fund ended October with a \$26K unfavorable variance for the month and a \$50K favorable FYTD variance. Factoring in the certain delayed spending of \$41K and the forecasted December – June surplus of \$21K, FYTD net results are projected to be \$5K. Reminder the September re-forecast projected a \$45K surplus which was \$51K favorable to the budgeted deficit.

#### Income

- \$3.4K unfavorable variance for athletics.
- \$3K favorable variance for other income for collection of gym rental fees.
- \$5.5K unfavorable for budgeted adjusted income.
- \$5.6K unfavorable for school lunch income which is offset by a favorable variance of \$2K for school lunch expenses.

#### Expenses

- \$7K unfavorable variance for salaries and wages for
  - \$4.4K unfavorable variance for teacher salaries and benefits
  - \$1.3K unfavorable for Outsourced Janitorial Services.
  - \$1K unfavorable for Early Childhood wages
- \$3K unfavorable for classroom supplies and curriculum budgeted in past months.
- \$11K unfavorable for technology due to various software purchases budgeted in past months.
- \$4K favorable variance for budgeted adjusted expenses.

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

### Consolidated Balance Sheet

- Cash and Investments decreased by \$386K.
- Accounts Receivable increased by \$33K due to an increase in suspense tuition payments from the processing entity.
- Accounts Payable decreased by \$11K due to
  - \$8.5K decrease for Middle School Retreat lodging accrual
  - \$2.4K decrease for computer purchase.
  - \$2.8K decrease for Faith Matters printing.

- Accrued Expenses decreased by \$8K due to decreases for 403B and HSA Health savings accruals.
- Deferred Tuition and Revenue decreased by \$50K due to
  - \$46K decrease for the recognition of monthly tuition revenue.
  - \$1.7K decrease for confirmation fees being recognized.
  - \$2.3K decrease for SOTA tuition deferrals being recognized.
- Current Maturities of Long-Term Debt decreased by \$175K due an early debt payment on the bank loan. The church has planned for a total fiscal year debt payment of \$525K. The remaining \$350K payment will be made before January 31, 2024.

