

**Pathfinder Church**

Board of Directors

Monthly Meeting

March 19, 2024

**Pathfinder Church**  
Board of Directors Meeting  
March 19, 2024

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Closed Business.....Appendix A



Board of Directors  
Tuesday, March 19, 2024

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

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

- Opening Devotion – Beth Rusert
- Approval of January BOD Meeting – Adam Bichsel

**Board of Directors Strategic Business - 7:15 p.m. – 8:00 p.m.**

- Current FY Forecast – Matt Hewitt
- Senior Pastor’s Report – Dion Garrett
- OKR Board Report – Dion Garrett & Matt Hewitt

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

- Elders Report – Bob Ingle
- Elders Nomination – Bob Ingle

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

- Closing Prayer – Craig McArton

**Meeting Invite:**

**Microsoft Teams meeting**

**Join on your computer, mobile app or room device**

[Click here to join the meeting](#)

Meeting ID: 210 035 036 390

Passcode: US3UUs

[Download Teams](#) | [Join on the web](#)

# January Pathfinder Board of Directors Meeting

January 16, 2023, 7:00 PM

Imagineering Room

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

Guests: Dan Winkelman and Ben Dutton

Adam Bichsel began the meeting at 7:02 p.m. with a prayer.

Matt Hewitt introduced Ben Dutton, from ARIS, who reviewed the facility condition assessment from the closed business section of the board packet. There was discussion around the findings as well as how we can best use this information to steward our campus through Path Forward and beyond.

Jenny Albritton gave a devotion surrounding last weekend's message on the body of Christ. Adam Bichsel reviewed the December Board Meeting minutes. Damola Oshin made a motion to accept the meeting minutes and Eduardo Ramos seconded. A voice vote was held on the motion and all members present voted affirmative.

Matthew Hewitt led a discussion on year-end giving. Although we did not hit the year-end goal, there was a lot of response that included many first-time givers in the communication that went out. The team is preparing to do targeted follow-up to those who have not yet committed to Path Forward.

The Ministry Fund ended with a \$320K surplus balance, which was \$47K unfavorable to the budget for the month. The FYTD deficit of \$142K was \$203K unfavorable to the budgeted surplus.

- Giving in the current month was unfavorable to budget by \$74K. FYTD giving is \$298K unfavorable to budget.
- Monthly expenses were favorable to budgeted expenses by \$15K. FYTD expenses are \$100K favorable to budget.

FYTD net results are forecasted to be \$227K unfavorable to the budgeted deficit after factoring the \$15K of certain delayed spending and the \$9K discretionary delayed spending and the budgeted

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.

The School Fund ended the month with a \$1K favorable variance for the month and a \$51K favorable FYTD variance. Factoring in the delayed spending of \$46K and the forecasted January – June surplus of \$13K, FYTD net results are projected to be break-even. Reminder the September re-forecast projected a \$45K surplus which was \$51K favorable to the budgeted deficit.

Dion Garrett gave a senior pastor report especially calling out how we can invest wisely in the things that will fuel our growth with both the financial and personnel that we currently have. Matt Hewitt will be conducting a financial study on staffing needs alongside budgeted goals to bring a recommendation to the Board of Directors on next steps.

On Friday, January 26, in follow-up to Matt's financial study, Dion Garrett offered by email a motion for the Board of Directors to approve the recruiting and hiring of an HR Director as soon as possible to improve staff culture, aid in employee retention, and lighten the burden on other senior leaders; and the HR Director will carry the responsibility of the "Member Advocate" role, a role critical to interfacing with concerned members, aiding in retention of said members, and helping sustain growth; and the financial impact of adding an HR Director fits within our 2 year ministry plan, level 1 target, and will have only a small impact on the current FY23-24 budget. Demola Oshin seconded the motion and waived discussion. An email vote was held on the motion and all members voted affirmative.

Adam Bichsel reviewed the upcoming cycle of nominations for current Board of Director members. A Nominating Committee will be formed if needed.

A closing prayer was given by Beth Rusert. The meeting came to a close at 9:13 p.m.

Respectfully submitted,  
Annmarie Wallis  
Secretary

# Pathfinder OKRs

March 2024

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## Objective #1: Grow Audience Base

### KR1: Average In-Person Worship Attendance Increased 15%

#### Summary

- Average in-person worship attendance was 943 at the end of February. Comparing this to the average worship attendance July – December of 2023 (830 people per weekend) this represents an increase of 13.6%.

#### Action Highlights

- “New Series” email campaigns for the All Ya’ll Doctrine and Knockoff Spirituality went out on 1/31 and 2/29, respectively. We are also writing unique push notifications every week to encourage app users to attend worship. [WKND]
- First communion was held in worship on February 3-4. [WKND]
- We had a great Ash Wednesday service on 2/14 and are in the middle of Lent. Lenten midweek services this year are utilizing interactive elements based on our past “Holy Week Experience.” [WKND]
- COMMIT (Confirmation) classes have started. They are taking place on Sunday mornings, running concurrently with CORE. We have fifty-one 8<sup>th</sup> graders participating! This has had a positive effect on CORE attendance. [WKND]

#### Challenges

- Winter weather slightly impacted attendance in February. [WKND]

#### Looking Ahead

- We look forward to Good Friday (3/29), Eggstravaganza (3/30), and Easter worship (3/30-31)! [WKND]

### KR2: Increase Number of “New Users” to Pathfinder’s Website to 69,000 and St. John School’s Website to 15,000

#### Summary

- In February, we saw 5,997 new users on our Pathfinder site, making our new user total (Jan-Feb) 11,880, and a total of 1,377 new users on the school site, making our Jan-Feb total 3,090

#### Action Highlights

- Summer Blast Volunteer Registration is online only via the website. [WKND]
- Pathfinder Music’s first single, “You Are the Future” will release on March 15<sup>th</sup> to stream everywhere. Links to our website are listed in our artist profile on Spotify. [WKND]

## Challenges

- Updates still needed for the school site... bandwidth has made making these changes difficult to fit in.

## Looking Ahead

- Signage at upcoming Pathfinder events (Eggstraveganza, Summer Blast, 4<sup>th</sup> of July, etc.) will point people to Pathfinder's website.

## **KR3: Increase St. John School Enrollment for 2024-2025 School Year to 181**

### Summary

- As of March 14, 2024, St. John School currently has 167 students enrolled for next school year K-8. We are 92% to our enrollment target for this year.

### Action Highlights

- We continue to create social media threads for internal and external families.
- We started E-News for keeping our internal families in the know!

### Challenges

- We are trying to recruit more girls for our Middle School.
- The transition of Dr. Scott not returning for the rest of the school year.

### Looking Ahead

- The hiring of the new Head of School – Jessica Bergtholdt and all that she brings to support the future of STJ.
- We continue to do family tours for both EC & K-8.

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

### **KR1: Total of 75 Enrolled Participants in "Explore Pathfinder"**

#### Summary

- Through March, 19 people have attended Explore Pathfinder this year. This places us 25% to our goal of 75. [ENG]

#### Action Highlights

- Encouraged Action Team Leaders to invite their groups to Explore Pathfinder and encouraged leaders to attend if they haven't already. [ENG]

#### Challenges

- March numbers were low, so we are strategizing to boost numbers in April.