### 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%	5,330.76
Savings	First Community CU	0.00%	10.00
Steward Acct.	LCEF	0.625%	51,261.62
Money Market	Vanguard	5.31%	902,749.99
Checking	Fifth Third Bank	3%**	877,210.52
			<u>1,837,362.89</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 5 - November  
 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>
<b>MINISTRY FUND</b>							
3 General Offerings	\$4,577,451	\$330,620	\$522,872	(\$192,252)	\$1,500,044	\$1,723,845	(\$223,801)
<b>MINISTRY FUND INCOME</b>	<b>\$4,577,451</b>	<b>\$330,620</b>	<b>\$522,872</b>	<b>(\$192,252)</b>	<b>\$1,500,044</b>	<b>\$1,723,845</b>	<b>(\$223,801)</b>
<b>PASTORAL OFFICE</b>							
5 Pastoral Office	(\$595,457)	(\$36,577)	(\$39,494)	\$2,917	(\$269,171)	(\$282,555)	\$13,384
6 Stewardship	(\$12,815)	(\$1,337)	(\$2,210)	\$873	(\$6,348)	(\$5,590)	(\$758)
7 Care Ministries	(\$19,610)	(\$25)	(\$1,849)	\$1,824	(\$869)	(\$8,217)	\$7,348
<b>TOTAL PASTORAL OFFICE</b>	<b>(\$627,882)</b>	<b>(\$37,938)</b>	<b>(\$43,553)</b>	<b>\$5,615</b>	<b>(\$276,388)</b>	<b>(\$296,362)</b>	<b>\$19,974</b>
<b>OPERATIONS</b>							
9 Facilities	(\$958,865)	(\$88,836)	(\$62,726)	(\$26,110)	(\$407,745)	(\$361,418)	(\$46,327)
10 Finance & Administration	(\$497,838)	(\$35,622)	(\$39,890)	\$4,268	(\$187,434)	(\$207,483)	\$20,049
11 Debt Mgmt & Investing	(\$711,442)	(\$55,721)	(\$58,682)	\$2,961	(\$284,871)	(\$295,270)	\$10,399
12 School Tuition Assistance	(\$147,168)	(\$12,325)	(\$12,264)	(\$61)	(\$61,625)	(\$61,320)	(\$305)
13 Technology	(\$104,964)	(\$5,589)	(\$10,127)	\$4,538	(\$40,091)	(\$48,235)	\$8,144
<b>TOTAL OPERATIONS</b>	<b>(\$2,420,277)</b>	<b>(\$198,093)</b>	<b>(\$183,689)</b>	<b>(\$14,404)</b>	<b>(\$981,766)</b>	<b>(\$973,726)</b>	<b>(\$8,040)</b>
<b>MARKETING &amp; CREATIVE</b>							
15 Marketing & Creative	(\$527,759)	(\$35,512)	(\$43,363)	\$7,851	(\$168,235)	(\$201,960)	\$33,725
16 Community Awareness	(\$49,554)	\$0	(\$52)	\$52	(\$7,123)	(\$6,825)	(\$298)
<b>TOTAL MARKETING &amp; CREATIVE</b>	<b>(\$577,313)</b>	<b>(\$35,512)</b>	<b>(\$43,415)</b>	<b>\$7,903</b>	<b>(\$175,358)</b>	<b>(\$208,785)</b>	<b>\$33,427</b>
<b>ENGAGEMENT TEAM MINISTRY</b>							
18 Engagement Team	(\$362,835)	(\$25,826)	(\$27,980)	\$2,154	(\$142,578)	(\$166,747)	\$24,169
19 Missions	(\$74,786)	(\$6,154)	(\$6,190)	\$36	(\$28,132)	(\$30,985)	\$2,853
20 Staff Culture & Development	(\$17,929)	(\$1,782)	(\$190)	(\$1,592)	(\$21,164)	(\$14,454)	(\$6,710)
21 Cafe'	(\$15,770)	(\$2,370)	(\$1,064)	(\$1,306)	(\$9,587)	(\$6,248)	(\$3,339)
22 Hospitality	(\$11,240)	(\$1,425)	(\$580)	(\$845)	(\$3,007)	(\$3,330)	\$323
<b>TOTAL ENGAGEMENT TEAM MINISTRY</b>	<b>(\$482,560)</b>	<b>(\$37,557)</b>	<b>(\$36,004)</b>	<b>(\$1,553)</b>	<b>(\$204,468)</b>	<b>(\$221,764)</b>	<b>\$17,296</b>
<b>WEEKEND MINISTRY</b>							
24 Tech AV	(\$182,068)	(\$15,255)	(\$14,486)	(\$769)	(\$73,425)	(\$75,696)	\$2,271
25 Kids Ministry	(\$219,824)	(\$14,798)	(\$15,954)	\$1,156	(\$82,156)	(\$85,294)	\$3,138
26 Student Ministry	(\$154,306)	(\$13,861)	(\$11,702)	(\$2,159)	(\$69,357)	(\$69,370)	\$13
27 Weekend Ministry Leadership	(\$11,991)	(\$185)	(\$298)	\$113	(\$4,470)	(\$3,465)	(\$1,005)
28 Worship	(\$233,977)	(\$18,850)	(\$18,260)	(\$590)	(\$94,562)	(\$95,099)	\$537
<b>TOTAL WEEKEND MINISTRY</b>	<b>(\$802,166)</b>	<b>(\$62,948)</b>	<b>(\$60,700)</b>	<b>(\$2,248)</b>	<b>(\$323,971)</b>	<b>(\$328,924)</b>	<b>\$4,953</b>
<b>TOTAL MINISTRY FUND</b>	<b>(\$332,747)</b>	<b>(\$41,429)</b>	<b>\$155,511</b>	<b>(\$196,940)</b>	<b>(\$461,908)</b>	<b>(\$305,716)</b>	<b>(\$156,192)</b>
<b>SCHOOL FUND</b>							
30 Income	\$3,167,471	\$248,051	\$261,125	(\$13,074)	\$1,297,361	\$1,342,154	(\$44,793)
31 Expenses	(\$3,175,462)	(\$274,258)	(\$259,249)	(\$15,009)	(\$1,272,960)	(\$1,367,601)	\$94,641
<b>TOTAL SCHOOL FUND</b>	<b>(\$7,991)</b>	<b>(\$26,207)</b>	<b>\$1,876</b>	<b>(\$28,083)</b>	<b>\$24,401</b>	<b>(\$25,447)</b>	<b>\$49,848</b>

Budgeted Financial Statement for Period 5 - November  
 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>
<b>MINISTRY FUND INCOME</b>							
<b>MINISTRY GIVING INCOME</b>							
3 Ministry Offerings	\$4,577,451	\$330,620	\$522,872	(\$192,252)	\$1,500,044	\$1,723,845	(\$223,801)
<b>TOTAL MINISTRY GIVING INCOME</b>	<b>\$4,577,451</b>	<b>\$330,620</b>	<b>\$522,872</b>	<b>(\$192,252)</b>	<b>\$1,500,044</b>	<b>\$1,723,845</b>	<b>(\$223,801)</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	\$5,800	\$150	\$0	\$150	\$3,100	\$650	\$2,450
8 Finance & Administration	\$5,326	\$0	\$0	\$0	\$0	\$0	\$0
9 Investment Income	\$36,323	\$6,211	\$3,011	\$3,200	\$26,904	\$14,955	\$11,949
<b>TOTAL OPERATIONS</b>	<b>\$47,449</b>	<b>\$6,361</b>	<b>\$3,011</b>	<b>\$3,350</b>	<b>\$30,004</b>	<b>\$15,605</b>	<b>\$14,399</b>
<b>MARKETING &amp; CREATIVE</b>							
12 Marketing & Creative	\$30,362	\$2,373	\$3,182	(\$809)	\$11,384	\$12,718	(\$1,334)
13 Community Awareness	\$16,500	\$0	\$0	\$0	\$185	\$1,500	(\$1,315)
<b>TOTAL MARKETING &amp; CREATIVE</b>	<b>\$46,862</b>	<b>\$2,373</b>	<b>\$3,182</b>	<b>(\$809)</b>	<b>\$11,569</b>	<b>\$14,218</b>	<b>(\$2,649)</b>
<b>ENGAGEMENT TEAM MINISRY</b>							
15 Engagement Team	\$51,585	\$2,723	\$2,000	\$723	\$22,175	\$45,210	(\$23,035)
16 Missions	\$17,500	\$139	\$4,000	(\$3,861)	\$9,081	\$14,500	(\$5,419)
17 Cafe'	\$30,650	\$1,185	\$2,500	(\$1,315)	\$7,668	\$12,300	(\$4,632)
18 Hospitality	\$720	\$46	\$35	\$11	\$968	\$210	\$758
<b>TOTAL ENGAGEMENT TEAM MINISRY</b>	<b>\$100,455</b>	<b>\$4,093</b>	<b>\$8,535</b>	<b>(\$4,442)</b>	<b>\$39,892</b>	<b>\$72,220</b>	<b>(\$32,328)</b>
<b>WEEKEND MINISTRY</b>							
20 Tech AV	\$2,650	(\$127)	\$500	(\$627)	\$7,376	\$2,650	\$4,726
21 Kids Ministry	\$43,550	\$1,227	\$150	\$1,077	\$1,582	\$450	\$1,132
22 Student Ministry	\$54,450	\$1,750	\$3,300	(\$1,550)	\$25,795	\$28,050	(\$2,255)
<b>TOTAL WEEKEND MINISTRY</b>	<b>\$100,650</b>	<b>\$2,850</b>	<b>\$3,950</b>	<b>(\$1,100)</b>	<b>\$34,753</b>	<b>\$31,150</b>	<b>\$3,603</b>
<b>TOTAL MINISTRY FUND INCOME</b>	<b>\$4,872,867</b>	<b>\$346,298</b>	<b>\$541,550</b>	<b>(\$195,252)</b>	<b>\$1,616,262</b>	<b>\$1,857,038</b>	<b>(\$240,776)</b>
<b>SCHOOL INCOME</b>							
25 Tuition K-8	\$1,658,319	\$136,304	\$138,078	(\$1,774)	\$688,923	\$691,773	(\$2,850)
26 Tuition ECE	\$1,007,157	\$84,068	\$84,278	(\$210)	\$417,135	\$417,211	(\$76)
27 Tuition - Childcare	\$120,445	\$12,862	\$11,516	\$1,346	\$54,233	\$51,249	\$2,984
28 Annual Fund	\$61,828	\$4,656	\$5,000	(\$344)	\$8,493	\$14,328	(\$5,835)
29 PTL Support	\$16,000	\$0	\$0	\$0	\$0	\$0	\$0
32 Athletics	\$39,183	\$75	\$3,500	(\$3,425)	\$8,656	\$16,783	(\$8,127)
33 Learning Center Fees	\$5,050	\$1,002	\$850	\$152	\$2,102	\$1,650	\$452
34 Chapel/Mission Offerings	\$4,889	\$225	\$700	(\$475)	\$896	\$2,289	(\$1,393)
35 Field Trips	\$5,000	\$13	\$500	(\$487)	\$1,688	\$1,000	\$688
36 Other Income	\$21,890	\$4,932	\$2,006	\$2,926	\$17,771	\$7,998	\$9,773
37 Budgeted Adjusted Income	\$66,217	\$0	\$5,495	(\$5,495)	\$0	\$27,753	(\$27,753)
38 School Lunch Income	\$84,345	\$3,685	\$9,202	(\$5,517)	\$20,005	\$32,972	(\$12,967)
39 Online Enrollment/Registrations	\$77,148	\$229	\$0	\$229	\$77,458	\$77,148	\$310
<b>TOTAL SCHOOL INCOME</b>	<b>\$3,167,471</b>	<b>\$248,051</b>	<b>\$261,125</b>	<b>(\$13,074)</b>	<b>\$1,297,361</b>	<b>\$1,342,154</b>	<b>(\$44,793)</b>