## Looking Ahead

- See if there is an opportunity to include an invite to Explore at Easter Extravaganza. [ENG]
- Ask returning Action Team leaders to attend an Explore Pathfinder if they haven't already. [ENG]
- Have an evening Explore Pathfinder opportunity for people that Sunday mornings doesn't work for. [ENG]

## **KR2: Increase Unique Action Teams Participants by 5% to 611**

### Summary

- We saw the number of Action Team participants grow to 473 or 77% to our goal for the spring Action Team season. Fun fact, last February we had 224 participants, so the number of unique participants has grown 111% over the last year.

### Action Highlights

- Action Teams launched three new teams mid-season. [ENG]

### Challenges

- We had eight Action Teams with not enough participants that did not launch. Action Team Co-Director followed up with each participant impacted to place them in a different team. [ENG]

## **KR3: Total of 350 Participating in a Pop-Up**

### Summary

- At the end of February, we had 117 total participants in Pop-Ups which is 33% of our goal.

### Action Highlights

- Pop-Ups for the spring have added an additional 4 events (total of 13), and there are two more currently scheduled through June. [ENG]
- All six areas of Whole Life have had a pop-up scheduled to represent them this spring. [ENG]
- We planned the financial legacy pop up for a Sunday morning and had 24 people attend which had an increased attendance of 18 people over the previous one that was scheduled on a weekday evening. [ENG]
- A Spoken Word pop-up is scheduled for April, our goal is for this pop up to reach 200 people. [ENG]

### Challenges

- 

## Looking Ahead

- We are currently in talks with 4 more events to happen through June.



## **KR4: Increase Number of People Volunteering on a Recurring Basis to 300**

### Summary

- In February we had 284 unique volunteers who served on Weekend teams. We had 468 unique volunteers active on our rosters. [WKND]

### Action Highlights

- Kids Min has had 21 volunteers sign up over the past month from the Serve Fair, Special Needs video, and Commit Students. [WKND]
- Student and Sanctuary Worship has converged (onboarded) 6 new volunteers over the past month to serve on our Worship teams. [WKND]
- Sanctuary Worship has consistently deployed 4 vocalists and an extra keys or guitar player nearly every weekend over the past month, as compared to 3 vocalists and 1 guitar/pianist previously. [WKND]

### Challenges

- Most of the new Kids Min volunteers are teenagers serving at the once-per-month commitment level. We are still operating within a shortfall. [WKND]

### Looking Ahead

- All 51 COMMIT students are expected to join a serving team. A small fraction were serving already. Some of them have already joined and started serving. We're working on helping others get started. [WKND]

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## **Objective #3: Secure Funding for Path Forward Ministry Plan**

### **KR1: Acquire 100 New Donors**

#### Summary

- Since January 1, we've had a total of 16 new donors, which puts us 16% to our goal.

#### Action Highlights

- In February we launched a Pathfinder Partner social media campaign asking non-donors to consider a gift of \$5 per week. We had one person sign up at the \$5 per week level. We are unsure if we gained additional new givers because of this campaign. [BM&C]

#### Challenges

- Non-givers are notoriously a difficult group to convert. We're trying to determine which actions steps will have an outsized impact without blowing our budget. [FINOPS]

#### Looking Ahead

- We plan to communicate to non-givers that it would only take \$99/month for the active, non-giving families to close the gap to Level 1 and hope to help this group see that they are needed to finish strong. [FINOPS]

## **KR2: Increase Average Number of Unique Giving Units per Month to 650**

### Summary

- At the end of February, we had 640 unique giving units, which is 98% of our goal of 650 unique households per month. This also represents an increase of 20 additional giving households in the last month. [FINOPS]

### Action Highlights

- We continue to be consistent with our messaging around Path Forward, and the importance of generosity as a spiritual practice.
- Additionally, we have been more intentional about using our giving moment as a discipleship tool.

### Challenges

- Honestly, it is not entirely clear what led to the 20 additional households starting to give again (as we only had 6 new donors in February). The challenge here is limited information as to what is having an impact.

### Looking Ahead

- We will continue to consistently communicate the value of generosity, Pathfinder's need, and specific Path Forward projects.

## **KR3: Receive 500 Total Commitments to the Path Forward Ministry Plan**

### Summary

- As of March 14, 2024, we currently have 428 commitments, which is 86% of our goal. Originally our hope was to have 500 commitments by Palm Sunday, which is currently at-risk.
- Since our last board report we've had 37 additional commitments made!

### Action Highlights

- We developed a "thermometer" to more passively show/remind people of our commitment goal. This displays for 20 seconds during the giving moment.

### Challenges

- Unfortunately, the new commitments we're getting are not new dollars. In other words, we're moving people from the non-committed giving estimate group to the committed group, but the dollars are staying relatively flat, and we're not closing the gap.

### Looking Ahead

- If we can achieve Level 1, we'll have the opportunity to try and engage more project-based givers.

#### **KR4: Achieve Budgeted St. John School Annual Fund Support of \$60,000**

##### Summary

- At the end of February the School Annual Fund had \$18,782, which is only 31% of the total funding. This goal is off track.

##### Action Highlights

- N/A

##### Challenges

- With the school staffing transition, the annual fund has not been a top priority or focus.
- The current platform we are using FACTS Giving has some significant limitations in its functionality.

##### Looking Ahead

- We developed a plan at the beginning of the fiscal year. While many of those intentions did not come to fruition, we will execute on the remaining emails and mail pieces planned for the fiscal year.
- The school team will be investigating switching platforms as FACTS Giving is tripling their monthly price.

#### **KR5: Engage 50 Households Regarding Legacy/Planned Giving**

##### Summary

- In total we have engaged 15 households regarding estate/planned giving.

##### Action Highlights

- Our Estate and Planned Giving pop-up on February 18th served 24 people from 15 households, which has led to additional follow up with the LCMS Foundation. [WKND]

##### Challenges

- Without estate or planned giving expertise on staff, we must rely on outside groups to host and run pop ups, action teams, etc.

##### Looking Ahead

- Another Estate & Planned Giving pop-up is being planned for June 9<sup>th</sup>. [WKND]



February 2024

January 2024

December 2023

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 Comp H2 2023

OKR Reference

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

Live Stream Hits*	391	572	517	545	621	571	532	498	531	568	-37	-6%	
5 pm Saturday*	160	140	113	122	111	107	117	105	122	121	1	1%	113 O1 KR1
9 am Sunday*	391	335	402	391	367	381	379	320	371	316	55	17%	373
11 am Sunday*	392	381	373	325	324	350	377	317	355	314	41	13%	344
Baptisms	1	3	2	2	4	2	8	2	24	36	-12	-33%	
Number of Members - Including Kids* (Updated Quarterly)	2972				2968				2972	2902	70	2%	

**Giving Metrics**

Total Unique Giving Units*	640	620	770	644	610	596	602	621	638	640	-2	0%	O2 KR4
New Donors	6	10	32	13	6	6	4	5	82	101	-19	-19%	
Unique Electronic Recurring Givers*	367	355	332	339	330	332	327	333	339	334	5	2%	