Budgeted Financial Statement for Period 5 - November  
 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>
<b>MINISTRY FUND EXPENSES</b>							
<b>PASTORAL OFFICE</b>							
3 Pastoral Office	(\$595,457)	(\$36,577)	(\$39,494)	\$2,917	(\$269,171)	(\$282,555)	\$13,384
4 Stewardship	(\$12,815)	(\$1,337)	(\$2,210)	\$873	(\$6,348)	(\$5,590)	(\$758)
5 Care Ministries	(\$19,610)	(\$25)	(\$1,849)	\$1,824	(\$869)	(\$8,217)	\$7,348
<b>TOTAL PASTORAL OFFICE</b>	<b>(\$627,882)</b>	<b>(\$37,938)</b>	<b>(\$43,553)</b>	<b>\$5,615</b>	<b>(\$276,388)</b>	<b>(\$296,362)</b>	<b>\$19,974</b>
<b>OPERATIONS</b>							
7 Facilities	(\$964,665)	(\$88,986)	(\$62,726)	(\$26,260)	(\$410,845)	(\$362,068)	(\$48,777)
8 Finance & Administration	(\$503,164)	(\$35,622)	(\$39,890)	\$4,268	(\$187,434)	(\$207,483)	\$20,049
9 Debt Management	(\$747,765)	(\$61,932)	(\$61,693)	(\$239)	(\$311,776)	(\$310,225)	(\$1,551)
10 School Tuition Assistance	(\$147,168)	(\$12,325)	(\$12,264)	(\$61)	(\$61,625)	(\$61,320)	(\$305)
11 Technology	(\$104,964)	(\$5,589)	(\$10,127)	\$4,538	(\$40,091)	(\$48,235)	\$8,144
<b>TOTAL OPERATIONS</b>	<b>(\$2,467,726)</b>	<b>(\$204,455)</b>	<b>(\$186,700)</b>	<b>(\$17,755)</b>	<b>(\$1,011,770)</b>	<b>(\$989,331)</b>	<b>(\$22,439)</b>
<b>MARKETING &amp; CREATIVE</b>							
13 Marketing & Creative	(\$558,121)	(\$37,885)	(\$46,545)	\$8,660	(\$179,619)	(\$214,678)	\$35,059
14 Community Awareness	(\$66,054)	\$0	(\$52)	\$52	(\$7,308)	(\$8,325)	\$1,017
<b>TOTAL MARKETING &amp; CREATIVE</b>	<b>(\$624,175)</b>	<b>(\$37,885)</b>	<b>(\$46,597)</b>	<b>\$8,712</b>	<b>(\$186,927)</b>	<b>(\$223,003)</b>	<b>\$36,076</b>
<b>ENGAGEMENT TEAM MINISTRY</b>							
16 Engagement Team	(\$414,420)	(\$28,549)	(\$29,980)	\$1,431	(\$164,753)	(\$211,957)	\$47,204
17 Missions	(\$92,286)	(\$6,293)	(\$10,190)	\$3,897	(\$37,214)	(\$45,485)	\$8,271
18 Staff Culture & Development	(\$17,929)	(\$1,782)	(\$190)	(\$1,592)	(\$21,164)	(\$14,454)	(\$6,710)
19 Cafe'	(\$46,420)	(\$3,555)	(\$3,564)	\$9	(\$17,256)	(\$18,548)	\$1,293
20 Hospitality	(\$11,960)	(\$1,471)	(\$615)	(\$856)	(\$3,975)	(\$3,540)	(\$435)
<b>TOTAL ENGAGEMENT TEAM MINISTRY</b>	<b>(\$583,015)</b>	<b>(\$41,650)</b>	<b>(\$44,539)</b>	<b>\$2,889</b>	<b>(\$244,361)</b>	<b>(\$293,984)</b>	<b>\$49,623</b>
<b>WEEKEND MINISTRY</b>							
22 Tech AV	(\$184,718)	(\$15,128)	(\$14,986)	(\$142)	(\$80,801)	(\$78,346)	(\$2,455)
23 Kids Ministry	(\$263,374)	(\$16,025)	(\$16,104)	\$79	(\$83,738)	(\$85,744)	\$2,006
24 Student Ministry	(\$208,756)	(\$15,611)	(\$15,002)	(\$609)	(\$95,152)	(\$97,420)	\$2,268
25 Weekend Ministry Leadership	(\$11,991)	(\$185)	(\$298)	\$113	(\$4,470)	(\$3,465)	(\$1,005)
26 Worship	(\$233,977)	(\$18,850)	(\$18,260)	(\$590)	(\$94,562)	(\$95,099)	\$537
<b>TOTAL WEEKEND MINISTRY</b>	<b>(\$902,816)</b>	<b>(\$65,799)</b>	<b>(\$64,650)</b>	<b>(\$1,149)</b>	<b>(\$358,725)</b>	<b>(\$360,074)</b>	<b>\$1,349</b>
<b>TOTAL MINISTRY FUND EXPENSES</b>	<b>(\$5,205,614)</b>	<b>(\$387,727)</b>	<b>(\$386,039)</b>	<b>(\$1,688)</b>	<b>(\$2,078,170)</b>	<b>(\$2,162,754)</b>	<b>\$84,584</b>
<b>SCHOOL EXPENSES</b>							
28 Salary, Wages, Benefits & Outsourced Labor	(\$2,305,802)	(\$209,111)	(\$202,226)	(\$6,885)	(\$946,494)	(\$926,865)	(\$19,629)
29 Classroom Supplies, Materials & Equipment	(\$56,619)	(\$4,050)	(\$825)	(\$3,225)	(\$44,361)	(\$42,694)	(\$1,667)
30 Conferences, Education & Development	(\$14,665)	\$0	(\$200)	\$200	(\$1,991)	(\$4,965)	\$2,974
31 Technology Services, Hardware & Software	(\$59,244)	(\$13,401)	(\$1,990)	(\$11,411)	(\$45,135)	(\$33,614)	(\$11,521)
32 Centered Care Expenses	(\$124,179)	(\$12,157)	(\$12,824)	\$667	(\$46,817)	(\$50,204)	\$3,387
33 Athletic Events	(\$29,057)	(\$1,541)	(\$400)	(\$1,141)	(\$14,914)	(\$13,957)	(\$957)
34 Field Trips	(\$4,622)	(\$166)	\$0	(\$166)	(\$2,249)	(\$2,572)	\$323
35 Copier Expense	(\$8,978)	(\$1,498)	(\$500)	(\$998)	(\$6,772)	(\$5,478)	(\$1,294)
36 Bad Debt	(\$5,000)	\$0	\$0	\$0	\$0	\$0	\$0
37 Missions	(\$2,850)	\$0	(\$700)	\$700	\$0	(\$1,250)	\$1,250
38 Fundraising Expense	(\$750)	\$0	(\$75)	\$75	\$0	(\$225)	\$225
39 Other Expenses	(\$359,122)	(\$24,872)	(\$26,615)	\$1,743	(\$136,051)	(\$175,876)	\$39,825
40 Budgeted Adjustment Expenses	(\$118,735)	\$0	(\$3,673)	\$3,673	\$0	(\$76,796)	\$76,796
41 School Lunch Expenses	(\$85,839)	(\$7,462)	(\$9,221)	\$1,759	(\$28,174)	(\$33,105)	\$4,931
<b>TOTAL SCHOOL EXPENSES</b>	<b>(\$3,175,462)</b>	<b>(\$274,258)</b>	<b>(\$259,249)</b>	<b>(\$15,009)</b>	<b>(\$1,272,960)</b>	<b>(\$1,367,601)</b>	<b>\$94,641</b>

**Statement of Financial Position for Period 5 - November**  
**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
<b>Assets</b>				
<b>Current Assets - Unrestricted</b>				
Cash and Investments	\$1,762,042.42	\$2,148,265.54	\$2,093,435.15	\$1,681,853.44
Accounts Receivable	\$70,488.24	\$37,415.41	\$31,363.98	\$36,473.76
Inventory	\$3,092.02	\$3,637.83	\$3,135.87	\$2,757.09
Prepaid Expenses	\$32,313.21	\$33,571.55	\$59,597.28	\$93,978.83
<b>Total Current Assets - Unrestricted</b>	<b>\$1,867,935.89</b>	<b>\$2,222,890.33</b>	<b>\$2,187,532.28</b>	<b>\$1,815,063.12</b>
<b>Fixed Assets</b>				
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)
<b>Total Fixed Assets</b>	<b>\$11,962,439</b>	<b>\$11,962,439</b>	<b>\$11,962,439</b>	<b>\$12,342,963</b>
<b>Other Assets</b>				
Deferred Financing Costs	\$14,998	\$16,169	\$20,856	\$35,034
Other Assets	\$273,299	\$274,733	\$280,469	\$221,010
Operating Lease Asset	\$155,258	\$155,258	\$155,258	\$0
<b>Total Other Assets</b>	<b>\$443,555</b>	<b>\$446,161</b>	<b>\$456,584</b>	<b>\$256,044</b>
<b>Total Assets</b>	<b>\$14,273,930</b>	<b>\$14,631,490</b>	<b>\$14,606,555</b>	<b>\$14,414,071</b>
<b>Liabilities and Net Assets</b>				
<b>Liabilities</b>				
<b>Current Liabilities</b>				
Accounts Payable	\$81,266	\$91,868	\$119,041	\$492,385
Accrued Expenses	\$178,729	\$187,087	\$177,982	\$145,213
Deferred Tuition and Revenue	\$299,982	\$349,968	\$131,917	\$114,014
Current Maturities of LT Debt	\$350,000	\$525,000	\$525,000	\$485,000
Current Operating Lease Liability	\$30,126	\$30,126	\$30,126	\$0
<b>Total Current Liabilities</b>	<b>\$940,103</b>	<b>\$1,184,050</b>	<b>\$984,066</b>	<b>\$1,236,612</b>
<b>Long-Term Liabilities</b>				
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
<b>Total Long-Term Liabilities</b>	<b>\$4,850,132</b>	<b>\$4,850,132</b>	<b>\$4,850,132</b>	<b>\$4,500,000</b>
<b>Total Liabilities</b>	<b>\$5,790,235</b>	<b>\$6,034,182</b>	<b>\$5,834,198</b>	<b>\$5,736,612</b>
<b>Net Assets</b>				
Ministry Fund Operating	\$526,340	\$567,769	\$988,248	\$734,507
School Fund Operating	(\$25,504)	\$703	(\$49,905)	(\$76,294)
Building Fund	\$7,656,355	\$7,612,605	\$7,437,605	\$7,578,231
Launch	\$3,750	\$3,750	\$7,500	\$27,500
Unrealized Derivative Gain(Loss)	\$0	\$0	\$0	\$0
All Others	\$322,754	\$412,481	\$388,908	\$413,514
<b>Total Net Assets</b>	<b>\$8,483,695</b>	<b>\$8,597,308</b>	<b>\$8,772,356</b>	<b>\$8,677,458</b>
<b>Total Liabilities and Net Assets</b>	<b>(\$14,273,930)</b>	<b>(\$14,631,490)</b>	<b>(\$14,606,555)</b>	<b>(\$14,414,071)</b>