**NextGen Metrics**

New Kids Min Registrations	20	21	19	23	16	20	21	3	143	175	-32	-18%	
Kids Min Unique Participants	339	338	278	299	331	285	274	39	547	402	145	36%	
New Core Registrations	14	6	5	8	9	7	****110	0	137	144	-7	-5%	
CORE Unique Participants	101	106	96	90	101	106	82	0	154	140	14	10%	
New Summit Registrations	1	1	1	1	0	12	47	0	63	54	9	17%	
Summit Unique Participants	36	41	34	42	45	52	45	0	61	46	15	33%	

**Engagement Metrics**

<b>Explore Pathfinder Metrics</b>													
Total Explore Pathfinder Participants	12	6	5	19	7	7	13	0	69	86	-17	-20%	
<b>Action Team Metrics (Updated Seasonally)</b>													
First-Time Participants** @	124	116	0	177	172	158	103	130	431	135	296	219%	
Total Unique Participants**	473	443	0	592	586	571	428	288	1065	0	1065	0%	
<b>Pop-Up Metrics</b>													
Total Participants**	117	56	8	184	181	153	13	526	1238	292	946	324%	
<b>Intensives Metrics</b>													
Total Unique Participants	0	0	0	0	4	0	5	0	9	0	9	0%	

**Website Metrics**

Total Visits / Sessions^	9,850	17,800	27,731	17,758	14,885	13,594	17,385	18,224	137,227	77,155	60,072	78%	O1 KR2
% Unique Visitors*	92%	92%	95%	93%	90%	88%	89%	91%	91%	72%	19%	27%	
% Referral Traffic*	28%	28%	20%	28%	11%	11%	9%	10%	18%	5%	8%	263%	
% Direct Traffic*	36%	34%	32%	40%	46%	44%	49%	44%	41%	37%	15%	10%	
% Search Traffic*	20%	21%	26%	21%	27%	28%	26%	32%	25%	31%	1%	-20%	

**NPS Metrics**

Total Unique NPS Submissions	1	1	10	5	375	5	2	4	403	0	403	0%	O2 KR5
Promoters	100%	0	80%	80%	64%	40%	50%	25%	55%	0%	55%	0%	
Passives	0	0	10%	0%	19%	20%	0%	25%	9%	0%	9%	0%	
Detractors	0	100	10%	20%	17%	40%	50%	50%	1273%	0%	1273%	0%	
Cumulative NPS Score	47	46	70	60	48	29	28	35	45	0	45	0%	

**School Metrics**

Early Childhood Enrollment	157	157	157	158	159	159	159	160	157	181	-24	-13%	O1 KR4
K-8 Enrollment	174	174	174	175	175	177	177	181	174	209	-35	-17%	
Total Enrollment	331	331	331	333	334	336	336	341	331	390	-59	-15%	

\* FYTD is an Average  
 \*\* July 2023 Pop-up participants are Missions Week and Gary Chapman participants  
 \*\* Action Team Participants includes PTC  
 \*\*\*\*An error for August Core Regs was discovered and updated  
 @First-Time Participants: Summer 130, Fall 177, Winter 116  
 ^ Sessions not views in February 2024

**Pathfinder Church**  
Board of Directors Meeting  
March 2024

**Membership Changes – February 2024**

**New Members:**

**Information Class:**

TJ & Brooke Bayer © Sydney & Liam  
Robin Wolf  
Alicia Rabin  
Greg & Camila Mammel

**Transfer:**

Elena Dennis

**Released Members:**

**Transferred Out:**

Ron & Deb Baginiski (New Beginnings Lutheran Church, Pacific, MO)  
Donald & Cheryl Lorenz (St. John Lutheran Church, Arnold, MO)

**Release by Request:**

Dennis & Jeri Jaeger  
Keith & Tish Kirchhoefer  
Christi Layton  
Catie Cox Arndt  
Heather Kinsler © Jillian & George

**Official Acts:**

**Baptisms:**

Ryan Michael Stier (02-18-2024)

**Weddings:**

None

**Funerals:**

None

**Pathfinder Church**  
**Financial Notes**  
**Period Ending February 29, 2024**  
Revised March 11, 2024

Ministry Fund

Overview

The Ministry Fund ended with a \$45K surplus balance, which was \$128K favorable to the budgeted deficit for the month. The FYTD deficit of \$95K was \$79K unfavorable to the budgeted deficit.

- Giving in the current month was favorable to budget by \$86K. FYTD giving is \$263K unfavorable to budget.
- Monthly expenses were favorable to budgeted expenses by \$26K. FYTD expenses are \$170K favorable to budget.

The Ministry Fund budgeted an annual deficit of (\$332,747) and FYTD net results are forecasted to be (\$301,909), which is \$31K favorable to the budgeted deficit. The forecast includes anticipated certain and discretionary delayed spending. The forecasted results are based on actual results July through February and forecasted results March through June.

Pastoral Office

- No significant variances of note.

Operations

- \$5K unfavorable variance for Facilities due to
  - \$1K unfavorable for property maintenance due to a sprinkler line break
  - \$2.5K favorable for snow removal that was not needed
  - \$2K unfavorable for landscaping as milder weather facilitated early landscape work.
  - \$4K unfavorable for budgeted utility expenses due primarily to the increase in electrical expense

Marketing and Creative

- \$28K favorable variance for Marketing & Creative due to
  - \$2.2K favorable for Easter Production budget as this amount should have been budgeted for March.
  - \$3K favorable for Faith Matters printing
  - \$4.8K favorable for advertising and marketing.
  - \$16K favorable for salaries and benefits.

Engagement Team Ministry

- \$4K favorable variance for Engagement Team due to
  - \$3.2K favorable for salaries and benefits
  - \$1K favorable for various Action Teams with no expenses.

Weekend Ministry Leadership

- \$3K favorable variance for Tech AV
  - \$4.5K favorable for unbudgeted equipment sales
  - \$1K unfavorable for tech worship lens purchase

- \$7K favorable for Student Ministry due to
  - \$4.5K favorable for net income over expenses for unbudgeted confirmation retreat
  - \$2K favorable for salaries and benefits
- \$6K favorable variance for Worship due to salaries and benefits of open positions

## School Fund

### Overview

The School Fund ended the month with a deficit of \$50K, which was unfavorable by \$36K to the budget.

- Monthly income was \$9K unfavorable to budgeted income. FYTD income is \$87K unfavorable to budget.
- Monthly expenses were \$27K unfavorable to budget. FYTD expenses are \$108K favorable to budget.

### September Forecast

The School Fund budgeted an annual deficit of (\$6,520) and FYTD net results are forecasted to be \$7,653 which is \$14K favorable to the budgeted deficit and factors in certain and discretionary delayed spending. The forecast is based on actual results July through February and forecasted results for March through June.

### Income

- \$5.5K unfavorable for budgeted adjusted income.

### Expenses

- \$7K unfavorable for salaries and wages
- \$6K favorable for curriculum materials due a refund for an overpayment of \$3.9K plus \$2K of budgeted expense not used.
- \$4.4K unfavorable for budgeted adjusted expenses.
- \$33K unfavorable for repairs and maintenance projects that had been budgeted for January.

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

## Consolidated Balance Sheet

- Cash and Investments decreased by \$30K.
- Prepaid Expenses increased by \$8K due to
  - \$7K decrease for prepaid insurance.
  - \$6K increase in PTL March Trivia Night spending
  - \$10K increase in PTL 8<sup>th</sup> grade trip airline tickets
- Accounts Payable increased by \$13K due to PTL trips and confirmation retreat invoices
- Accrued Expenses increased by \$5K due to increases for the Concordia services plan payables and HAS.
- Deferred Tuition and Revenue decreased by \$20K due to
  - \$43K decrease for school deferred tuition recognition

- \$25K increase for the new 24-25 school registrations and prepaid tuition

Summary of Bank Accounts

Balances shown are as of the date of the report and do not account for any deposits in transit or outstanding checks.

Type	Institution	APY	Balance
Cash	Petty Cash	N/A	800.00
Checking	First Community CU	0.099%	3,465.14
Savings	First Community CU	0.00%	10.00
Steward Acct.	LCEF	0.625%	51,341.39
Money Market	Vanguard	5.29%	914,692.91
Checking	Fifth Third Bank	3%*	879,901.49
			<u>1,850,210.93</u>

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



Budgeted Financial Statement for Period 8 - February  
 23-24 Report 1: Income Statement  
 Company#: 1 Name: Pathfinder Church  
 Fiscal Year Beainnina 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	\$383,139	\$296,919	\$86,220	\$2,907,973	\$3,170,775	(\$262,802)
<b>MINISTRY FUND INCOME</b>	<b>\$4,577,451</b>	<b>\$383,139</b>	<b>\$296,919</b>	<b>\$86,220</b>	<b>\$2,907,973</b>	<b>\$3,170,775</b>	<b>(\$262,802)</b>
<b>PASTORAL OFFICE</b>							
5 Pastoral Office	(\$595,457)	(\$39,514)	(\$41,518)	\$2,004	(\$387,971)	(\$404,097)	\$16,126
6 Stewardship	(\$12,815)	(\$895)	(\$45)	(\$850)	(\$12,017)	(\$7,880)	(\$4,137)
7 Care Ministries	(\$19,610)	(\$166)	(\$1,949)	\$1,783	(\$1,893)	(\$13,151)	\$11,258
<b>TOTAL PASTORAL OFFICE</b>	<b>(\$627,882)</b>	<b>(\$40,575)</b>	<b>(\$43,512)</b>	<b>\$2,937</b>	<b>(\$401,881)</b>	<b>(\$425,128)</b>	<b>\$23,247</b>
<b>OPERATIONS</b>							
9 Facilities	(\$958,865)	(\$71,200)	(\$66,213)	(\$4,987)	(\$599,724)	(\$573,518)	(\$26,206)
10 Finance & Administration	(\$497,838)	(\$41,170)	(\$41,182)	\$12	(\$313,856)	(\$330,273)	\$16,417
11 Mortgage/Debt	(\$711,442)	(\$56,581)	(\$59,059)	\$2,478	(\$454,161)	(\$474,829)	\$20,668
12 School Tuition Assistance	(\$147,168)	(\$12,325)	(\$12,264)	(\$61)	(\$98,600)	(\$98,112)	(\$488)
13 Technology	(\$104,964)	(\$8,793)	(\$7,127)	(\$1,666)	(\$64,619)	(\$74,656)	\$10,037
<b>TOTAL OPERATIONS</b>	<b>(\$2,420,277)</b>	<b>(\$190,069)</b>	<b>(\$185,845)</b>	<b>(\$4,224)</b>	<b>(\$1,530,959)</b>	<b>(\$1,551,388)</b>	<b>\$20,429</b>
<b>MARKETING &amp; CREATIVE</b>							
15 Marketing & Creative	(\$527,759)	(\$26,208)	(\$53,749)	\$27,541	(\$266,393)	(\$341,463)	\$75,070
16 Community Awareness	(\$49,554)	\$0	(\$52)	\$52	(\$8,385)	(\$7,531)	(\$854)
<b>TOTAL MARKETING &amp; CREATIVE</b>	<b>(\$577,313)</b>	<b>(\$26,208)</b>	<b>(\$53,801)</b>	<b>\$27,593</b>	<b>(\$274,778)</b>	<b>(\$348,994)</b>	<b>\$74,216</b>
<b>ENGAGEMENT TEAM MINISTRY</b>							
18 Engagement Team	(\$362,835)	(\$24,075)	(\$28,225)	\$4,150	(\$220,590)	(\$251,079)	\$30,489
19 Missions	(\$74,786)	(\$6,145)	(\$6,254)	\$109	(\$39,487)	(\$49,718)	\$10,231
20 Staff Culture & Development	(\$17,929)	(\$719)	(\$400)	(\$319)	(\$25,733)	(\$15,794)	(\$9,939)
21 Cafe'	(\$15,770)	(\$2,620)	(\$1,314)	(\$1,306)	(\$15,135)	(\$10,152)	(\$4,983)
22 Hospitality	(\$11,240)	(\$1,446)	(\$120)	(\$1,326)	(\$7,832)	(\$7,630)	(\$202)
<b>TOTAL ENGAGEMENT TEAM MINISTRY</b>	<b>(\$482,560)</b>	<b>(\$35,005)</b>	<b>(\$36,313)</b>	<b>\$1,308</b>	<b>(\$308,778)</b>	<b>(\$334,373)</b>	<b>\$25,595</b>
<b>WEEKEND MINISTRY</b>							
24 Tech AV	(\$182,068)	(\$9,339)	(\$12,263)	\$2,924	(\$112,764)	(\$123,571)	\$10,807
25 Kids Ministry	(\$219,824)	(\$15,410)	(\$16,153)	\$743	(\$127,086)	(\$134,963)	\$7,877
26 Student Ministry	(\$154,306)	(\$5,525)	(\$12,415)	\$6,890	(\$97,931)	(\$105,934)	\$8,003
27 Weekend Ministry Leadership	(\$11,991)	(\$3,529)	(\$1,663)	(\$1,866)	(\$8,168)	(\$8,149)	(\$19)
28 Worship	(\$233,977)	(\$12,536)	(\$18,418)	\$5,882	(\$140,400)	(\$154,534)	\$14,134
<b>TOTAL WEEKEND MINISTRY</b>	<b>(\$802,166)</b>	<b>(\$46,339)</b>	<b>(\$60,912)</b>	<b>\$14,573</b>	<b>(\$486,347)</b>	<b>(\$527,151)</b>	<b>\$40,804</b>
<b>TOTAL MINISTRY FUND</b>	<b>(\$332,747)</b>	<b>\$44,942</b>	<b>(\$83,464)</b>	<b>\$128,406</b>	<b>(\$94,770)</b>	<b>(\$16,259)</b>	<b>(\$78,511)</b>
<b>SCHOOL FUND</b>							
30 Income	\$3,167,471	\$248,420	\$257,458	(\$9,038)	\$2,048,311	\$2,135,414	(\$87,103)
31 Expenses	(\$3,175,462)	(\$298,086)	(\$271,263)	(\$26,823)	(\$2,057,173)	(\$2,164,816)	\$107,643
<b>TOTAL SCHOOL FUND</b>	<b>(\$7,991)</b>	<b>(\$49,666)</b>	<b>(\$13,805)</b>	<b>(\$35,861)</b>	<b>(\$8,862)</b>	<b>(\$29,402)</b>	<b>\$20,540</b>