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

	FY 23/24 November	FY 23/24 October	FY 22/23 June	FY 21/22 June	FY 20/21 June
<b>Cash and Investments</b>					
Total Cash and Investments *	\$ 1,762,042	\$ 2,148,266	\$ 2,093,435	\$ 1,681,853	\$ 1,891,968
<b>Temp. Restricted Funds (Internally Managed)</b>					
Launch	3,750	3,750	7,500	27,500	161,944
School Scholarship Fund	103,312	105,522	110,143	169,941	107,539
Parent Teachers League	87,741	175,355	146,429	63,445	67,491
Chris Toomey Student Mission Fund				38,134	
MF Temporarily Restricted	9,894	3,435	865	5,731	3,629
Christ In Action				-	23,799
School of the Arts	3,715	3,470	5,396	6,087	4,047
Endowment Fund	47,918	47,918	45,478	43,195	41,007
Other		207	207	207	207
	256,330	339,657	316,018	354,240	409,663
<b>Excess/(Underfunded) Balance pre Affiliate Funds</b>	1,505,712	1,808,609	1,777,417	1,327,613	1,482,305
<b>Temp. Restricted Funds (Affiliate Controlled)</b>					
Boy Scout Troop #782	13,499	13,845	13,978	17,282	21,410
MOPS	21,520	22,181	26,168	32,182	29,676
Soccer Association	24,915	30,628	29,575	27,275	18,684
Illuminations - Puppet Ministry	9,255	9,205	9,005	8,406	7,806
All Other	717	717	717	717	717
Total Ongoing Fund Balances	69,906	76,576	79,443	85,862	78,293
<b>Excess/(Underfunded) Core Cash Balance</b>	\$ 1,435,806	\$ 1,732,033	\$ 1,697,974	\$ 1,241,751	\$ 1,404,012