Budgeted Financial Statement for Period 8 - February  
 23-24 Report 2: Income Stmt (Income Detail)  
 Company#: 1 Name: Pathfinder Church

<u>Account</u>	<u>Budget</u>	<u>Actual for</u>	<u>Budget for</u>	<u>Variance</u>	<u>Actual</u>	<u>Budget</u>	<u>to YTD</u>
<u>Description</u>	<u>Annual</u>	<u>Period</u>	<u>Period</u>	<u>for Period</u>	<u>YTD</u>	<u>YTD</u>	<u>Budget Dollar</u>
<b>MINISTRY FUND INCOME</b>							
<b>MINISTRY GIVING INCOME</b>							
3 Ministry Offerings	\$4,577,451	\$383,139	\$296,919	\$86,220	\$2,907,973	\$3,170,775	(\$262,802)
<b>TOTAL MINISTRY GIVING INC</b>	<b>\$4,577,451</b>	<b>\$383,139</b>	<b>\$296,919</b>	<b>\$86,220</b>	<b>\$2,907,973</b>	<b>\$3,170,775</b>	<b>(\$262,802)</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	\$0	\$150	(\$150)	\$6,063	\$5,800	\$263
8 Finance & Administration	\$5,326	\$0	\$0	\$0	\$5,362	\$5,326	\$36
9 Investment Income	\$36,323	\$5,794	\$3,042	\$2,752	\$45,653	\$24,051	\$21,602
10 Technology	\$0	\$0	\$0	\$0	\$375	\$0	\$375
<b>TOTAL OPERATIONS</b>	<b>\$47,449</b>	<b>\$5,794</b>	<b>\$3,192</b>	<b>\$2,602</b>	<b>\$57,453</b>	<b>\$35,177</b>	<b>\$22,276</b>
<b>MARKETING &amp; CREATIVE</b>							
12 Marketing & Creative	\$30,362	\$3,081	\$2,533	\$548	\$20,943	\$21,411	(\$468)
13 Community Awareness	\$16,500	\$0	\$0	\$0	\$9,685	\$16,500	(\$6,815)
<b>TOTAL MARKETING &amp; CREAT</b>	<b>\$46,862</b>	<b>\$3,081</b>	<b>\$2,533</b>	<b>\$548</b>	<b>\$30,628</b>	<b>\$37,911</b>	<b>(\$7,283)</b>
<b>ENGAGEMENT TEAM MINISRY</b>							
15 Engagement Team	\$51,585	\$1,603	\$850	\$753	\$23,670	\$47,005	(\$23,335)
16 Missions	\$17,500	\$0	\$0	\$0	\$28,822	\$17,500	\$11,322
17 Cafe'	\$30,650	\$2,359	\$2,850	(\$491)	\$13,256	\$20,750	(\$7,494)
18 Hospitality	\$720	\$294	\$70	\$224	\$1,698	\$465	\$1,233
<b>TOTAL ENGAGEMENT TEAM M</b>	<b>\$100,455</b>	<b>\$4,256</b>	<b>\$3,770</b>	<b>\$486</b>	<b>\$67,445</b>	<b>\$85,720</b>	<b>(\$18,275)</b>
<b>WEEKEND MINISTRY</b>							
20 Tech AV	\$2,650	\$4,549	\$0	\$4,549	\$13,777	\$2,650	\$11,127
21 Kids Ministry	\$43,550	\$225	\$150	\$75	\$2,062	\$750	\$1,312
22 Student Ministry	\$54,450	\$7,500	\$0	\$7,500	\$33,295	\$28,450	\$4,845
<b>TOTAL WEEKEND MINISTRY</b>	<b>\$100,650</b>	<b>\$12,274</b>	<b>\$150</b>	<b>\$12,124</b>	<b>\$49,134</b>	<b>\$31,850</b>	<b>\$17,284</b>
<b>TOTAL MINISTRY FUND INCO</b>	<b>\$4,872,867</b>	<b>\$408,543</b>	<b>\$306,564</b>	<b>\$101,979</b>	<b>\$3,112,633</b>	<b>\$3,361,433</b>	<b>(\$248,800)</b>
<b>SCHOOL INCOME</b>							
25 Tuition K-8	\$1,658,319	\$135,867	\$138,078	(\$2,211)	\$1,096,276	\$1,106,007	(\$9,731)
26 Tuition ECE	\$1,007,157	\$83,557	\$84,278	(\$721)	\$668,662	\$670,045	(\$1,383)
27 Tuition - Childcare	\$120,445	\$12,697	\$11,516	\$1,181	\$92,588	\$85,897	\$6,691
28 Annual Fund	\$61,828	\$1,070	\$2,500	(\$1,430)	\$18,704	\$44,328	(\$25,624)
29 PTL Support	\$16,000	\$0	\$0	\$0	\$0	\$0	\$0
32 Athletics	\$39,183	\$0	\$1,400	(\$1,400)	\$13,806	\$22,683	(\$8,877)
33 Learning Center Fees	\$5,050	\$613	\$850	(\$237)	\$4,052	\$3,700	\$352
34 Chapel/Mission Offerings	\$4,889	\$132	\$1,500	(\$1,368)	\$2,234	\$4,589	(\$2,355)
35 Field Trips	\$5,000	\$215	\$0	\$215	\$1,903	\$2,000	(\$97)
36 Other Income	\$21,890	\$4,326	\$2,156	\$2,170	\$28,841	\$16,616	\$12,225
37 Budgeted Adjusted Income	\$66,217	\$0	\$5,495	(\$5,495)	\$0	\$44,238	(\$44,238)
38 School Lunch Income	\$84,345	\$9,944	\$9,685	\$259	\$43,538	\$58,163	(\$14,625)
39 Online Enrollment/Registrat	\$77,148	\$0	\$0	\$0	\$77,705	\$77,148	\$557
<b>TOTAL SCHOOL INCOME</b>	<b>\$3,167,471</b>	<b>\$248,420</b>	<b>\$257,458</b>	<b>(\$9,038)</b>	<b>\$2,048,311</b>	<b>\$2,135,414</b>	<b>(\$87,103)</b>