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

Increase / (Decrease) in Month End Core Cash	\$ (296,227)	\$ (142,642)	\$ 73,250	\$ (360,505)	\$ (188,210)
<b>Components Driving Change in Core Cash</b>					
Monthly Surplus / (Deficit) Ministry Fund	(41,429)	(146,036)	129,515	(144,443)	(42,336)
Monthly Surplus / (Deficit) School Fund	(26,207)	(5,727)	47,988	(139,910)	(104,489)
	(67,636)	(151,763)	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	(175,000)				
School Grant Received					
School Grant: noncash revenue					
Increase / (Decrease) in Prepaid School Tuition	(45,933)	(20,311)	(188,155)	(157,307)	(138,815)
*** Decrease / (Increase) in Other Working Capital	(51,408)	(14,318)	40,152	40,655	59,430
Total Incr. / (Decr.) in Month End Core Cash	(296,227)	(142,642)	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**	297,648	343,581	35,021	40,290	15,055
Prior Month Deferred Tuition Liability	343,581	363,892	224,526	198,647	155,370
Source of Cash / (Use of Cash): Deferred Tuition	(45,933)	(20,311)	(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 November 30, 2023

	Forecasted Quarter Ending			Actuals at					
	June-24	March-24	December-23	November-23	June-23	June-22	June-21	June-20	June-19
<b>Cash and Investments</b>									
Total Cash and Investments *	\$ 1,567,685	\$ 1,907,643	\$ 2,006,130	\$ 1,762,042	\$ 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	1,567,685	1,907,643	2,006,130	1,762,042	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>81.2</b>	<b>98.8</b>	<b>103.9</b>	<b>91.3</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	87,386	94,100	101,009	103,312	110,143	169,941	107,539	-	-
Parent Teachers League	144,026	113,555	97,836	87,741	146,429	63,445	67,491	43,888	5,938
Chris Toomey Student Mission Fund	-	-	-	-	-	-	-	-	-
MF Temporarily Restricted	3,068	2,696	2,253	9,894	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	2,477	3,073	3,060	3,715	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	357	367
	284,875	261,342	252,075	256,330	316,018	354,240	409,763	387,902	985,118
<b>Excess/(Underfunded) Balance pre Affiliate Funds</b>	<b>1,282,811</b>	<b>1,646,301</b>	<b>1,754,056</b>	<b>1,505,712</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	13,793	13,781	13,843	13,499	13,978	17,282	21,410	20,282	18,656
Cub Scout Pack #782	-	-	-	-	-	-	-	6,127	6,943
MOPS	24,455	23,980	24,428	21,520	26,168	32,182	29,676	27,669	25,953
Soccer Association	29,552	28,219	24,990	24,915	29,575	27,275	18,684	13,998	7,621
Illuminations - Puppet Ministry	9,058	9,025	8,959	9,255	9,005	8,406	7,806	7,256	6,528
All Other	-	-	-	717	717	717	717	617	(147)
Total Ongoing Fund Balances	76,857	75,004	72,220	69,906	79,443	85,862	78,293	75,949	65,554
<b>Excess/(Underfunded) Core Cash Balance</b>	<b>\$ 1,205,953</b>	<b>\$ 1,571,297</b>	<b>\$ 1,681,836</b>	<b>\$ 1,435,806</b>	<b>\$ 1,697,974</b>	<b>\$ 1,241,751</b>	<b>\$ 1,403,912</b>	<b>\$ 457,972</b>	<b>\$ 393,335</b>
<b>Days Cash on Hand - Core Cash<sup>1</sup></b>	<b>62.5</b>	<b>81.4</b>	<b>87.1</b>	<b>74.4</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	\$ (365,344)	\$ (110,539)	\$ 246,030	\$ (262,168)	\$ 456,223	\$ (162,161)	\$ 945,940	\$ 58,637	\$ 179,534
<b>Components Driving Change in Core Cash</b>									
Monthly Surplus / (Deficit) Ministry Fund	(260,783)	(133,859)	367,612	(461,908)	242,239	169,177	594,004	(322,941)	553,355
Monthly Surplus / (Deficit) School Fund	8,977	3,739	8,212	28,317	26,388	37,447	301,206	(66,386)	42,582
Total Surplus / (Deficit) for the Month	(251,806)	(130,120)	375,824	(433,591)	268,627	206,624	895,210	(389,327)	595,937
Deferred Spending - GF	(15,000)	-	(16,429)	-	-	(33,542)	-	-	-
Deferred Spending - School	-	-	(40,500)	-	-	-	-	-	-
Ministry Fund: noncash expense for Debt Principal	140,000	140,000	43,750	218,750	505,000	469,500	438,000	405,000	390,000
Payment of Annual Debt Principal from Core Cash	-	(350,000)	-	(175,000)	(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	(45,287)	189,639	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	38,247	95,047	(71,328)	(61,966)	70,600	(33,041)	44,591	(114,120)	(78,570)
Total Incr. / (Decr.) in Month End Core Cash	(365,344)	(110,539)	246,030	(262,168)	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									
<b>Working Capital Change Detail</b>									
Current Month Deferred Tuition Liability	37,122	317,957	252,361	297,648	35,021	40,290	15,055	13,149	28,392
Prior Month Deferred Tuition Liability	237,998	358,256	297,648	343,581	224,526	198,647	155,370	88,116	141,275
Source of Cash / (Use of Cash): Deferred Tuition	(200,875)	(40,299)	(45,287)	(45,933)	(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  
Actual vs. Budget Savings  
FY23/24  
As of November 30, 2023