Budgeted Financial Statement for Period 8 - February  
 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)	(\$39,514)	(\$41,518)	\$2,004	(\$387,971)	(\$404,097)	\$16,126
4 Stewardship	(\$12,815)	(\$895)	(\$45)	(\$850)	(\$12,017)	(\$7,880)	(\$4,137)
5 Care Ministries	(\$19,610)	(\$166)	(\$1,949)	\$1,783	(\$1,893)	(\$13,151)	\$11,258
<b>TOTAL PASTORAL OFFICE</b>	<b>(\$627,882)</b>	<b>(\$40,575)</b>	<b>(\$43,512)</b>	<b>\$2,937</b>	<b>(\$401,881)</b>	<b>(\$425,128)</b>	<b>\$23,247</b>
<b>OPERATIONS</b>							
7 Facilities	(\$964,665)	(\$71,200)	(\$66,363)	(\$4,837)	(\$605,786)	(\$579,318)	(\$26,468)
8 Finance & Administration	(\$503,164)	(\$41,170)	(\$41,182)	\$12	(\$319,217)	(\$335,599)	\$16,382
9 Mortgage/Debt	(\$747,765)	(\$62,375)	(\$62,101)	(\$274)	(\$499,814)	(\$498,880)	(\$934)
10 School Tuition Assistance	(\$147,168)	(\$12,325)	(\$12,264)	(\$61)	(\$98,600)	(\$98,112)	(\$488)
11 Technology	(\$104,964)	(\$8,793)	(\$7,127)	(\$1,666)	(\$64,994)	(\$74,656)	\$9,662
<b>TOTAL OPERATIONS</b>	<b>(\$2,467,726)</b>	<b>(\$195,863)</b>	<b>(\$189,037)</b>	<b>(\$6,826)</b>	<b>(\$1,588,412)</b>	<b>(\$1,586,565)</b>	<b>(\$1,847)</b>
<b>MARKETING &amp; CREATIVE</b>							
13 Marketing & Creative	(\$558,121)	(\$29,289)	(\$56,282)	\$26,993	(\$287,336)	(\$362,874)	\$75,538
14 Community Awareness	(\$66,054)	\$0	(\$52)	\$52	(\$18,070)	(\$24,031)	\$5,961
<b>TOTAL MARKETING &amp; CREATIVE</b>	<b>(\$624,175)</b>	<b>(\$29,289)</b>	<b>(\$56,334)</b>	<b>\$27,045</b>	<b>(\$305,406)</b>	<b>(\$386,905)</b>	<b>\$81,499</b>
<b>ENGAGEMENT TEAM MINISTRY</b>							
16 Engagement Team	(\$414,420)	(\$25,678)	(\$29,075)	\$3,397	(\$244,260)	(\$298,084)	\$53,824
17 Missions	(\$92,286)	(\$6,145)	(\$6,254)	\$109	(\$68,310)	(\$67,218)	(\$1,092)
18 Staff Culture & Development	(\$17,929)	(\$719)	(\$400)	(\$319)	(\$25,733)	(\$15,794)	(\$9,939)
19 Cafe'	(\$46,420)	(\$4,978)	(\$4,164)	(\$814)	(\$28,391)	(\$30,902)	\$2,511
20 Hospitality	(\$11,960)	(\$1,740)	(\$190)	(\$1,550)	(\$9,530)	(\$8,095)	(\$1,435)
<b>TOTAL ENGAGEMENT TEAM MINISTRY</b>	<b>(\$583,015)</b>	<b>(\$39,260)</b>	<b>(\$40,083)</b>	<b>\$823</b>	<b>(\$376,224)</b>	<b>(\$420,093)</b>	<b>\$43,870</b>
<b>WEEKEND MINISTRY</b>							
22 Tech AV	(\$184,718)	(\$13,888)	(\$12,263)	(\$1,625)	(\$126,540)	(\$126,221)	(\$319)
23 Kids Ministry	(\$263,374)	(\$15,635)	(\$16,303)	\$668	(\$129,148)	(\$135,713)	\$6,565
24 Student Ministry	(\$208,756)	(\$13,025)	(\$12,415)	(\$610)	(\$131,226)	(\$134,384)	\$3,158
25 Weekend Ministry Leadership	(\$11,991)	(\$3,529)	(\$1,663)	(\$1,866)	(\$8,168)	(\$8,149)	(\$19)
26 Worship	(\$233,977)	(\$12,536)	(\$18,418)	\$5,882	(\$140,400)	(\$154,534)	\$14,134
<b>TOTAL WEEKEND MINISTRY</b>	<b>(\$902,816)</b>	<b>(\$58,613)</b>	<b>(\$61,062)</b>	<b>\$2,449</b>	<b>(\$535,481)</b>	<b>(\$559,001)</b>	<b>\$23,520</b>
<b>TOTAL MINISTRY FUND EXPENSES</b>	<b>(\$5,205,614)</b>	<b>(\$363,601)</b>	<b>(\$390,028)</b>	<b>\$26,427</b>	<b>(\$3,207,403)</b>	<b>(\$3,377,692)</b>	<b>\$170,289</b>
<b>SCHOOL EXPENSES</b>							
28 Salary, Wages, Benefits & Outsourced	(\$2,305,802)	(\$217,419)	(\$210,386)	(\$7,033)	(\$1,552,662)	(\$1,529,773)	(\$22,889)
29 Classroom Supplies, Materials & Equip	(\$56,619)	\$2,740	(\$3,075)	\$5,815	(\$43,419)	(\$48,669)	\$5,250
30 Conferences, Education & Developme	(\$14,665)	(\$150)	(\$500)	\$350	(\$8,628)	(\$11,115)	\$2,487
31 Technology Services, Hardware & Soft	(\$59,244)	(\$2,657)	(\$1,990)	(\$667)	(\$52,858)	(\$40,784)	(\$12,074)
32 Centered Care Expenses	(\$124,179)	(\$12,132)	(\$14,082)	\$1,950	(\$78,390)	(\$85,900)	\$7,510
33 Athletic Events	(\$29,057)	(\$1,645)	(\$2,400)	\$755	(\$19,812)	(\$22,857)	\$3,045
34 Field Trips	(\$4,622)	(\$210)	\$0	(\$210)	(\$2,459)	(\$3,072)	\$613
35 Copier Expense	(\$8,978)	(\$1,288)	(\$500)	(\$788)	(\$10,372)	(\$6,978)	(\$3,394)
36 Bad Debt	(\$5,000)	\$0	\$0	\$0	\$0	\$0	\$0
37 Missions	(\$2,850)	\$0	(\$500)	\$500	\$0	(\$2,550)	\$2,550
38 Fundraising Expense	(\$750)	\$0	(\$75)	\$75	\$0	(\$450)	\$450
39 Other Expenses	(\$359,122)	(\$56,642)	(\$23,565)	(\$33,077)	(\$237,965)	(\$257,061)	\$19,096
40 Budgeted Adjustment Expenses	(\$118,735)	\$0	(\$4,426)	\$4,426	\$0	(\$96,263)	\$96,263
41 School Lunch Expenses	(\$85,839)	(\$8,685)	(\$9,764)	\$1,079	(\$50,609)	(\$59,344)	\$8,735
<b>TOTAL SCHOOL EXPENSES</b>	<b>(\$3,175,462)</b>	<b>(\$298,086)</b>	<b>(\$271,263)</b>	<b>(\$26,823)</b>	<b>(\$2,057,173)</b>	<b>(\$2,164,816)</b>	<b>\$107,643</b>