**Ministry Fund**

Department	Dept. #	Account	Actual	Budget	Difference	Will More Exp. Occur?	When	Certain	Possible
Tech A/V	114	Tech Equip Intallation	1,000	3,000	(2,000)				
Facilities	120	Elevator Maintenance	5,832	10,397	(4,565)	No			
Facilities	120	Parking Lot Maintenance	-	15,000	(15,000)	Yes	May	15,000	
Facilities	120	Paint Supplies	622	2,900	(2,278)	No			
Technology	121	Hardware Purchases	4,330	7,000	(2,670)	No			
Technology	121	Rock RMS Support	11,600	17,300	(5,700)	No			
Finance & Admin	130	Unused Merit Balance	-	15,100	(15,100)	No			
Pastoral Office	170	Donor Nurture	996	3,650	(2,654)	Yes	Var		2,654
Marketing & Creative	200	Marketing Website/ Socia Media	5,140	15,752	(10,612)	Yes	Var		5,500
Marketing & Creative	200	Professional Development	291	2,324	(2,033)	No			
Kids Ministry	260	Family Events	-	3,000	(3,000)	No			
Engagement Team	330	Intensive	25,023	60,780	(35,757)	No			
Engagement Team	330	Women Intensive	-	3,500	(3,500)	No			
Engagement Team	330	Men Intensive	-	2,500	(2,500)	No			
Engagement Team	330	Women Pop Ups	900	3,450	(2,550)	Yes	Var		1,000
Mission	380	College Hill Projects	2,225	9,500	(7,275)	TBD			7,275
			<b>\$ 57,959</b>	<b>\$ 175,153</b>	<b>\$ (117,194)</b>			<b>\$ 15,000</b>	<b>\$ 16,429</b>

**School Fund**

Department	Dept. #	Account	Actual	Budget	Difference	Will More Exp. Occur?	When	Certain	Possible
K-8 Program	110	Curriculum Materials	22,819	25,650	(2,831)	No			
K-8 Program	110	Standardized Testing	-	4,500	(4,500)	Yes	TBD		4,500
School Admin	160	Repairs and Maintenance	-	36,000	(36,000)	Yes	Nov	36,000	
			<b>\$ 22,819</b>	<b>\$ 66,150</b>	<b>\$ (43,331)</b>			<b>\$ 36,000</b>	<b>\$ 4,500</b>

**Pathfinder Church  
Launch Reconciliation  
10/31/2023**

<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	(20,000.00)
Stronghold Cambodia Expenses FY23/24	(3,750.00)
Total Expenses	\$ (450,364.55)
<b>Fund Balance</b>	<u><u>\$ 3,750.00</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	(3,750.00)
<b>Total Committed</b>	<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.