**Statement of Financial Position for Period 8 - February**  
**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	\$1,875,364	\$1,845,481	\$2,093,435	\$1,681,853	\$29,884
Accounts Receivable	\$93,820	\$92,486	\$31,364	\$36,474	
Inventory	\$2,601	\$3,486	\$3,136	\$2,757	
Prepaid Expenses	\$63,121	\$55,116	\$59,597	\$93,979	
<b>Total Current Assets - Unrestricted</b>	<b>\$2,034,906</b>	<b>\$1,996,568</b>	<b>\$2,187,532</b>	<b>\$1,815,063</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	\$11,669	\$12,726	\$20,856	\$35,034	
Other Assets	\$268,997	\$270,431	\$280,469	\$221,010	
Operating Lease Asset	\$155,258	\$155,258	\$155,258	\$0	
<b>Total Other Assets</b>	<b>\$435,925</b>	<b>\$438,416</b>	<b>\$456,584</b>	<b>\$256,044</b>	
<b>Total Assets</b>	<b>\$14,433,270</b>	<b>\$14,397,423</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	\$79,348	\$66,846	\$119,041	\$492,385	
Accrued Expenses	\$179,727	\$174,567	\$177,982	\$145,213	
Deferred Tuition and Revenue	\$405,168	\$424,768	\$131,917	\$114,014	
Current Maturities of LT Debt	\$560,000	\$560,000	\$525,000	\$485,000	
Current Operating Lease Liability	\$30,126	\$30,126	\$30,126	\$0	
<b>Total Current Liabilities</b>	<b>\$1,254,369</b>	<b>\$1,256,307</b>	<b>\$984,066</b>	<b>\$1,236,612</b>	
<b>Long-Term Liabilities</b>					
Long Term Loan Payable	\$4,165,000	\$4,165,000	\$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>\$4,290,132</b>	<b>\$4,290,132</b>	<b>\$4,850,132</b>	<b>\$4,500,000</b>	
<b>Total Liabilities</b>	<b>\$5,544,502</b>	<b>\$5,546,439</b>	<b>\$5,834,198</b>	<b>\$5,736,612</b>	
<b>Net Assets</b>					
Ministry Fund Operating	\$893,478	\$848,536	\$988,248	\$734,507	
School Fund Operating	(\$58,767)	(\$9,101)	(\$49,905)	(\$76,294)	
Building Fund	\$7,793,505	\$7,746,805	\$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	\$256,802	\$260,994	\$388,908	\$413,514	
<b>Total Net Assets</b>	<b>\$8,888,768</b>	<b>\$8,850,983</b>	<b>\$8,772,356</b>	<b>\$8,677,458</b>	
<b>Total Liabilities and Net Assets</b>	<b>(\$14,433,270)</b>	<b>(\$14,397,423)</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**

	<b>FY 23/24 February</b>	<b>FY 23/24 January</b>	<b>FY 22/23 June</b>	<b>FY 21/22 June</b>	<b>FY 20/21 June</b>
<b>Cash and Investments</b>					
Total Cash and Investments *	\$ 1,875,364	\$ 1,845,481	\$ 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	96,580	98,731	110,143	169,941	107,539
Parent Teachers League	52,890	53,690	146,429	63,445	67,491
Chris Toomey Student Mission Fund				38,134	
MF Temporarily Restricted	865	865	865	5,731	3,629
Christ In Action					23,799
School of the Arts	637	504	5,396	6,087	4,047
Endowment Fund	47,918	47,918	45,478	43,195	41,007
Other	207	207	207	207	207
	<u>202,847</u>	<u>205,665</u>	<u>316,018</u>	<u>354,240</u>	<u>409,663</u>
<b>Excess/(Underfunded) Balance pre Affiliate Funds</b>	<b>1,672,517</b>	<b>1,639,816</b>	<b>1,777,417</b>	<b>1,327,613</b>	<b>1,482,305</b>
<b>Temp. Restricted Funds (Affiliate Controlled)</b>					
Boy Scout Troop #782	12,204	12,698	13,978	17,282	21,410
MOPS	15,893	16,461	26,168	32,182	29,676
Soccer Association	19,426	19,788	29,575	27,275	18,684
Illuminations - Puppet Ministry	9,405	9,355	9,005	8,406	7,806
All Other	717	717	717	717	717
Total Ongoing Fund Balances	<u>57,645</u>	<u>59,019</u>	<u>79,443</u>	<u>85,862</u>	<u>78,293</u>
<b>Excess/(Underfunded) Core Cash Balance</b>	<b>\$ 1,614,872</b>	<b>\$ 1,580,797</b>	<b>\$ 1,697,974</b>	<b>\$ 1,241,751</b>	<b>\$ 1,404,012</b>
<b>Analysis of Monthly Fluctuations in Core Cash Balance</b>					
Increase / (Decrease) in Month End Core Cash	\$ 34,075	\$ (178,761)	\$ 73,250	\$ (360,505)	\$ (188,210)
<b>Components Driving Change in Core Cash</b>					
Monthly Surplus / (Deficit) Ministry Fund	44,942	1,830	129,515	(144,443)	(42,336)
Monthly Surplus / (Deficit) School Fund	(49,666)	7,669	47,988	(139,910)	(104,489)
	<u>(4,724)</u>	<u>9,499</u>	<u>177,503</u>	<u>(284,353)</u>	<u>(146,825)</u>
Ministry Fund: noncash expense for Debt Principal Payment of Annual Debt Principal from Core Cash	46,700	46,700 (350,000)	43,750	40,500	38,000
School Grant Received School Grant: noncash revenue					
Increase / (Decrease) in Prepaid School Tuition	(19,180)	165,780	(188,155)	(157,307)	(138,815)
*** Decrease / (Increase) in Other Working Capital	11,279	(50,740)	40,152	40,655	59,430
Total Incr. / (Decr.) in Month End Core Cash	<u>34,075</u>	<u>(178,761)</u>	<u>73,250</u>	<u>(360,505)</u>	<u>(188,210)</u>
*** - This amount is an aggregation of all other increases and decreases not separately identified					
	in balance?-->	TRUE	TRUE	TRUE	TRUE
<b>Working Capital Change Detail</b>					
Current Month Deferred Tuition Liability**	347,445	391,140	35,021	40,290	15,055
Prior Month Deferred Tuition Liability	391,140	245,912	224,526	198,647	155,370
Source of Cash / (Use of Cash): Deferred Tuition	<u>(43,695)</u>	<u>145,228</u>	<u>(189,505)</u>	<u>(158,357)</u>	<u>(140,315)</u>
Current Month Deferred Registration Fees Liability	45,067	20,552	72,988	59,144	51,006
Prior Month Deferred Registration Fees Liability	20,552	-	71,638	58,094	49,506
Source of Cash / (Use of Cash): Deferred Tuition	<u>24,515</u>	<u>20,552</u>	<u>1,350</u>	<u>1,050</u>	<u>1,500</u>
<b>Additional Liquidity Information</b>					
Sources:					
Line of Credit Availability	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
Borrowings Outstanding					
Available Liquidity	<u>1,000,000</u>	<u>1,000,000</u>	<u>1,000,000</u>	<u>1,000,000</u>	<u>1,000,000</u>

\* Per General Ledger

Cash Liquidity Position - Model Periods  
As of February 29, 2024

	Forecasted Quarter Ending		Actuals at					
	June-24	March-24	February-24	June-23	June-22	June-21	June-20	June-19
<b>Cash and Investments</b>								
Total Cash and Investments *	\$ 1,713,267	\$ 1,962,591	\$ 1,875,364	\$ 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	1,713,267	1,962,591	1,875,364	2,093,435	1,681,853	1,891,968	921,823	1,450,007
<b>Days Cash on Hand - Total Cash<sup>1</sup></b>	<b>88.8</b>	<b>101.7</b>	<b>97.2</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	87,563	94,277	96,580	110,143	169,941	107,539	-	-
Parent Teachers League	79,769	62,893	52,890	146,429	63,445	67,491	43,888	5,938
Chris Toomey Student Mission Fund	-	-	-	-	-	-	-	-
MF Temporarily Restricted	2,583	2,314	865	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	480	596	637	5,396	6,087	4,047	10,540	6,295
Endowment Fund	47,918	47,918	47,918	45,478	43,195	41,007	38,509	36,523
Other	207	207	207	207	207	207	357	367
	218,520	208,204	202,847	316,018	354,240	409,763	387,902	985,118
<b>Excess/(Underfunded) Balance pre Affiliate Funds</b>	<b>1,494,747</b>	<b>1,754,387</b>	<b>1,672,517</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	12,780	13,143	12,204	13,978	17,282	21,410	20,282	18,656
Cub Scout Pack #782	-	-	-	-	-	-	6,127	6,943
MOPS	22,147	22,165	15,893	26,168	32,182	29,676	27,669	25,953
Soccer Association	27,326	26,504	19,426	29,575	27,275	18,684	13,998	7,621
Illuminations - Puppet Ministry	9,176	9,118	9,405	9,005	8,406	7,806	7,256	6,528
All Other	-	-	717	717	717	717	617	(147)
Total Ongoing Fund Balances	71,428	70,929	57,645	79,443	85,862	78,293	75,949	65,554
<b>Excess/(Underfunded) Core Cash Balance</b>	<b>\$ 1,423,319</b>	<b>\$ 1,683,458</b>	<b>\$ 1,614,872</b>	<b>\$ 1,697,974</b>	<b>\$ 1,241,751</b>	<b>\$ 1,403,912</b>	<b>\$ 457,972</b>	<b>\$ 399,335</b>
<b>Days Cash on Hand - Core Cash<sup>1</sup></b>	<b>73.7</b>	<b>87.2</b>	<b>83.7</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	\$ (260,139)	\$ 68,586	\$ (83,102)	\$ 456,223	\$ (162,161)	\$ 945,940	\$ 58,637	\$ 179,534
<b>Components Driving Change in Core Cash</b>								
Monthly Surplus / (Deficit) Ministry Fund	(183,501)	(23,638)	(94,770)	242,239	169,177	594,004	(322,941)	553,355
Monthly Surplus / (Deficit) School Fund	3,673	12,842	(8,862)	26,388	37,447	301,206	(66,386)	42,582
Total Surplus / (Deficit) for the Month	(179,828)	(10,796)	(103,632)	268,627	206,624	895,210	(389,327)	595,937
Deferred Spending - GF	-	-	-	-	(33,542)	-	-	-
Deferred Spending - School	-	-	-	-	-	-	-	-
Ministry Fund: noncash expense for Debt Principal	140,000	46,667	355,833	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)	(5,617)	284,503	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	56,474	38,333	(94,806)	70,600	(33,041)	44,591	(114,120)	(78,570)
Total Incr. / (Decr.) in Month End Core Cash	(260,139)	68,586	(83,102)	456,223	(162,161)	945,940	58,637	179,534
in balance?-->	\$ 0.00	\$ 0.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
** - This amount is an aggregation of all other increases and decreases not separately identified								
<b>Working Capital Change Detail</b>								
Current Month Deferred Tuition Liability	37,122	317,957	347,445	35,021	40,290	15,055	13,149	28,392
Prior Month Deferred Tuition Liability	237,998	347,445	391,140	224,526	198,647	155,370	86,116	141,275
Source of Cash / (Use of Cash): Deferred Tuition	(200,875)	(29,488)	(43,695)	(189,505)	(158,357)	(140,315)	(72,967)	(112,883)
Current Month Deferred Registration Fees Liability	72,988	68,938	45,067	72,988	59,144	51,006	39,235	41,903
Prior Month Deferred Registration Fees Liability	71,638	45,067	20,552	71,638	58,094	49,506	37,888	40,803
Source of Cash / (Use of Cash): Deferred Tuition	1,350	23,871	24,515	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 February 29, 2024

**Ministry Fund**

Department	Dept. #	Account	Actual	Budget	Difference	Will More Exp. Occur?	When	Certain	Possible
Tech A/V	114	Tech Equip Intallation	1,500	4,800	(3,300)	No			
Facilities	120	Elevator Maintenance	9,613	17,118	(7,505)	No			
Facilities	120	Security Systems Maint	1,890	4,038	(2,148)	No			
Facilities	120	Parking Lot Maintenance	-	15,000	(15,000)	Yes	May	15,000	
Facilities	120	Supplies	1,343	3,780	(2,437)	No			
Facilities	120	Paint Supplies	1,160	4,600	(3,440)	No			
Technology	121	Rock RMS Support	19,154	26,120	(6,966)	No			
Finance & Admin	130	Unused Merit Balance	-	23,638	(23,638)	No			
Finance & Admin	130	Parking Assistance & Traffic	15,830	18,250	(2,420)	No			
Pastoral Office	170	Donor Nurture	996	4,640	(3,644)	Yes	Var		3,314
Marketing & Creative	200	Christmas/Easter Production	4,120	10,500	(6,380)	No			
Marketing & Creative	200	Paper and Printing Supplies	4,591	6,700	(2,109)	No			
Marketing & Creative	200	Faith Matters Printing	5,763	9,000	(3,237)	No			
Marketing & Creative	200	Marketing Website/ Social Media	10,201	29,030	(18,829)	No			
Marketing & Creative	200	Professional Development	577	2,324	(1,747)	No			
Community Awareness	210	December Event	10,771	15,000	(4,229)	No			
Stewardship	250	Printing Expense	152	2,700	(2,548)	Yes	Var		2,589
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			
					-				
			<b>\$ 112,684</b>	<b>\$ 267,018</b>	<b>\$ (154,334)</b>			<b>\$ 15,000</b>	<b>\$ 5,903</b>

**School Fund**

Department	Dept. #	Account	Actual	Budget	Difference	Will More Exp. Occur?	When	Certain	Possible
K-8 Program	110	Curriculum Materials	19,459	27,650	(8,191)	No			
K-8 Program	110	Standardized Testing	-	4,500	(4,500)	No			
Personnel	150	Staff Development	497	2,997	(2,500)	No			
School Admin	160	Repairs and Maintenance	33,225	38,000	(4,775)	No			
School Admin	160	Advertising	10,744	13,626	(2,882)	No			
Other Expense	190	Playground	-	5,000	(5,000)	Yes	April	5,000	
Athletics	250	Sports Team Uniforms	3,551	6,115	(2,564)	No			
			<b>\$ 67,476</b>	<b>\$ 97,888</b>	<b>\$ (30,412)</b>			<b>\$ 5,000</b>	<b>\$ -</b>

**Pathfinder Church**  
**Launch Reconciliation**  
**2/29/24**

<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>	<b>\$ 3,750.00</b>
<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>	<b>(3,750.00)</b>

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.